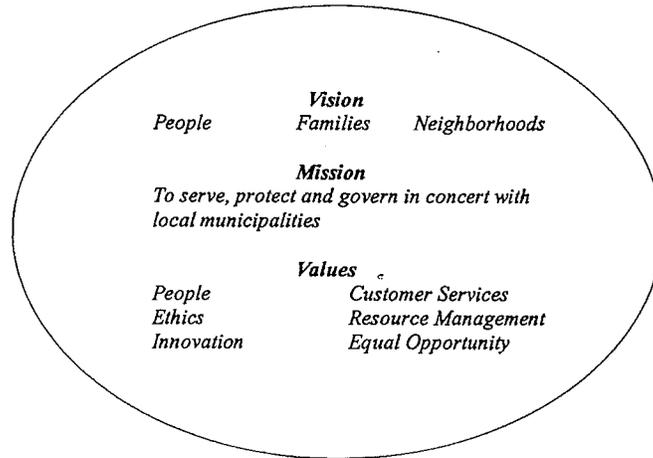




FULTON COUNTY



REQUEST FOR PROPOSAL NO. 11RFP03212011B-TR

Operational Review and Assessment of the Health and Human Services Agency For

Office of the County Manager

RFP DUE DATE AND TIME: Thursday, April 28, 2011 11:00 A.M.
RFP ISSUANCE DATE: Monday, March 28, 2011
PRE-BID PROPOSAL DATE: Thursday, April 14, 2011 at 2:00 P.M.
PURCHASING CONTACT: Terrance Reese
E-MAIL: Terrance.reese@fultoncountyga.gov

LOCATION: FULTON COUNTY DEPARTMENT OF PURCHASING &
CONTRACT COMPLIANCE
130 PEACHTREE STREET, S.W., SUITE 1168
ATLANTA, GA 30303

**REQUEST FOR PROPOSALS
TABLE OF CONTENTS**

Section/Page

SECTIONS 1-10

1.0	INTRODUCTION	1-1
1.1	Purpose	1-1
1.2	Description of the Project.....	1-1
1.3	Background.....	1-1
1.4	Current State.....	1-5
1.5	Purchasing the RFP.....	1-6
1.6	Subcontracting Opportunities.....	1-6
1.7	Pre-Proposal Conference	1-6
1.8	Proposal Due Date.....	1-6
1.9	Delivery Requirements.....	1-7
1.10	Contact Person and Inquiries.....	1-7
2.0	INSTRUCTIONS TO PROPOSERS	2-1
2.1	Procurement Process	2-1
2.2	Contract/Definitions.....	2-1
2.3	No Contact During Procurement Process	2-2
2.4	Clarification & Addenda	2-2
2.5	Term of Contract.....	2-3
2.6	Required Submittals.....	2-4
2.7	Proposal Evaluation	2-4
2.8	Disqualification of Proposers	2-4
2.9	Reserved Rights	2-4
2.10	Applicable Laws	2-5
2.11	Minimum Participation Requirements for Prime Contractors	2-5
2.12	Insurance and Risk Management Provisions.....	2-5
2.13	Accuracy of RFP and Related Documents.....	2-5
2.14	Responsibility of Proposer	2-5
2.15	Confidential Information	2-6
2.16	County Rights and Options.....	2-6
2.17	Cost of Proposal Preparation and Selection Process	2-8
2.18	Termination of Negotiation.....	2-8
2.19	Wage Clause	2-8
2.20	Additional or Supplemental Information.....	2-9
2.21	Reporting Responsibilities	2-9
2.22	Georgia Security and Immigration Compliance Act	2-9
2.23	Authorization to Transact Business	2-9
2.24	Right to Protest.....	2-10
2.25	First Source Jobs Policy	2-10
2.26	HIPAA Language.....	2-10
2.27	General Requirements.....	2-11

**REQUEST FOR PROPOSALS
TABLE OF CONTENTS**

Section/Page

3.0	PROPOSAL REQUIREMENTS	3-1
3.1	Submission Requirements	3-1
	3.1.1 Proposal Submission Date and Submittal Format.....	3-1
	3.1.2 Number of Copies	3-2
3.2	Overview of Proposal Requirements.....	3-2
3.3	Scope of Work	3-2
3.4	Project Deliverables.....	3-5
3.4	Technical Proposal Format and Content.....	3-6
3.5	Cost Proposal Format and Content.....	3-10
4.0	EVALUATION CRITERIA	4-1
4.1	Proposal Evaluation Criteria	4-1
5.0	PROPOSAL FORMS	5-1
5.1	Introduction	5-1
5.2	Proposal Forms	
	5.2.1 Form A - Certification Regarding Debarment	
	5.2.2 Form B - Non-Collusion Affidavit of Bidder/ Offeror	
	5.2.3 Form C - Certificate of Acceptance of Request for Proposal Requirements	
	5.2.4 Form D - Disclosure Form and Questionnaire	
	5.2.5 Form E - Declaration of Employee-Number Categories	
	5.2.6 Form F – Georgia Security and Immigration Contractor Affidavit and Agreement	
	5.2.7 Form G – Georgia Security and Immigration Subcontractor Affidavit	
6.0	CONTRACT COMPLIANCE REQUIREMENTS	6-1
6.1	Non-Discrimination in Contracting and Procurement	
6.2	Required Forms and EBO Plan	
	6.2.1 Exhibit A - Promise of Non-Discrimination	
	6.2.2 Exhibit B – Employment Report	
	6.2.3 Exhibit C – Schedule of Intended Subcontractors	
	6.2.4 Exhibit D – Letter of Intent to Perform as a Subcontractor or Provide Materials or Service	
	6.2.5 Exhibit E – Declaration Regarding Subcontracting Practices	
	6.2.6 Exhibit F – Joint Venture Affidavit	
	6.2.7 Exhibit G – Prime Contractor/Subcontractor Utilization Report	
7.0	INSURANCE AND RISK MANAGEMENT PROVISIONS	7-1

**REQUEST FOR PROPOSALS
TABLE OF CONTENTS**

	Section/Page
8.0 SAMPLE CONTRACT	8-1
9.0 EXHIBITS	9-1
Exhibit 1 – Required Submittal Checklist	
10.0 APPENDICES	10-1
Appendix 1 – Fulton County Health & Human Services Agency	
Appendix 2 – Fulton County Department of Health Services	
Appendix 3 – Housing and Human Services Department	
Appendix 4 – Atlanta-Fulton Public Library System	
Appendix 5 – Health and Human Services Budget Summary	
Appendix 6 – Common Ground, <i>Creating Equity through Public Policy and Community Engagement, December 2008</i>	

SECTION 1 INTRODUCTION

1.1 PURPOSE

Fulton County, Georgia ("County") is requesting proposals from qualified firms to perform an Organizational and Operational Assessment and Review of the Health and Human Services Agency. This assessment and review should provide recommendations which address operational efficiencies and effectiveness, current organizational structure, priorities and practices, existing delivery system, performance measures and outcomes, and staffing ratios.

Through the issuance of this Request for Proposal ("RFP" and/or "Proposals"), the County is soliciting Proposals from qualified Proposers for this project.

Proposals provided in response to this RFP that comply with the submittal requirements set forth in Section 4.0, including all forms and certifications, will be evaluated in accordance with the criteria and procedures described in Section 5.0. Based on the results of the evaluation, the County will award the project to the most advantageous Proposer based on the cost and the evaluation factors set forth in the RFP.

1.2 DESCRIPTION OF THE PROJECT

The primary focus of this study is intended to address the efficiency and effectiveness of the Health and Human Services Agency including the current organizational structure, departmental and agency interrelationships and major management functions and activities. The selected firm will be expected to make recommendations for re-engineering office procedures, workflow, and work assignment in order to determine appropriate staffing requirements for each major management functions; to address accountability through program evaluation in order to determine the effectiveness of the integrated care approach for improving the health of Fulton County communities; and, to make recommendations for any necessary improvements required to ensure the execution of the integrated care approach.

1.3 BACKGROUND

Fulton County is the principal county of the Atlanta metropolitan area. In 2009, the Census Bureau's population estimate was 1,033,756 making Fulton County the largest county in Georgia.

Fulton County's budget of almost \$1 billion funds an array of services including

health and human service programs, public safety departments, justice agencies, internal service functions, and municipal services for its unincorporated areas.

The Health and Human Services Agency is comprised of the following seven (7) departments with multiple programs:

Behavioral Health and Developmental Disabilities

The Department of Behavioral Health and Developmental Disabilities provides integrated culturally competent screenings, assessment and services for citizens with mental health and substance abuse needs. In addition, we provide service alternatives for individuals with behavioral health disorders who are in jail and/or involved with the criminal justice system. The services offered included diagnostic assessments which include psychiatric, nursing and clinician evaluation, and a variety of treatment services including; individual, group and family counseling, care management as well as behavioral health consultations to foster continuity of care with care partners as needed. Services are offered in order to provide a coordinated system of care to our clients in a manner that increases the availability of integrated health services.

The following programs must be considered in the assessment:

Addictive Diseases	Adult Behavioral Health
Behavioral Health Administration	Adult Developmental Disabilities
Child, Adolescent & Family Services	Jail Diversion/Court Services

Health and Human Services

The Health and Human Services Agency serves as the coordinating administrative entity for the following departments: Arts Council, Behavioral Health, Cooperative Extension, Health and Wellness, Housing, Human Services, and the Library System. The Administrative division of this Agency is responsible for oversight of all financial, human resources, information technology, and facility matters for these departments. Additionally, the Administrative division supports the departments within the Health and Human Services Agency through the provision of research, feasibility studies, program evaluation, service provision methodologies, epidemiological studies, grants development, and grants management, including the management of the FRESH and Human Services Grants programs.

The following programs must be considered in the assessment:

Capital	Health and Human Services
---------	---------------------------

Health Department

The Fulton County Department of Health & Wellness provides a variety of state mandated public health services to protect the health of the residents of Fulton County. Other services are required under the County's Public Health Master Agreement with the Georgia Department of Human Resources, Division of Public Health. In addition, Health and Wellness is furthering the Board of Commissioner's directive to reduce health disparities through such efforts as the provision of primary care services through the Primary Care Screening Clinic, and partnerships with community partners to provide services at Neighborhood Union, Adamsville, North Annex and other integrated care facilities as they come on board.

The following programs must be considered in the assessment:

- Adolescent Health
- Babies Can't Wait
- Children with Special Needs
- Chronic Diseases
- Community Health Education
- Dental
- Emergency Preparedness
- Employee Examinations
- Environmental Health Services
- Epidemiology
- EPSDT Outreach
- Grants/Contracts
- Immunization Grant
- Infant Vitality
- Neighborhood Union/Primary Care Screening Clinic
- Nursing Services
- Performance and Quality Improvement
- Reach
- STD/HIV
- TB
- West Nile
- WIC
- Women's Health

Housing and Community Development

Fulton County's Housing and Community Development Department assists very low, low and moderate-income residents with rental and housing assistance in

partnership with non-profit organizations, public agencies and the private sector to improve the quality of life in the community. The housing services provided by the department include rental assistance, affordable housing, down payment assistance, and housing rehabilitation opportunities for income eligible Fulton County residents.

The following programs must be considered in the assessment:

Community Development Block Grant (CDBG)
HOME Investment Partnership Program
Neighborhood Stabilization Program (NSP)
Emergency and Transitional Housing
Workforce Development

Human Services

The Human Services Department administers and coordinates Fulton County's Human Services Delivery Network. This network brings together nonprofit service providers, community-based organizations, churches, citizens, the private sector, and other local governments to address the issues relating to those county residents in greatest need.

The following programs must be considered in the assessment:

Adult Day Care	Call to Womanhood Program
Case Management	Central Fulton Resource Center
Congregate Meals	FRESH Grant
Global Youth Leadership Program	Home Delivered Meals
Home Repair	Human Services Grants
Information and Assistance	In-home Services
Jefferson Place Assessment Center	Kinship Care
Jefferson Place Supportive Services	NORC
Jefferson Place Transitional Housing	Out of Home Repairs
Parents Choice Lottery	Partnership on Youth
Senior Multipurpose	Senior Transportation
START	Teen DADS Program
Transforming Lives of Children (TLC)	Volunteer Services
What's Really Going on Publication	Youth Commission
Youth Leadership Academy	Grants Fund

The Health and Human Services Agency also includes Quality of Life Services, which consists of the Atlanta-Fulton Public Library System, Arts & Culture, and Cooperative Extension. For the purpose of this assessment, the following

programs must be considered in the assessment:

GED Testing and Training and health-related library programming.

Organization Charts for each department are provided in Section 10, Appendices of this RFP.

1.4 CURRENT STATE

In response to a state report indicating significant health disparities facing the citizens, the Fulton County Board of Commissioners took an unprecedented step by adopting a new strategy for the reinvention of government and service provision. This approach, known as integrated care service delivery model with a focus on social determinants of health, set forth a new philosophy which involves working with each specific community to identify those unique social determinants that are impacting the health of its residents. Fulton County Government recognized the need to improve service delivery to residents, to strengthen interdepartmental collaborations by eliminating silos that existed within the organization, and to enhance current and future external partnerships in order to improve health outcomes throughout the county. Health data, such as rates of infant mortality, cardiovascular disease, asthma, and diabetes are examined to determine the disease burdens experienced by each of the age groups. Socioeconomic data, such as median income, housing foreclosure rates, and business closings, are analyzed to determine the “economic health” of a community. Additionally, an environmental scan is undertaken to gain an understanding of the physical community by noting the presence of pollutants, access to sidewalks and streetlights, and the availability of fresh and healthy foods.

Studies recognize the value of centralizing services in order to significantly increase access to care, reduce citizens’ reliance on emergency rooms for health care, and to provide opportunities for individuals to establish medical homes for primary care. Toward that end, regional Health and Human Services One-Stop Facilities will be located throughout the county. In an innovative approach, traditional public health services are being integrated with primary care, behavioral health, oral health and human services within a health and wellness campus environment. By promoting health education through prevention and wellness at these facilities, treatment costs are expected to be reduced while communities become healthier and more educated about the health of themselves and their families. Furthermore, input from community residents regarding desired services and needs of the area is essential to the design of the health centers.

Fulton County is committed to the concept that care should be, accessible, continuous, comprehensive, family-centered, coordinated, compassionate, and culturally effective and will also offer supportive services such as workforce development and housing assistance to provide a comprehensive and holistic continuum of services to individuals and families.

The Health and Human Services (HHS) Agency was approved by the Board of Commissioners on July 15, 2009. A summary of the Agency's budget is provided in Appendix 2 of this RFP.

1.5 PURCHASING THE RFP

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

1.6 SUBCONTRACTING OPPORTUNITIES

Potential prime contractors submitting a bid on this project for Fulton County and are seeking subcontractors and/or suppliers can advertise those subcontracting opportunities on the County's website, <http://www.fultoncountyga.gov> under "Subcontracting Bid Opportunities".

1.7 PRE-PROPOSAL CONFERENCE

The County will hold a Pre-Proposal Conference, on **Thursday, April 14, 2011 at 2:00 P.M.** in the Bid Conference Room of the Department of Purchasing and Contract Compliance, 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.

1.8 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 **Thursday, April 28, 2011 at 11:00 A.M.**, legal prevailing time. All submitted proposals will 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 subject to be returned

unopened to the Proposer. The proposal due date can be changed only by addendum.

1.9 DELIVERY REQUIREMENTS

Any proposal received after the above stipulated due date and time will not be considered and will be rejected and returned. 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.

1.10 CONTACT PERSON AND INQUIRIES

Any questions or suggestions regarding this RFP should be submitted in writing to the Purchasing Department contact person, Terrence Reese, Assistant Purchasing Agent, email: terrence.reese@fultoncountyga.gov; phone: (404) 612-4215. Any response made by the County will be provided in writing to all Proposers by addendum. No verbal responses shall be authoritative.

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.

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.

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.

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.

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 **Monday, April 18, 2011 by 5:00 P.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 Long, Jr.~~ *Terrance Reese*

Public Safety Building

130 Peachtree Street S.W. Suite 1168

Atlanta GA 30303

Email: William.long@fultoncountyga.gov

P: (404) 612-~~7660~~ F: (404) 893-~~XXXX~~

4215

1739

RE: 11RFP03152011B-BL, Operational Review and Assessment of the Health and Human Services Agency

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 CONTRACT TERM

The contract will commence as of the date a Notice to Proceed (NTP) is issued and

will terminate upon submittal of the final recommendations. The final recommendation should be completed within 120 days of the NTP. In no event will the contract exceed 180 calendar days from the issuance of the Notice to Proceed (NTP).

2.6 REQUIRED SUBMITTALS

See **Exhibit 1** for the Required Submittal Checklist. This checklist will assist you to ensure that all required submittals are submitted. Failure to submit all required submittals may deem your proposal non-responsive.

2.7 PROPOSAL EVALUATION

All proposals will be evaluated using the criteria specified in Section 4 of this RFP. Selection will include an analysis of proposals by a Vendor Selection Committee composed of County personnel who will review the proposal submittals in accordance with the submittal requirements and the evaluation criteria set forth in Section 4 of this RFP. The committee may request oral interviews and/or site visits.

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 and individual firm, partnership or corporation under the same or different names may be considered as sufficient 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 1.11 in writing at the following address: Fulton County Department of Purchasing and Contract Compliance, Public Safety Bldg, 130 Peachtree Street S.E., 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 may 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
- 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
- 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.
 - The County reserves the right to conduct investigations of the Proposers and their responses to this RFP and to request additional evidence to support the information included in any such response.

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 may 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 Director of Internal Audit, 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 who 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.

2.26 HIPAA LANGUAGE

HIPAA Privacy Rule requires covered entities to safeguard certain Protected Health Information (PHI) related to a person's healthcare. Information that may be reviewed by the successful Proposer may include PHI, after appropriate consent, acknowledgement, or authorization from the patient or under circumstances that do not require patient authorization. The successful Proposer as the recipient, will be obligated to maintain PHI in a safe and secure manner. The successful Proposer may not re-disclose patient information without additional patient consent or as required by law. Unauthorized re-disclosure or failure to safeguard PHI could

subject the County, the successful Proposer to penalties described in federal (HIPAA) and state law. The successful Proposer will be required to sign a Confidentiality Form.

2.27 GENERAL REQUIREMENTS

The following information pertains to the submission of a proposal to Fulton County ("County"), and contains instructions on how proposals must be presented in order to be considered. If specific conditions or instructions in the text of the Request for Proposal ("RFP") conflict with the General Requirements as listed here, those conditions or instructions in the RFP shall prevail.

1. Proposals submitted in response to the attached RFP must be formatted as specified in the RFP. Additional sheets, literature, etc., should be clearly identified.
2. The original and the required number of copies of the proposal must be returned to:

Fulton County Purchasing Agent
Department of Purchasing & Contract Compliance
130 Peachtree Street, S.W., Suite 1168
Atlanta, Georgia 30303
3. The envelope in which the proposal is submitted must be sealed and clearly labeled with the RFP project name and number, due date and time, and the name of the company or individual submitting the proposal. Proposals must be received by the opening date and time shown on this RFP in order to be considered. The Purchasing Agent has no obligation to consider proposals which are not in properly marked envelopes. The Technical Proposal, Cost Proposal and Contract Compliance submittals shall be submitted in separate sealed envelopes. The inclusion of any cost information in the Technical Proposal may result in such proposal being rejected by the County.
4. Proposals received after the time and date specified will not be opened or considered.
5. By submitting a signed proposal, Offeror agrees to accept an award made as a result of the submission of the prices and terms contained in that proposal. Prices proposed must be audited by the Offeror to insure correctness before the proposal is submitted. Person signing the proposal is responsible for the accuracy of information in it. The specifications, provisions, and the terms and

conditions of the RFP and proposal shall become a valid contract between Fulton County and the Offeror upon notice of award of contract in writing and/or issuance of a purchase order.

6. Any contract awarded as a result of this proposal, shall comply fully with all Local, State, and Federal laws and regulations.
7. Absolutely no fax proposals or reproduction proposals will be accepted, except that if multiple copies of the proposal are required, photocopies of the original may be submitted as the additional copies, provided that they are clearly marked as such.
8. Type or neatly print company name, as well as the full legal name and title of the person signing the proposal, in all appropriate places. The Offeror's signature must be executed by a Principal of the company duly authorized to make contracts and bind the company to all terms being proposed.
9. 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.

10. Show information and prices in the format requested. Prices are to be quoted F.O.B. destination, and must include all costs chargeable to the Offeror in executing the contract, including taxes. Unless otherwise provided in the Contract, Fulton County shall have no liability for any cost not included in the price. The Offeror shall provide Fulton County the benefit through a reduction

in price of any decrease in the Offeror's costs by reason of tax exemptions based upon Fulton County's status as a tax-exempt entity.

11. Propose all items specified or indicate under each item what alternative is being proposed and why it should be considered in lieu of the original specification. Failures to indicate any exceptions shall be interpreted as the Offeror's intent to fully comply with the specifications as written. Conditional or qualified proposals (except as specifically allowed in the specifications) are subject to rejection in whole or in part.
12. 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.
13. The successful Offeror must assume full responsibility for delivery of all goods and services proposed and agree to relieve Fulton County of all responsibility and costs for prosecuting claims.
14. 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.
15. 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.
16. The successful Offeror shall be responsible for the proper training and certification of personnel used in the performance of the services proposed.
17. The successful Offeror shall not assign, transfer, convey, sublet, or otherwise dispose of any contract resulting from the RFP or of any of all of its rights, title or interest therein without prior written consent of the Fulton County Board of Commissioners.
18. Proposals must contain references which reflect successful completion of contracts for the types of goods, materials, equipment, or services for which the vendor is submitting a proposal to the County. In instances where that does not apply, the proposal must contain a statement and supporting documentation demonstrating such expertise, knowledge, or experience to

establish the vendor submitting the proposal as capable of meeting the demands of the proposal should an award be made to them.

19. Offerors submitting proposals may be required to furnish evidence that they maintain permanent places of business of a type and nature compatible with their proposal, and are in all respects competent and eligible vendors, able to fulfill the terms of the specifications. Fulton County may make such investigations as it deems necessary to determine the ability of the Offeror to perform such work, and reserves the right to reject any proposal if evidence fails to indicate that the proposed vendor is qualified to carry out the obligation of the contract and to complete the work satisfactorily.
20. 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.
21. Upon notice of selection, the Offeror submitting the proposal is obligated to perform. Should a successful Offeror refuse to enter into a contract subsequent to an award, a penalty may be assessed and/or the Offeror may be found to be "non-responsible" in the future.
22. 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.
23. Successful Offerors contract directly with the County and are the party or parties obligated to perform. Contracts may not be assigned and any failure to perform the Contract in accordance with the specifications will constitute a breach of contract and may result in an Offeror being found to be "non-responsible" in the future.
24. Invoice(s) must list each item separately and must show Fulton County's purchase order number as well as the proper department and address to whom the service or product was provided.
25. Fulton County reserves the right to accept or reject any or all proposals, or any part thereof, and to waive any technicalities. 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.

-
26. Awards will not necessarily be based on cost alone. Other factors, as detailed in the RFP, will be considered in determining what proposal will be deemed to best meet the needs of Fulton County.
 27. 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.
 28. 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). The Utility Contractor License number of the person who will perform the utility work shall be written on the face of the bid envelope.
 29. Prior to beginning any work, the successful Offeror shall furnish to Fulton County (for the contracting firm and for any subcontractors) a certificate from an insurance company showing issuance of Workers' compensation coverage for the State of Georgia or a certificated from the Georgia Workers' Compensation Board showing proof of ability to pay compensation directly.
 30. 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.

31. Any Offeror intending to respond to this solicitation as a Joint Venture must submit an executed Joint Venture Agreement with this offer. This agreement must designate those persons or entities authorized to execute documents or otherwise bind the Joint Venture in all transactions with Fulton County, or be accompanied by a document, binding upon the Joint Venture and its constituent members, making such designation. Offers from Joint Ventures that do not include these documents will be rejected as being “non-responsive”.
32. Any Offeror intending to respond to this solicitation must complete all of the Procurement Affidavit Forms provided in Section 5. Proposals that do not include these completed documents will be rejected as being “non-responsive”.

**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 **Thursday, April 28, 2011 at 11:00 A.M.** and must be addressed to:

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

The Proposal shall consist of a Technical Proposal, a Cost 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 Cost Proposal shall include the Cost Proposal Forms and any information describing the basis for pricing and must be separately, sealed, marked and packaged.

The required content of the Technical Proposal and Cost 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, THE COST PROPOSAL AND CONTRACT COMPLIANCE EXHIBITS SHALL BE SUBMITTED IN SEPARATE, SEALED ENVELOPES OR PACKAGES. THE INCLUSION OF ANY COST INFORMATION IN THE TECHNICAL PROPOSAL MAY RESULT IN SUCH PROPOSAL BEING REJECTED BY THE COUNTY.

Each envelope or package shall be clearly marked as follows:

**REQUEST FOR PROPOSALS RFP _____
Project # and Title
[Technical or Cost Proposal]
Proposer's Name and Address**

3.1.2 Number of Copies

Proposers shall submit one (1) original of the Technical Proposal and five (5) copies on CD media in PDF format. Proposers shall submit one (1) original of the Contract Compliance Exhibits with the Technical Proposal marked "Original" and one (1) copy in a separate sealed envelope. Proposers shall submit one (1) original of the Financial Information with the Technical Proposal marked "Original" and one (1) copy in a separate sealed envelope.

Proposers shall submit one (1) original and one (1) copy of the Cost Proposal 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 Proposer shall recommend improvements strategy in practices, policies, procedures and processes that will result in efficiencies within the department.

Additionally, the Proposer shall provide a review of current practices, benchmarks from other comparable counties and make recommendations for reorganizing, consolidating services, streamlining processes and activities; and identifying areas to address future needs. The information being sought by the County will require, but not be limited to the accomplishment of the following tasks:

- A. Perform an organizational evaluation/review to include the following:
 - 1. Conduct a detailed examination (assessment/evaluation) of the Agency's current organizational structure and functions.

-
2. Determine if efficiencies can be achieved by consolidation of administrative functions which are cross departmental.
 3. Identify existing organizational priorities.
 4. Assess the functional assignments and staffing levels required to perform current duties.
 5. Identify current supervisory ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
 6. Evaluate the Department's and County's initiatives, goals and objectives as it affects the operation of the Department.
 7. Assess interdepartmental collaboration with all other County departments.
 8. Assess current perceived efficacy of the Department (as a service provider) by not for profit organizations (as customers), and gather information on how the perceived efficacy can be improved.
 9. Assess administrative strengths, i.e. financial, supervision and development of staff, risk management coordination and practices, and use of technology and identify areas requiring additional support and staffing.

B. Perform a programmatic assessment/review to include:

1. Current service delivery plan of integrated care services approach to determine if the approach is conducive in meeting the needs of the community served. The components of the framework for integrated care services includes:
 - capital improvements,
 - partnerships,
 - integration of service provision,
 - trained staff,
 - individual-level needs assessment,
 - standard and needs-based services
 - case management
 - community outreach/engagement
 - integration of data collection systems
 - program evaluation
 - programmatic outcomes
 - desired outcomes
 - national benchmarks
 - quality
2. Perform a gap analysis of health and human services programs and services to identify any gaps in the existing service delivery system. Identify baselines.
3. Determine if staffing levels (assignment ratios) are appropriate to support the current service delivery approach of integrated services.

-
4. Conduct an analysis of trends, issues that may impact future delivery service.
 5. Develop core strategies, goals and objectives to meet future needs.
 6. Review coordination between Fulton County agencies and other health and social services agencies to ensure the maximum use of resources.

C. Perform an operational review to include the following:

1. Review Agency's operational functions and workflow processes for each department.
2. Conduct process improvement studies for each major workflow process.
3. Identify and review all current performance measures ensuring they are targeting the main outcome of each function and that goals are set to industry benchmarks. The review should be comprehensive and address performance issues with regard to efficiencies and effectiveness of the operations as well as a review of the County's capacity to demonstrate the "outcomes".
4. Review written Standard Operating Procedures and policies to ensure they support the goals and objectives of the departments and programs.

D. Perform a review of the IT functions to include the following:

1. Conduct an "as-is" analysis of the current IT systems, including activities to:
 - assess current data environment
 - assess current applications, technology, and telecommunications environments
 - consider outstanding IT projects
 - review application and systems functionality
2. Develop an IT strategy, including activities to:
 - alignment with overall County strategy and vision
 - reduce redundancy, costs and inefficiencies,
 - improve productivity and customer service
 - benchmark IT and industry activities
3. Conduct an assessment of healthcare related technology systems, including:
 - electronic health records
 - records management

3.4 PROJECT DELIVERABLES

At the conclusion of the operational and organizational reviews, the successful Proposer shall, as described in the Scope of Work, provide the following:

- 1) Provide a summary of findings that effectively summarizes and communicates the information reviewed.
- 2) Provide a summary of findings of the integrated care service approach that includes at minimum the following:
 - a. Whether the components of the integrated care service approach was implemented as designed.
 - b. If there are any gaps between program design and delivery.
 - c. What the strengths and weaknesses in the delivery approach.
 - d. If there any barriers or challenges in delivery to the community.
 - e. What resources are required to sustain the integrated care approach.
- 3) Identify key issues and opportunities.
- 4) Develop a Strategic Plan which will provide a roadmap/plan to get to the desired service delivery model and outcomes.
- 5) Formulate recommendations where findings cite deficiencies, the successful Proposer must provide recommendations to improve or remove the deficiencies. Recommendations must also include an implementation approach and timetable.
- 6) A draft report with an Executive Summary shall be issued to the County Manager's Office in electronic and written format. The document shall include the summary of findings, recommendations as identified in the Scope of Work, and any spreadsheets or other supporting documentation prepared by the successful Proposer in preparing its findings.
- 7) A Final Report shall be issued following staff comments on the draft. In addition, County staff may require a PowerPoint (or similar) presentation to staff mentioned above, the County Manager, and/or the Board of County Commissioners. The report should provide sufficient information for policy decisions regarding organizational, operational and service delivery options.
- 8) Twenty-five (25) copies of the Final Report will be required along with an electronic copy.

9) All work provided under this contract for Fulton County shall belong exclusively to the County.

3.5 TECHNICAL PROPOSAL FORMAT AND CONTENT

The Technical Proposal shall include the appropriate and requested information in sufficient detail to demonstrate the Proposer's knowledge, skills and abilities to provide requested services.

The Technical Proposal shall be arranged and include content as described below:

Section 1 - Executive Summary

The executive summary shall include the following information:

- Provide the legal name of the entity responding to this proposal.
- Provide the business type of the entity responding to this proposal (i.e. Joint Venture, Partnership, etc).
- Include a brief statement of approach to the work, understanding of the project's goals and objectives and demonstrated understanding of the project's potential problems and concerns.

Section 2 – Project Approach and Work Plan

The Proposer must provide a clear and detailed description of the proposed approach to accomplish the County's objectives. The County will consider the comprehensiveness of the approach, understanding of the project, strategy and methodology to be used.

The Proposer shall prepare a detailed work plan that outlines the methods and means to be used to implement the scope of services as outlined in Section 3.3. The work plan must define the necessary processes and procedures, which if fully implemented, would accomplish the County's objective. The work plan should also demonstrate the processes that will be utilized to develop the Strategic Plan for the Health and Human Services Agency. Provide examples of how proposed measurements have been used successfully in other jurisdictions.

The work plan must identify best practices and benchmarks used in the analysis and the resulting approach and plan.

Section 3 – Project Team Qualifications/ Qualifications of Key Personnel

- Provide your firm's qualifications.
- Provide resumes for each of the key personnel proposed for this project with specific emphasis on the Project Manager.
- Provide at least five (5) professional references from work that was performed similar to that requested in this RFP.
- All proposed key personnel must have at least a minimum of three (3) years related work experience.
- The Project Manager must have a minimum of five (5) years related experience including two (2) years experience in managing projects of similar scope and size.
- 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
 - 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.

Section 5 – Relevant Project Experience

The Proposer shall provide information regarding the Team's relevant knowledge and experience of personnel and the quality of the technical resources which will be brought to the project. (No page limit)

Identify three (3) projects where the Proposer has performed analyses similar in scope for entities comparable to Fulton County within the past three (3) years. Such entities include counties and/or cities which include departments that provide services similar to Fulton County's Health and Human Services Agency. Limiting the response to one (1) page per project, please provide the following information:

- Name and location of project
- Year services were performed
- Project description
- Type of jurisdiction
- Requirements of the study

-
- The period of time devoted to the project, and your allocation of resources to the project.
 - References, including a contact name, titles, address, telephone & fax number, and an e-mail address of contact personnel for the jurisdiction.

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
- (2) Current workload of key personnel

Section 8 - Location of Firm

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);
2. Copy of a lease or rental agreement;
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 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 – 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.

Section 10 – Cost

The respondent with the lowest total cost will receive the full 10 points. For respondents with the second, third, fourth, etc., their total costs will be divided into the lowest cost and multiplied by 10, the total points allowed for cost.

The County has established the following formula to evaluate cost proposals for Request for Proposals (RFP):

Lowest cost submitted

Each successive cost \times Points allocated for cost in RFP = Cost proposal score

3.5 COST PROPOSAL FORMAT AND CONTENT

Sealed cost proposals shall be provided in a **separate sealed envelope/package**.

The Cost Proposal shall include the hourly rate for each level of individuals, e.g., manager, consultant, analyst. Cost shall be based on the estimated number of hours and total not to exceed cost based on Proposer's expressed understanding of the scope of work.

Section 1 - Introduction

The Proposer shall include an introduction which outlines the contents of the Cost Proposal.

- i. Cost proposal shall include the hourly rate for each level of individuals, e.g., manager, consultant, analyst.
- ii. Cost shall be based on estimated number of hours and not to exceed price based on Proposer's expressed understanding of the scope of work.

Section 2 – Completed Cost Proposal Forms

The Proposer is required to complete **all** the Cost Proposal Forms included in Section 3 of the RFP.

COST PROPOSAL FORMS
 (SUBMIT IN SEPARATE SEALED ENVELOPE)

Position Title	Hourly Rate	Estimated No. Of Hours	Total Fee
Totals			

Provide costs by Task:

Task A: Organizational Evaluation/Review	
Task B: Programmatic Assessment/Review	
Task C: Operational Review	
Task D: Review of IT Functions	
Total	

(If additional space is required, include a separate sheet marked as price proposal page 2, etc.)

TOTAL NOT TO EXCEED PRICE FOR ENTIRE PROJECT: \$ _____

PRICE IN WORDS _____

NOTE: Total cost shall be inclusive of all projected expenses, including but not

limited to transportation, meals, lodging, long distance calls, photocopying services, etc.

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
Project Approach and Work Plan	30%
Qualifications of Key Personnel	15%
Relevant Project Experience	10%
Financial Responsibility	5%
Availability of Key Personnel	10%
Project Schedule	5%
Disclosure Form and Questionnaire	5%
Local Preference	10%
Cost Proposal	10%
TOTAL POINTS	100%

SECTION 5 PROPOSAL FORMS

5.1 INTRODUCTION

To be deemed responsive to this RFP, Proposers must provide the information requested and complete in detail all Proposal Forms. The appropriate individual(s) authorized to commit the Proposer to the Project must sign the Proposal Forms. Proposers should reproduce each Proposal Form, as required, 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

5.2 PROPOSAL FORMS DESCRIPTION

5.2.1 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.

5.2.2 Non-Collusion Affidavit of Bidder/Offeror

The Proposal shall include a copy of Proposal 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.

5.2.3 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.

5.2.4 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.

5.2.5 Georgia Security and Immigration Contractor Affidavit and Agreement

Proposer shall complete and submit Form F, 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.

5.2.6 Georgia Security and Immigration Subcontractor Affidavit

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

5.2.7 Professional License

Proposer and any subcontractor(s) performing work required by state law to be licensed must provide a copy of their license for the work they will perform on this project.

5.2.8 Local Preference Affidavit of Bidder/Offer

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

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.

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 Subcontract 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 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 Subcontract 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.

_____ (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 CONTRACTING AND PROCUREMENTS

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. 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.

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 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. (Ex: subcontracting, joint venturing, etc.)
2. Efforts that will be made by the bidder/proposer to encourage and solicit minority and female business utilization in *this solicitation*. (Ex: media solicitation directed to M/FBEs, contacting Fulton County certified M/FBEs listed in the M/FBE Directory, etc.)

Fulton County encourages joint ventures, teaming, partnering and mentor-protégé relationships with minority and female businesses in an effort to achieve contracting and procurement diversity.

Prompt Payment: The prime contractor **must** certify in writing and **must** document on the Exhibit G Form (Prime Contractor/Subcontractor Utilization Report) 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 forty-eight (48) hours of receipt of payment from Fulton County. In no event shall a subcontractor, sub-consultant or supplier be paid later than fifteen (15) days as provided for by state law.

6.2 REQUIRED FORMS AND EBO PLAN

In order to be compliant with the intent and provisions of the Fulton County Non-Discrimination in Purchasing and Contracting Ordinance (99-0960), bidders/proposers **must** submit the following completed documents. Failure to provide this information **shall** result in the proposal being deemed non-responsive.

- Exhibit A – Promise of Non-Discrimination
- Exhibit B – Employment Report
- Exhibit C – Schedule of Intended Subcontractor Utilization
- Exhibit D – Letter of Intent to Perform as a Subcontractor or Provide Materials or Services
- Exhibit E – Declaration Regarding Subcontractors Practices
- Exhibit F – Joint Venture Disclosure Affidavit
- Equal Business Opportunity Plan (EBO Plan). This document is not a form rather a statement created by the bidder/proposer on its company letter head addressing the EBO Plan requirements.
- Exhibit H – First Source Jobs Program Information, Form 1

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

- Exhibit G – Prime Contractor’s Subcontractor Utilization Report
- Exhibit H – First Source Jobs Program Agreement, Form 2

All Contract Compliance documents (Exhibits A – H and EBO Plan) are to be placed in a **separate sealed envelope** clearly marked “Contract Compliance”. The EBO Plan must be submitted on company letterhead. These documents are considered part of and should be submitted with the Technical Proposal.

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 Contract Compliance pursuant to Section 4.4 of the Fulton County Non-Discrimination in Purchasing and Contracting Ordinance.

SIGNATURE: _____

ADDRESS: _____

TELEPHONE NUMBER: _____

EXHIBIT B – EMPLOYMENT REPORT

The demographic employment make-up for the bidder/proposer **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.

EMPLOYEES

CATEGORY	NATIVE AMERICAN		AFRICAN AMERICAN		ASIAN AMERICAN		HISPANIC AMERICAN		CAUCASIAN AMERICAN		OTHER	
	M	F	M	F	M	F	M	F	M	F	M	F
Male/Female												
Mgmt/Official												
Professional												
Supervisors												
Office/ Clerical												
Craftsmen												
Laborers												
Other (specify)												
TOTALS												

FIRM'S NAME: _____

ADDRESS: _____

TELEPHONE NUMBER: _____

This completed form is for (Check one) _____ Bidder/Proposer _____
 Subcontractor

Submitted by: _____ **Date Completed:** _____

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** include Letter(s) of Intent (Exhibit D) in the bid document for all subcontractors who will be utilized under the scope of work/services.

Prime Bidder/Proposer: _____

ITB/RFP Number: _____

Project Name or Description of Work/Service(s): _____

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):

2. If the Prime Bidder/Proposer is a Joint Venture, please complete Exhibit F: Joint Venture Disclosure Affidavit and attach a copy of the executed Joint Venture Agreement.

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 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:** _____

Firm 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 subcontractor and submitted with the bid/proposal. The Prime Contractor **must** submit Letters of Intent for **ALL** known subcontractors at time of bid submission.

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 - DECLARATION REGARDING SUBCONTRACTING PRACTICES

If the bidder/proposer **does not intend to subcontract** any portion of the scope of work services(s), this form **must be** completed and submitted with the bid/proposal.

_____ hereby declares that it is my/our intent to
(Bidder)

perform 100% of the work required for _____
(ITB/RFP Number)

(Description of Work)

In making this declaration, the bidder/proposer states the following:

1. That the bidder/proposer does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform **all elements** of the work on this project with his/her own current work forces;
2. If it should become necessary to subcontract some portion of the work at a later date, the bidder/proposer will comply with all requirements of the County's Non-Discrimination Ordinance in providing equal opportunities to all firms to subcontract the work. The determination to subcontract some portion of the work at a later date shall be made in good faith and the County reserves the right to require additional information to substantiate a decision made by the bidder/proposer to subcontract work following the award of the contract. Nothing contained in this provision shall be employed to circumvent the spirit and intent of the County's Non-Discrimination Ordinances;
3. The bidder will provide, upon request, information sufficient for the County to verify Item Number one.

AUTHORIZED COMPANY REPRESENTATIVE

Name: _____ **Title:** _____ **Date:** _____

Signature: _____

Firm: _____

Address: _____

Phone Number: _____

Fax Number: _____

Email Address: _____

EXHIBIT F - JOINT VENTURE DISCLOSURE AFFIDAVIT

ITB/RFP No. _____

Project Name _____

This form must be completed and submitted with the bid/proposal if a joint venture approach is to be undertaken.

In order to evaluate the extent of small, minority and female business involvement being proposed by a Bidder/Proposer, certain relevant information must be provided prior to contract award. The information requested below is to clearly identify and explain the extent of small business participation in the proposed joint venture. All items must be properly addressed before the business entity can be evaluated.

1. Firms:

1) **Name of Business:** _____
Street Address: _____
Telephone No.: _____
Nature of Business: _____

2) **Name of Business:** _____
Street Address: _____
Telephone No.: _____
Nature of Business: _____

3) **Name of Business:** _____
Street Address: _____
Telephone No.: _____
Nature of Business: _____

NAME OF JOINT VENTURE (If applicable): _____

ADDRESS: _____

PRINCIPAL OFFICE: _____

OFFICE PHONE: _____

Note: Attach additional sheets as required

1. Describe the capital contributions by each joint venturer and accounting thereof.
2. Describe the financial controls of the joint venture, e.g., will a separate cost center be established? Which venturer will be responsible for keeping the books? How will the expense therefore be reimbursed? What is the authority of each joint venture to commit or obligate the order?
3. Describe any ownership, options for ownership, or loans between the joint ventures. Identify terms thereof.
4. Describe the estimated contract cash flow for each joint venturer.
5. To what extent and by whom will the on-site work be supervised?
6. To what extent and by whom will the administrative office be supervised?
7. Which joint venturer will be responsible for material purchases including the estimated cost thereof? How will the purchase be financed?
8. Which joint venturer will provide equipment? What is the estimated cost thereof? How will the equipment be financed?
9. Describe the experience and business qualifications of each joint venturer.
10. Submit a copy of all joint venture agreements and evidence of authority to do business in the State of Georgia as well as locally, to include all necessary business licenses.
11. Percent of Minority/Female Business Enterprises ownership by each joint venture in terms of profit and loss sharing: _____

12. The authority of each joint venturer to commit or obligate the other: _____

13. Number of personnel to be involved in project, their crafts and positions and whether they are employees of the Minority/Female Business Enterprises enterprise, the majority

firm or the joint venture: _____

14. Identification of control and participation in venture; list those individuals who are responsible for day-to-day management and policy decision-maker, including, but not limited to, those with prime responsibility for areas designated below; (use additional sheets if necessary)

<u>Name</u>	<u>Race</u>	<u>Sex</u>	<u>Financial Decisions</u>	<u>Supervision Field Operation</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

In connection with any work that these firms, as a joint venture, might be authorized to perform in connection with above captioned contract, we each do hereby authorize representatives of the Fulton County Department of Contract Compliance, Departments of Purchasing and Contract Compliance, and Finance, under the direction of the County Manger's Office, to examine, from time to time, the books, records and files to the extent that such relate to this County project.

WE DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THE FOREGOING DOCUMENT ARE TRUE AND CORRECT, AND THAT WE ARE AUTHORIZED, ON BEHALF OF THE ABOVE FIRMS, TO MAKE THIS AFFIDAVIT AND GRANT THE ABOVE PRIVILEGE.

FOR _____
(Company)

Date: _____
(Signature of Affiant)

(Printed Name)

(Company)

Date: _____
(Signature of Affiant)

(Printed Name)

State of _____:

County of _____:

On this ____ day of _____, 20____, before me, appeared _____, the undersigned officer, personally appeared _____ known to me to be the person described in the foregoing Affidavit and acknowledges that he

(she) executed the same in the capacity therein stated and for the purpose therein contained.

EXHIBIT – G 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:					
Telephone #:					

AMOUNT OF REQUISITION THIS PERIOD: \$ _____
 TOTAL AMOUNT REQUISITION TO DATE: \$ _____
 TOTAL AMOUNT REQUISITION TO DATE: \$ _____

SUBCONTRACTOR UTILIZATION (add additional rows as necessary)

Name of Sub-Contractor	Description of Work	Contract Amount	Amount Paid To Date	Amount Requisition This Period	Contract Period Starting Date Ending Date
TOTALS					

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

EXHIBIT H

FULTON COUNTY FIRST SOURCE JOBS PROGRAM

STATEMENT OF 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 Contractor 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.

PURPOSE:

The purpose of this policy is to create a pool of employable persons who are residents of Fulton County to be called upon as a source to fill jobs created as a result of any eligible project funded in whole or in part with County funds in order to provide stable economic opportunities for families throughout the County. The First Source Jobs Program will be implemented by the Department of Purchasing & Contract Compliance and the Office of Workforce Development.

MONITORING POLICY:

Upon execution of a contract with Fulton County Government, the First Source Jobs Agreement (FSJ Form 2) will become a part of the contract between the bidder/proposer and Fulton County Government. The First Source Jobs Program will be monitored during routine site visits by the Office of Contract Compliance along with the Office of Workforce Development.

**FORM 1
FULTON COUNTY**

First Source Jobs Program Information

Company Name: _____

Project Number: _____

Project Name: _____

The following entry-level positions will become available as a result of the above referenced contract with Fulton County.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Include a job description and all required qualifications for each position listed above.

Identify a company representative and contact phone number who will be responsible for coordinating with the First Source Jobs Program:

Company Representative: _____

Phone Number: _____

Email Address: _____

FORM 2
FULTON COUNTY
First Source Jobs Program Agreement

Awarded Contractor's Name: _____

Formal Contract Name: _____

RFP/ITB Number: _____

Contact Person: _____

Contact Phone: _____

The contractor listed above agrees to the following:

1. The contractor shall make a good faith effort to fill 50% of the entry level position(s) created by this project using the Fulton County First Source Jobs Program.
2. The contractor shall provide the applicable details of every entry level job in writing within the required form.
3. The contractor shall be expected to present documentation that confirms employment terms to both the employee and Fulton County.

The Office of Contract Compliance will assist with monitoring the participation of First Source Jobs Program employees during routine site visits and report findings to the Office of Workforce Development for confirmation and follow-up. The Office of Workforce Development shall notify the Director of Human Services and the Purchasing Agent of any determination of non-compliance with the requirements of this policy and recommend a resolution or action to be taken.

Upon a determination by the Purchasing Agent and the Director of Human Services that a contractor has failed to comply with any portion of this policy, the County may impose the following:

1. Ten percent (10%) of all future payments under the involved eligible project shall be entitled to be withheld from a contractor that has violated this policy until the contractor complies with the provisions of this policy.

The undersigned agrees to the terms and conditions set forth in this agreement.

Contractor's Official Title: _____ Date: _____

Contractor's Name: _____

Contractor's Signature: _____

**SECTION 7
INSURANCE AND RISK MANAGEMENT PROVISIONS**

**Insurance and Risk Management Provisions
Operational Review and Assessment – Health & Human Services Agency**

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, with an A.M. Best rating of at least A- VI, subject to final approval by Fulton County. 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 Scope of Services 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.

Upon award, the Contractor/Vendor must maintain at their expense, insurance with policy limits equal to or greater than the limits described below. Proof of insurance must be provided to Fulton County Government prior to the start of any activities/services as described in the bid document(s). 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 Operation	Aggregate Limit	\$2,000,000
Personal and Advertising Injury	Limits	\$1,000,000
Fire Damage	Limits	\$100,000

3. BUSINESS AUTOMOBILE LIABILITY INSURANCE

Combined Single Limits	Each Occurrence	\$1,000,000
(Including operation of non-owned, owned, and hired automobiles).		

- | | | |
|---|----------------------------|--------------------------------|
| <p>4. UMBRELLA LIABILITY
(In excess of above noted coverages)</p> | <p>Each Occurrence</p> | <p>\$1,000,000</p> |
| <p>5. PROFESSIONAL LIABILITY
(To be provided when the Contract includes specified Professional Services, and will be written with all Environmental/Pollution exclusions deleted).
Extended Reporting Period 3-5 Years</p> | <p>Per Claim/Aggregate</p> | <p>\$1,000,000/\$1,000,000</p> |

Certificates of Insurance

Certificates shall state that the policy or policies shall not expire, be cancelled or altered without at least forty-five (45) days prior written notice to Fulton County Government. Policies and Certificates of Insurance are to list Fulton County Government as an Additional Insured (except for Workers' Compensation) and shall conform to all terms and conditions (including coverage of the indemnification and hold harmless agreement) contained in the Insurance and Risk Management Provisions. The General Liability Additional Insured language should apply to on-going and completed-operations, using ISO form CG 2010 (11/85 version) or equivalent.

This insurance for the additional insureds shall be as broad as the coverage provided for the named insured Contractor. It shall apply as Primary Insurance before any other insurance or self-insurance, including any deductible, non-contributory, and Waiver of Subrogation provided to Fulton County Government.

Additional Insured under the General Liability, Auto Liability, Umbrella Policies (with exception of Workers Compensation and Professional Liability), 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 **must** identify the "Certificate Holder" as follows:

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

Important:

It is understood that **Insurance in no way Limits the Liability of the Contractor/Vendor.**

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.

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.

INDEMNIFICATION AND HOLD HARMLESS AGREEMENT

To the fullest extent of the Law, Contractor/Vendor hereby agrees to release, indemnify, defend and hold harmless Fulton County, its Commissioners, officers, employees, subcontractors, 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 Contractor/Vendor, its directors, officers, employees, subcontractors, 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.

Contractor/Vendor's 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.

Contractor/Vendor further agrees to protect, defend, indemnify and hold harmless Fulton County, its Commissioners, officers, employees, subcontractors, 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 Contractor/Vendor. These indemnities shall not be limited by reason of the listing of any insurance coverage.

FULTON COUNTY ACKNOWLEDGES THAT ALL PROVISIONS OF THIS INDEMNITY AGREEMENT MAY NOT BE APPLICABLE TO THE CONTRACTOR/VENDOR'S BUSINESS. TO THE EXTENT THAT CONTRACTOR/VENDOR MAY DEMONSTRATE SUCH NONAPPLICABILITY, FULTON COUNTY MAY NEGOTIATE AMENDMENTS TO THIS AGREEMENT AS THE CIRCUMSTANCES DICTATE.

CONTRACTOR/VENDOR ACKNOWLEDGES HAVING READ, UNDERSTANDING, AND AGREEING TO COMPLY WITH THIS INDEMNIFICATION AND HOLD HARMLESS AGREEMENT, AND THE REPRESENTATIVE OF THE CONTRACTOR/VENDOR IDENTIFIED BELOW IS AUTHORIZED TO SIGN CONTRACTS ON BEHALF OF THE RESPONDING CONTRACTOR/VENDOR.

COMPANY: _____ SIGNATURE: _____

NAME: _____ TITLE: _____

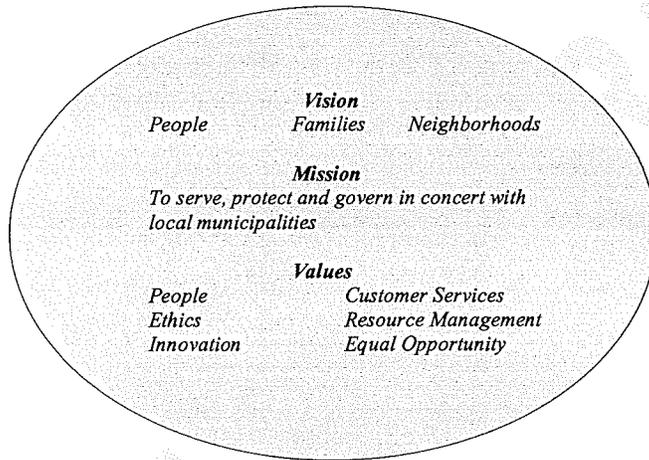
DATE: _____

**SECTION 8
SAMPLE CONTRACT**

SAMPLE CONTRACT



FULTON COUNTY



CONTRACT DOCUMENTS FOR

PROJECT NUMBER

PROJECT TITLE

For

DEPARTMENT NAME

Index of Articles

- ARTICLE 1. CONTRACT DOCUMENTS
- ARTICLE 2. SEVERABILITY
- ARTICLE 3. DESCRIPTION OF PROJECT
- ARTICLE 4. SCOPE OF SERVICES
- ARTICLE 5. DELIVERABLES
- ARTICLE 6. SERVICES PROVIDED BY COUNTY
- ARTICLE 7. MODIFICATIONS/CHANGE ORDERS
- ARTICLE 8. SCHEDULE OF WORK
- ARTICLE 9. CONTRACT TERM
- ARTICLE 10. COMPENSATION AND PAYMENT FOR CONSULTANT SERVICES
- ARTICLE 11. PERSONNEL AND EQUIPMENT
- ARTICLE 12. SUSPENSION OF WORK
- ARTICLE 13. DISPUTES
- ARTICLE 14. TERMINATION OF AGREEMENT FOR CAUSE
- ARTICLE 15. TERMINATION FOR CONVENIENCE OF COUNTY
- ARTICLE 16. WAIVER OF BREACH
- ARTICLE 17. INDEPENDENT CONTRACTOR
- ARTICLE 18. RESPONSIBILITY OF CONSULTANT
- ARTICLE 19. COOPERATION WITH OTHER CONSULTANTS
- ARTICLE 20. ACCURACY OF WORK
- ARTICLE 21. REVIEW OF WORK
- ARTICLE 22. INDEMNIFICATION
- ARTICLE 23. CONFIDENTIALITY
- ARTICLE 24. OWNERSHIP OF INTELLECTUAL PROPERTY AND INFORMATION
- ARTICLE 25. COVENANT AGAINST CONTINGENT FEES
- ARTICLE 26. INSURANCE
- ARTICLE 27. PROHIBITED INTEREST
- ARTICLE 28. SUBCONTRACTING
- ARTICLE 29. ASSIGNABILITY
- ARTICLE 30. ANTI-KICKBACK CLAUSE
- ARTICLE 31. AUDITS AND INSPECTORS
- ARTICLE 32. ACCOUNTING SYSTEM
- ARTICLE 33. VERBAL AGREEMENT
- ARTICLE 34. NOTICES
- ARTICLE 35. JURISDICTION
- ARTICLE 36. EQUAL EMPLOYMENT OPPORTUNITY
- ARTICLE 37. FORCE MAJEURE
- ARTICLE 38. OPEN RECORDS ACT
- ARTICLE 39. CONSULTANT'S COMPLIANCE WITH ALL ASSURANCES OR PROMISES MADE IN RESPONSE TO PROCUREMENT
- ARTICLE 40. INVOICING AND PAYMENT
- ARTICLE 41. NON-APPROPRIATION
- ARTICLE 42. WAGE CLAUSE

CONTRACT AGREEMENT

Consultant: *[Insert Consultant Name]*
Contract No.: *[Insert Project Number and Title]*
Address: *[Insert Consultant Address]*
City, State
Telephone: *[Insert Consultant telephone #]*
Facsimile: *[Insert Consultant Facsimile #]*
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]** to provide professional consulting services in Georgia, hereinafter referred to as "**Consultant**".

WITNESSETH

WHEREAS, County through its *[Insert User Department Name]* hereinafter referred to as the "**Department**", desires to retain a qualified and experienced Consultant to perform *[Insert project description/services to be provided]*, 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: Office of Contract Compliance Forms;
- IX. Exhibit G: Insurance and Risk Management Forms

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 agree the Project is to perform **[Insert project description]**. 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 SERVICES**

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 Services.

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 Services, 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, which is incorporated by reference herein.

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

[Insert contract term and any renewal options]

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 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 subcontractor performing services on this Project by Consultant. No changes or substitutions shall be permitted in Consultant's key personnel or subcontractor as set forth herein without the prior written approval of the County. Requests for changes in key personnel or subcontractors 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 the Fulton County [insert user department name] designated representative. 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. This condition shall not be pleaded in any suit involving a question of fact arising under this Agreement, unless the same is fraudulent, or capricious, or arbitrary, or so grossly erroneous as necessarily to imply bad faith, or is not supported by substantial evidence. In connection with any appeal proceeding under this clause, Consultant shall be afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending any final decision of a dispute hereunder, Consultant shall proceed diligently with performance of the Agreement and in accordance with the decision [insert user department name] of the 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 Services 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 there of, 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.

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 CONTRACTOR

Consultant shall perform the services under this Agreement as an independent contractor 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

The Consultant shall indemnify, defend and hold harmless the County, its officers, agents, employees and successors and assigns from and against any and all liability, loss, damages, claims, suits, liens, and judgments including attorneys fees, of whatever nature, including claims for contributions and/or indemnification, for injuries to or death or any person or persons, or damage to property or other rights of any person or persons caused by (1) any failure by the Consultant to perform its obligations under this Agreement; (2) the negligent, intentional or willful misconduct of the Consultant or any of its officers, directors, employees, representatives, agents or Subcontractors in connection with this Agreement; (3) Consultant's fault; or (4) the performance of the Consultant's obligations under this Agreement. The Consultant shall also indemnify the County to the extent provided elsewhere in this Agreement. To the extent there is a determination that Consultant has acted as an agent of the County, the Consultant is specifically excluded from the term "agent" mentioned in the previous sentence, such that Consultant will be required to comply with the requirements of this Article. Consultant's obligation to protect, defend, indemnify, and hold harmless, as set forth hereinabove, shall also included but not limited to any matter arising out of any actual or alleged infringement of any patent, trademark, copyright, or service mark, or any actual or alleged unfair competition disparagement of produce or service, or other business tort of any type whatsoever, or any actual or alleged violation of trade regulations. Consultant shall not indemnify or hold harmless the County for the sole acts or omissions of employees or officers of the County. Consultant further agrees to protect, defend, indemnify and hold harmless County, its officers, agents and employees from and against any and all claims or liability for compensation under the Worker's Compensation Act arising out of injuries sustained by any employees of Consultant. These Consultant 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 [insert user department name].

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 subcontractor 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 **[Insert User Department Representative for project]**. 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 **[Insert User Department Representative for project]**, 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 or **[Insert User Department Representative for project]**. 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 three 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 subcontractor, 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:

Facsimile:

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

With a copy to:

Fulton County Department of Purchasing & Contract Compliance
Interim Director
130 Peachtree Street, Suite 1168
Atlanta, Georgia 30303
Telephone: (404) 730-5800
Facsimile: (404) 893-6273
Attention: Felicia Strong-Whitaker

Notices to Consultant shall be addressed as follows:

[Insert Consultant Representative for project]

[Insert Consultant Address]

Telephone:

Facsimile:

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

ARTICLE 35. JURISDICTION

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 that state. 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 subcontractor, 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:

Facsimile:

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

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

Optional: [A narrative of one (1) page only, listing the scope of services billed for shall accompany each invoice.]

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. 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 42. 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.

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

ATTEST:

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

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

Instructions for Users: Acknowledgement(s) of any addenda should be inserted behind this cover sheet.

EXHIBIT A

GENERAL CONDITIONS

Instructions for Users: Insert any General Conditions that were in the solicitation document behind this cover sheet.

Example: "Fulton County Purchasing Department Request For Proposal (RFP) General Requirements".

EXHIBIT B

SPECIAL CONDITIONS

Instructions for Users: Insert any Special Conditions that were in the solicitation document behind this cover sheet. If no Special Conditions were required, on a separate page behind this cover page please use the following language:

No Special Conditions were required for this Project

EXHIBIT C

SCOPE OF WORK

Instructions for Users: Insert the detailed Scope of Work to be provided by the Consultant behind this cover sheet.

EXHIBIT D

PROJECT DELIVERABLES

Instructions for Users: Insert any Project Deliverables to be provided by the Consultant behind this cover sheet.

EXHIBIT E

COMPENSATION

Instructions for Users: Insert the detailed Compensation to Consultant (payment to consultant providing service) behind this cover sheet.

EXHIBIT F

OFFICE OF CONTRACT COMPLIANCE FORMS

Instructions for Users: Insert the Contract Compliance forms submitted by the Consultant. Please contact Contract Compliance to insure you have the correct forms. Insert forms behind this cover sheet.

EXHIBIT G

INSURANCE AND RISK MANAGEMENT FORMS

Instructions for Users: Insert the following information behind this cover sheet.

1. Insurance and Risk Management Provisions from Solicitation Document

The following information should be inserted after you have received submittals from the Consultant:

2. Certificate of Insurance
3. Payment Bonds (if applicable)
4. Performance Bonds (if applicable)

**SECTION 9
EXHIBITS**

EXHIBIT 1

Required Proposal Submittal Check List for Request to Proposal (RFP)

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

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

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

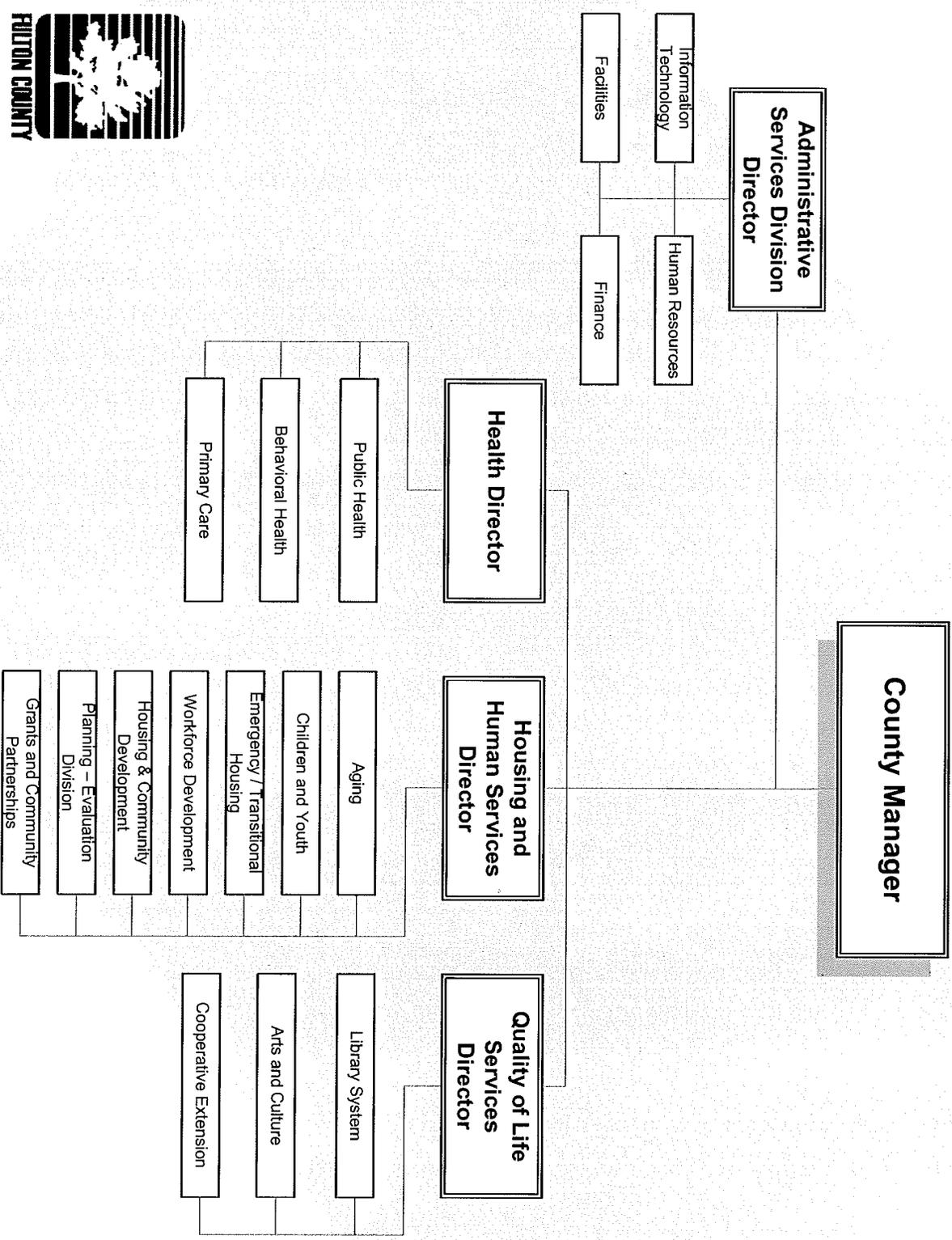
EXHIBIT 1

Required Proposal Submittal Check List for Request to Proposal (RFP)

	Exhibit H – First Source Jobs Program Information Form 1 Exhibit H – First Source Jobs Program Agreement Form 2	
	Evidence of Insurability, proposer must submit one (1) of the following: Letter from insurance carrier Certificate of Insurance An umbrella policy in excess of required limits for this project	

**SECTION 10
APPENDICES**

Fulton County Health & Human Services Agency



Fulton County Department of Health Services



Director
Patrice Harris, MD

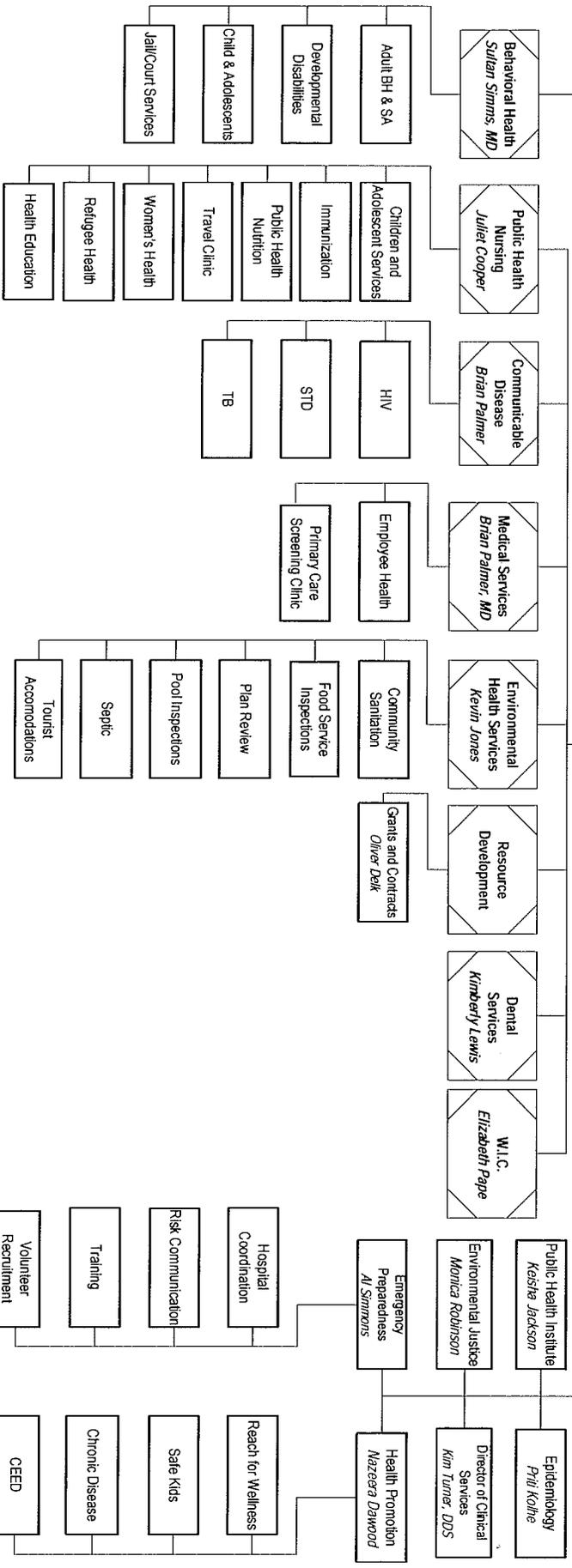
Behavioral Health Medical Director
Sultan Simms, MD

Deputy Director
Charles Releford

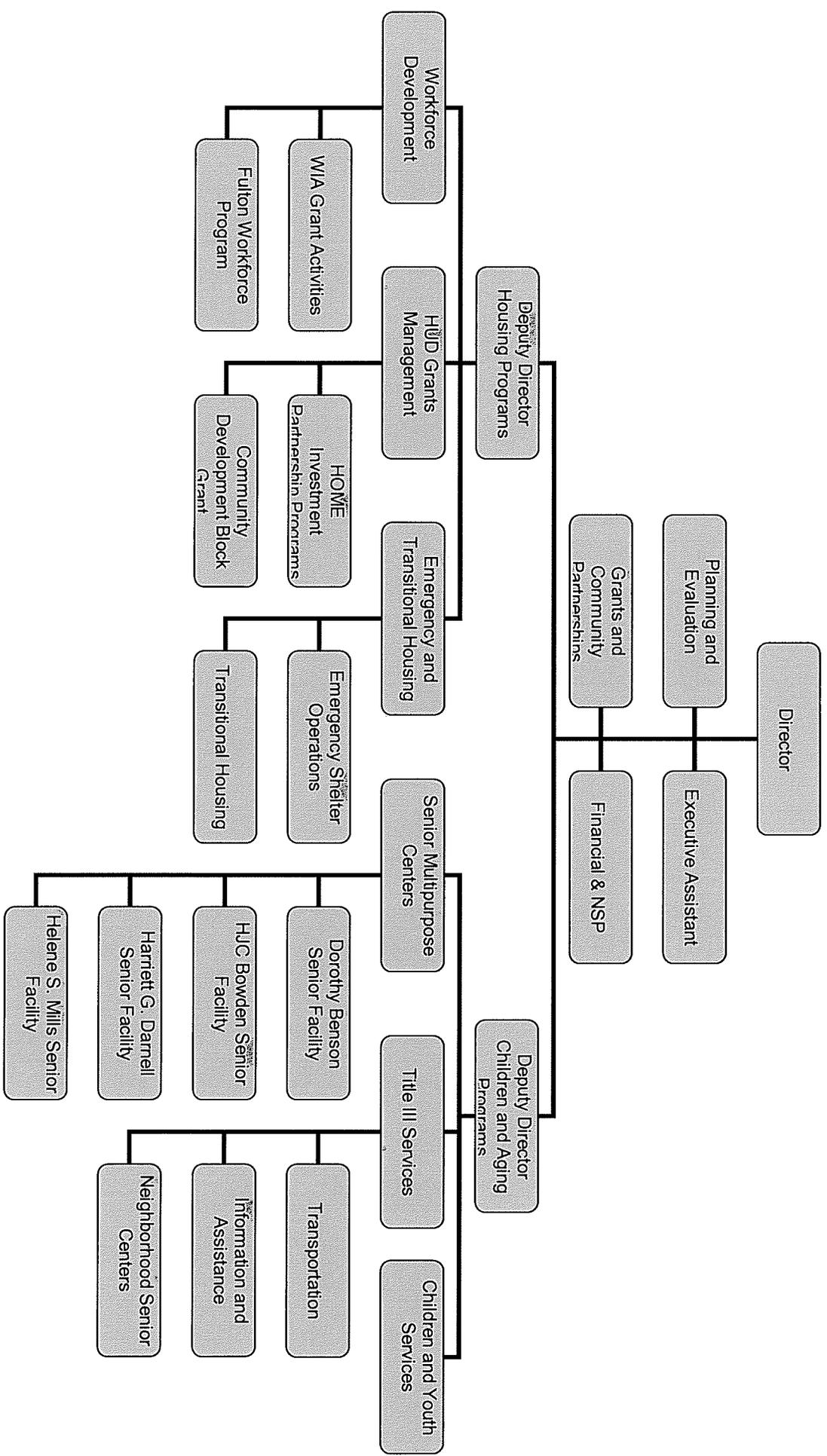
Public Health Medical Director
Matthew McKenna MD

Board of Health

Performance Improvement
LaTina Ingram



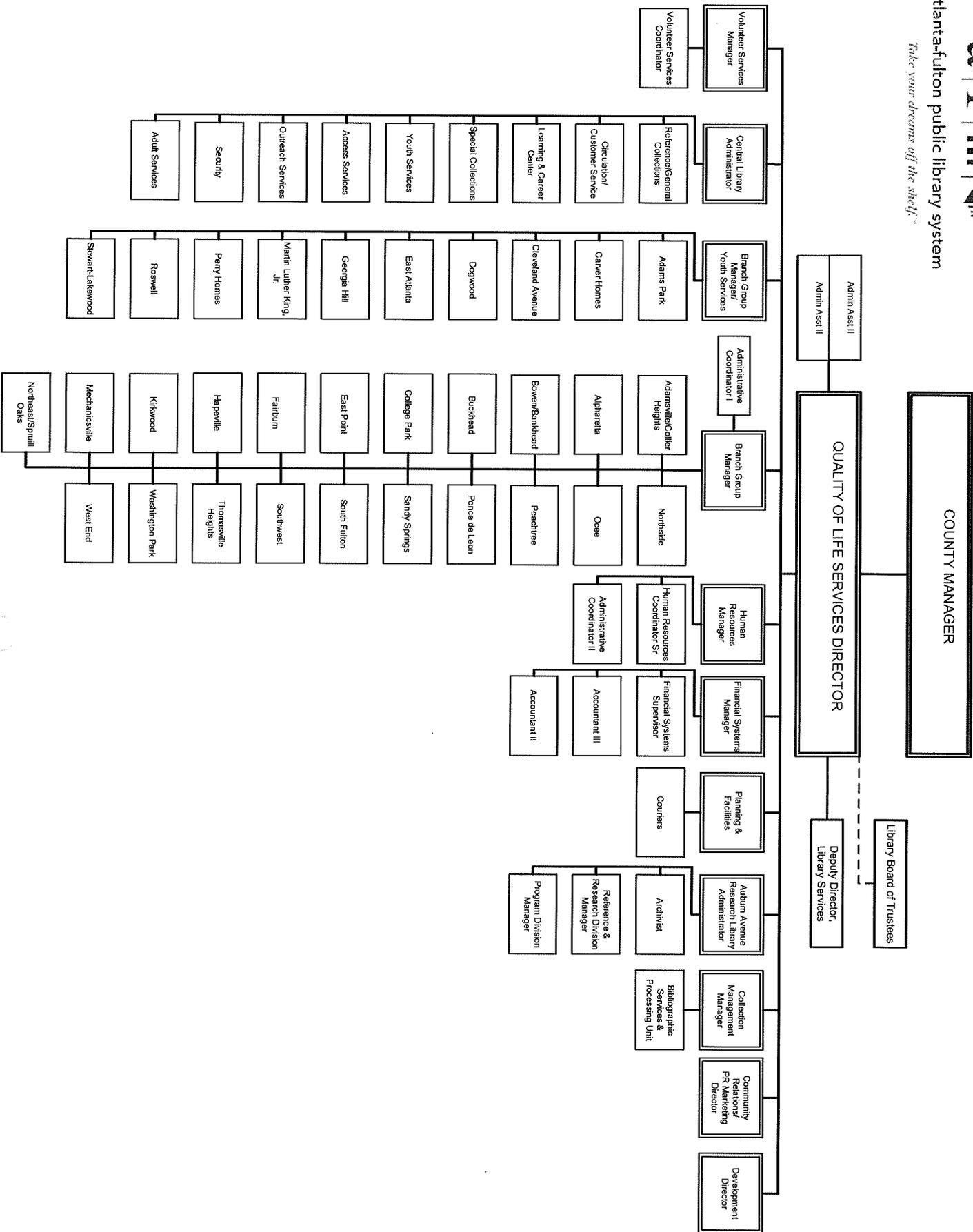
Housing and Human Services Department





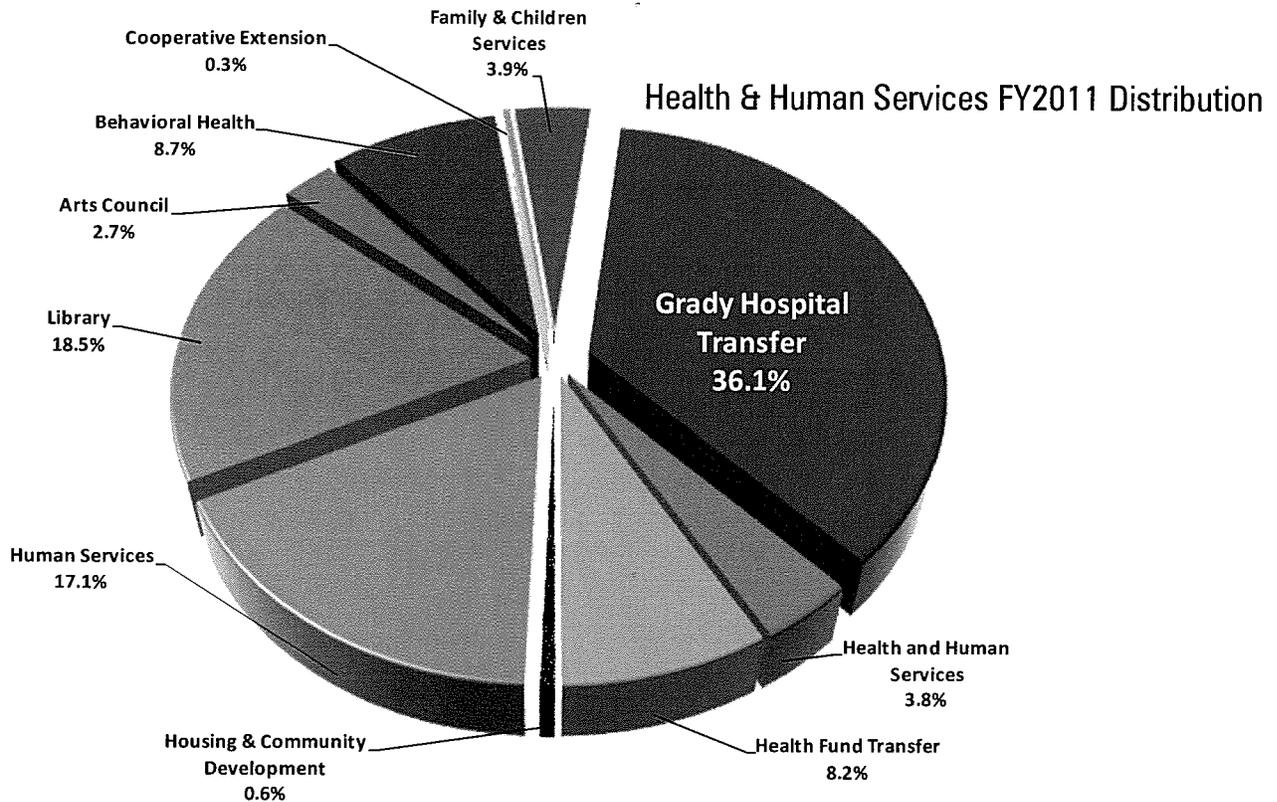
atlanta-fulton public library system

Take your dreams off the shelf.



Health and Human Services

Fulton County prides itself on providing our residents with the best quality of life services of any County in the state. More than 28 percent of the General Fund or \$172.2 million is spent on these services. These services include the library system with 34 branches, 20 senior centers, 4 arts centers, and programs that support the aging, homeless and at-risk youth. These funds also assist in paying for services provided through the Georgia State Department of Family and Children Services. The departments in this category include funding for Grady Hospital, Library, Arts Council, Housing and Human Services, Health Services, Cooperative Extension, and Behavioral Health.



Health and Human Services	
Arts Council	\$4,587,774
Behavioral Health	\$15,061,335
Cooperative Extension	\$574,509
Family & Children Services	\$6,784,707
Grady Hospital Transfer	\$62,117,195
Health Services	\$6,606,854
Health Fund Transfer	\$14,127,997
Housing Services	\$1,010,987
Human Services	\$29,495,295
Library	\$31,815,774
Total	\$172,182,427



Common Ground

December
2008

Creating Equity through Public Policy and Community Engagement



Table of Contents

I.	Executive Summary.....	3
II.	Introduction	7
	a. Purpose of Report	7
	b. Focus: Who Is Affected.....	8
III.	Correcting the Inequity	19
IV.	Overview of Health and Socio-economic Factors	21
V.	Public Policy that Impacts Health Disparities.....	29
VI.	An Approach for Fulton County	34
VII.	Common Ground Targeted Opportunities.....	39
	a. Serving At-Risk Teens (START) System of Care.....	41
	b. Oak Hill System of Care for Youth and Families	47
	c. North and South Fulton Community Centers	53
	d. Neighborhood Union Primary Care Partnership	57
	e. Intergenerational Communities	61
	f. Approaches and Timelines	66
VIII.	Conclusion	67
IX.	Appendices.....	68
	a. County Service Maps	70
	b. References	76
	c. Definitions.....	79

Executive Summary

This document seeks to introduce the concept of social determinants of health, to explain their multiple impacts on the socio-economic and health status of Fulton County residents, and to describe six projects that target social determinants of health in our communities. Called *Common Ground: Creating Equity through Public Policy and Community Engagement*, this report is a compilation of efforts to date, as well as a set of proposals for future efforts to bring about system-wide change.

Social Determinants of Health

Scientists, practitioners and policy makers have long recognized that there is a distinct relationship between an individual's health status and the social and environmental conditions in which he or she lives. A solid body of research confirms these observations: Certain essential factors and resources – often described as “social determinants of health” – are known to contribute to or detract from the health of individuals and communities. Among the key social determinants of health are education levels, income levels, access to essential services, and the physical conditions of the built environment (such as the proportion of abandoned homes or the level of neighborhood crime). Furthermore, inequitable distribution of the social determinants of health has a significant influence on persistent health disparities in our most underserved communities.

Policy Change

The intent of public policy is to improve the quality of life for all residents. Public policy can influence social determinants of health and, therefore, can lead to negative or positive health outcomes. It is also important for stakeholders and policy makers to understand that public policies that do not focus *directly* on health can still have health implications.

A social determinants of health perspective recognizes that the economic viability and health status of a community are intertwined. Community and neighborhood survival depends on a strong local economy that can employ residents; communities that lack jobs typically have decaying infrastructure and transient residents. Concurrent with the need for job creation is the need for quality, affordable housing with accessible financing programs. Research indicates that communities with a low threshold of home ownership also have a low health status.

However, a number of studies show that improving the quality of public services, the community infrastructure, and the socio-economic conditions in which people live can also improve their health. In other words, neighborhoods with an array of socio-economic opportunities – such as strong business and industry, affordable housing, shopping centers with restaurants, cultural activities, theatres, playgrounds, good transportation, parks, walking trails, enhanced street lighting, and public safety – will also have a better health status. Environmental attributes such as walking trails, parks and recreation can have a major positive and preventive impact on residents' health problems such as obesity, hypertension, diabetes, and cardio-vascular disease.

Modifying service delivery through the lens of social determinants of health is a new perspective for conducting government. Using this approach, Fulton County government should seek to enhance those policies that have a positive impact on the social determinants of health. For example, in south central Los Angeles the city government is considering a ban on new fast food restaurants. Such an approach will be a major policy statement made by government to address the health outcomes of its citizens. Similarly, specific policies to be reviewed in Fulton County relate directly to the physical and social environment and infrastructure. Among these are policies dealing with public safety; zoning for such businesses as fast food stores, liquor stores, and fast cash and loan establishments; parks and recreation; grocery stores; use of vacant land; and economic development.

Public policy must also address what is termed “social exclusion.” Policy research literature defines social exclusion as “the economic hardship of relative economic poverty” that leads to “the process of marginalization – how groups come to be excluded and marginalized from various aspects of social and community life.” (Alameda County Health Disparities Report, 2002). Public policy must support the inclusion of all residents and their communities; empowered communities and community leaders should help drive the process. These public policy efforts should be all-inclusive and provide for wrap-around services including both traditional socio-economic approaches and new approaches that address the physical environment.

Community Engagement

In all community-oriented initiatives, the preferred strategy is to work with residents and community organizations. Due to the inextricable link between social policies and health status, system-level policy changes must be proposed and implemented in concert with community input and engagement. Future conversations involving social determinants and health equity in Fulton County must engage a wide array of organizations. To address these issues in a substantive way, all sectors of county government and as well as other stakeholders must be involved. This approach will require Fulton County departments and divisions that have not historically worked together to begin to do so. It will also enjoin multiple segments of the community in order to sustain the process successfully.

Governmental Agencies	Community Agencies and Stakeholders
Elected Officials/ Policy Makers Department of Economic and Community Development Department of Family and Children Services Fulton County Department of General Services Department of Public Works	The Atlanta Regional Commission United Way MARTA Community-based Organizations Faith-based Organizations

Fulton County Arts Council
Fulton County Library
Fulton County Police Department
Department of Housing and Community
Development
Code Enforcement
Fulton County Parks and Recreation
Cooperative Extension

Neighborhood Planning Units
Local Businesses
Institutions of Higher Education
School Boards
Grady Hospital
Federally Qualified Health Centers

The movement toward addressing the social determinants of health in Fulton County was founded upon an interdepartmental collaboration with current and future community partnerships. By forging solid relationships with other Fulton County agencies, businesses and community representatives, Fulton County will be able to utilize its assets more effectively to combat poverty, housing inadequacies, environmental stressors and other social determinants of health that affect our communities.

The “Common Ground” Initiative

At the direction of the County Manager, the Health and Human Services cluster began to investigate actions that could be taken to optimize service delivery among cluster departments within the Fulton County Government. This task evolved into a much larger strategic initiative that is investigating a system-wide approach to addressing the social determinants of health in Fulton County. In August 2008, the Health and Human Services cluster (the Department of Health and Wellness; the Department of Mental Health, Developmental Disabilities and Addictive Diseases; and the Department of Human Services) was charged with developing a proposal that would address inequities with regard to racial, ethnic and other socio-economic disparities in relation to their impact on health status.

Initially, the Health and Human Services cluster met to identify agency programs that are currently addressing the issues of health disparities. Secondly, the cluster identified opportunities for further partnerships; thirdly, the cluster collaborated on opportunities to create new programs and policies that would address local inequities. The effort has evolved into the current initiative, titled *Common Ground: Creating Equity through Public Policy and Community Engagement*.

“Common Ground” Targeted Opportunities

Six options, or targeted opportunities, in Fulton County have been identified and are discussed in this document. These targeted opportunities are anticipated to lead to intended outcomes of positive behavioral change and healthier living in revitalized communities – in sum, improved health outcomes. Each targeted opportunity is described in detail later in this document:

1. Serving At-Risk Teens (START)
2. Oak Hill System of Care for Youth and Families
3. North Fulton Community Center

4. South Fulton Community Center
5. Neighborhood Union Primary Care Partnership
6. Intergenerational Communities

Each of these targeted opportunities, in the short, middle and long term, seeks to

- Influence public policy change
- Leverage resources
- Increase systems of collaborations
- Improve communities
- Enhance quality of life
- Change the infrastructure of a community
- Provide for a new way of conducting government
- Increase community capacity building
- Empower neighborhoods
- Increase awareness of public policies
- Increase fresh markets or community gardens
- Increase health care access
- Provide for safer communities

These actions target the following outcomes:

- Improved health outcomes
- Increased high school graduation rates
- Increased employment levels
- Increased walking and biking in communities
- Increased access to health care
- Improved infrastructure to promote healthy, sustainable, livable communities

In summary, the conditions in which people live have an impact on individual and community health status. Policy drives the conditions in which people live and work. In order to affect the health status of the residents of Fulton County on a large scale and over the long term, government must shift the way it conducts business and provides services by creating and implementing policies that address the social determinants of health.

I. Introduction to *Common Ground*

Purpose

Strong families and neighborhoods have always been the staple of cities, towns, and counties. As times change and the economy moves in a downward spiral, more and more families are suffering. Economic and housing development is diminishing. Communities and neighborhoods have an increasing number of vacant houses and they begin to look barren. It is becoming increasingly difficult for families to survive.

For many Americans, the American dream must be reinvigorated. Our nation was built on the concept that all people shall have “the inalienable rights of life, liberty and the pursuit of happiness” – and shall be treated equally, regardless of the color of their skin. But as we look around at our communities and our people, we still cannot say that all of us are equal. The inequity of resource distribution has kept the poor “poor” and the rich “rich.” The pursuit of happiness is merely a dream for many of poor Americans. They oftentimes cannot meet their basic needs. Research has shown that the lack of basic necessities such as food, shelter/housing, education, health care, and employment have a devastating impact on people’s physical, emotional, and mental health. This is especially true for minority groups. For instance, when reviewing the following indicators -- unemployment, mortality rates, low-weight babies, infant mortality, HIV, foster care, crime statistics, and various health and chronic diseases -- the percentage of minorities in these categories is unacceptably high when compared to their percentage of the total U.S. population.

In early 2008, the Georgia Department of Community Health released a publication titled *Health Disparities Report 2008: A County-Level Look at Health Outcomes for Minorities in Georgia*. In the report, Fulton County received an overall failing grade for health outcomes and health inequity. This grade indicated “extremely poor outcomes and/or extremely severe racial inequality” in Fulton County. The report encapsulated the results of a long history of adverse environmental and social conditions that have affected the health status of Fulton County. Some of the factors the authors graded include:

Social and Economic Indicators	Primary Care Access
Mortality	Physician Racial-Ethnic Diversity
Hospital Admissions	Mental Health Care Access
Emergency Visits	Oral Health Care Access
Prenatal Care & Birth Outcomes	% Speaking Non-English Language at Home

A great many of the problems cited in the report are the result of inequities and disparities in our society. Mental health, physical health, and human service programs were established to ensure that services are in place to help people sustain themselves and to offer a safety net when times are difficult. While great strides have been taken over the years to support people through social and health programs, the negative economic condition of the country is overtaking the impact of traditional social services support systems. People are suffering from poor health conditions and preventable diseases because of these great inequities in our support systems. It is apparent that the Fulton

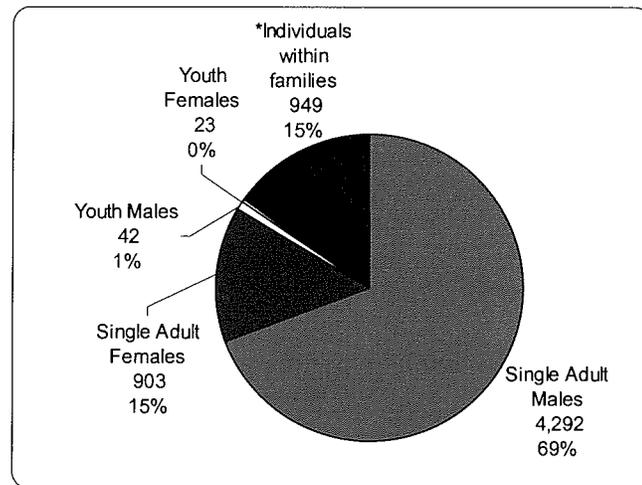
County government needs to do something different to address health disparities among its residents.

Focus: Who Is Affected by Health Disparities?

The Homeless

Data indicate that homeless people are one of the fastest growing segments of the population in the United States.

- According to the 2007 (most current point-in-time count) Homeless Census, there was a total of 6,209 homeless individuals in Fulton County, which is inclusive of parts of the City of Atlanta. The following chart shows the number of homeless individuals by group. Of these groups, 9% are Caucasian and 91% are African American.



There are multiple reasons why the homeless are in this situation. The data from Fulton County's homeless program show the following reasons for homelessness:

- 26% had job loss
- 22% relocated
- 15% had family breakup/violence
- 10% were released from jail
- 10% have alcohol/drugs problems/in detox
- 9% were evicted
- 5% have health problems or disabilities
- 3% other reasons

Most homeless people are isolated from their families because of one or more of the above conditions. Yet these conditions are all related to inequity in the social

*Individuals within families include the men, women, and children of the family unit. Ages 31-54 represent the largest group of homeless individuals.

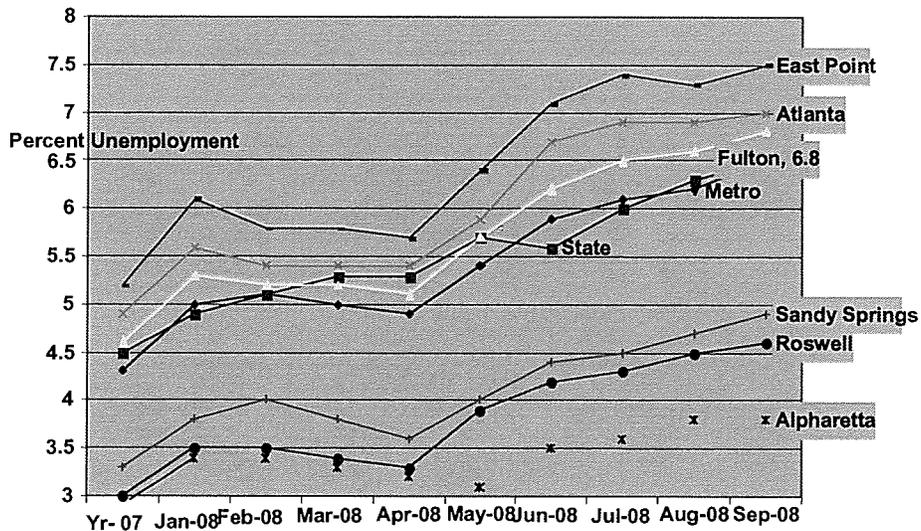
determinants of health. The single largest reason for homelessness is job loss. With workforces downsizing, when people lose their jobs, they invariably lose their health insurance. This puts them in the “disenfranchised population,” those who will most likely suffer from preventable illness because of lack of health care.

Unemployed

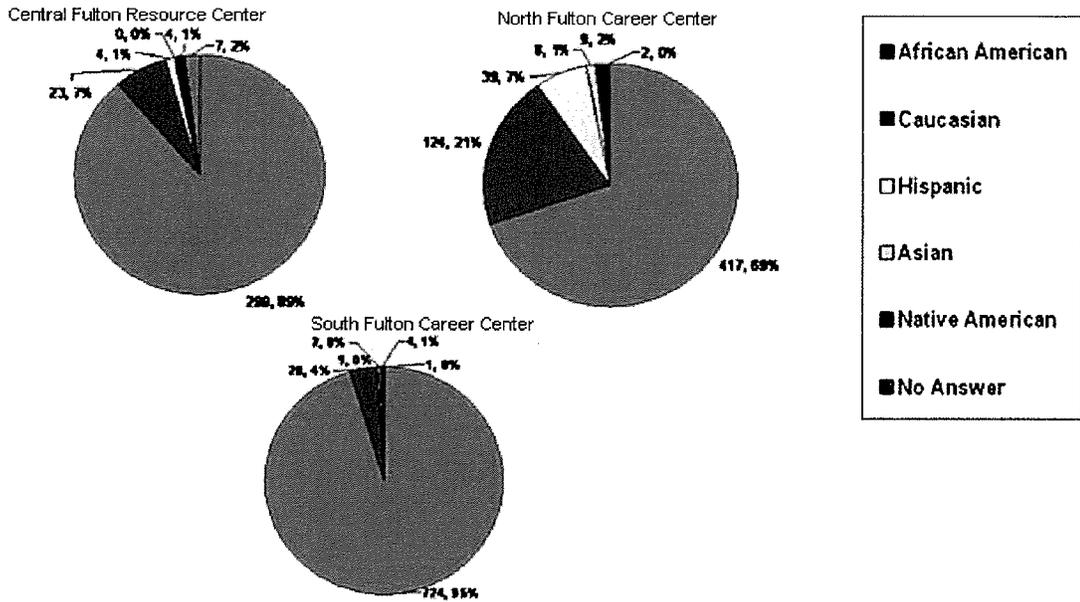
Another disenfranchised group is the unemployed or underemployed. Often, these persons have limited education or job skills. They have dropped out of school and are “job churners,” those who move in and out of jobs many times during a year. These individuals may have low educational achievement because of the socio-economic condition of the family, because of a sub-par education system, or because the community does not have the social or physical infrastructure to support families well. A majority of these individuals are African American and are likely to be part of a single-parent family living at or below the poverty level. These individuals are living in an environment that contributes to health disparity.

The following charts show the rate of unemployment in Fulton County by three geographical areas, a racial breakdown of the consumers seeking services from career centers, and race and career center intake by district. This information highlights the impact of the economy and lack of needed resources on individuals.

Unemployment Rate



Workforce Intake Data October Thru December 2007 Racial Data By Centers



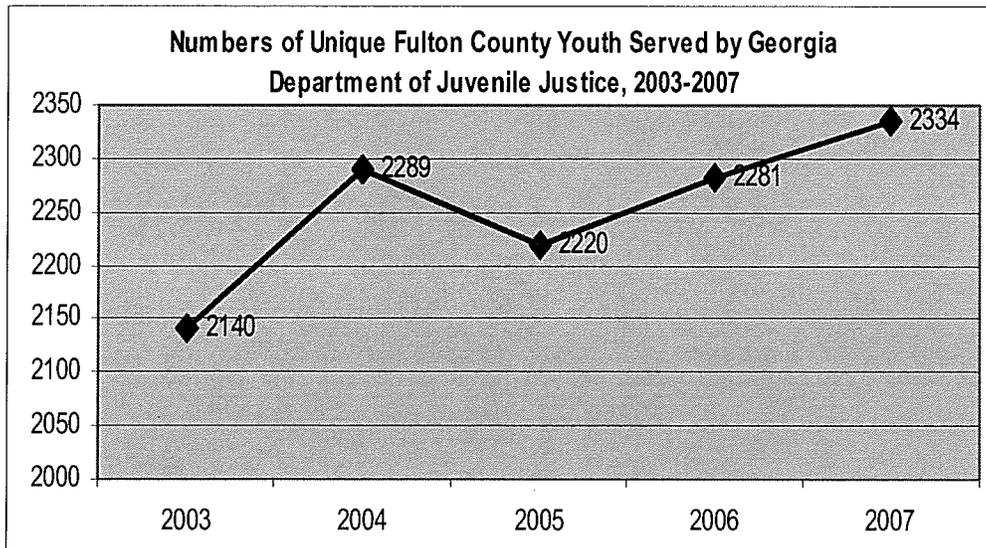
The Office of Workforce Development (OWD) data above show that the majority of consumers seeking employment assistance across all three service centers in Fulton County are African American.

The Juvenile Justice System

Data for Fulton County juvenile courts show an over-representation of African American males compared to their percentage of the total population. In general, these youth are representative of the “Have Nots.” They and their families have seldom had access to the services or opportunities that might have kept them out of the juvenile justice system. A viable strategy to improve outcomes for these youth is to address the social determinants or causes of juvenile crime. These youth are more likely to have been raised in poverty, to suffer from mental illness, to engage in substance abuse, or to be in the foster care system. Typically, they lack an adequate education, and they have probably never had adequate health care. They represent another example of the inequitable distribution of resources – and the negative outcomes of the lack of these resources, i.e., spending much of their youth in the juvenile justice system.

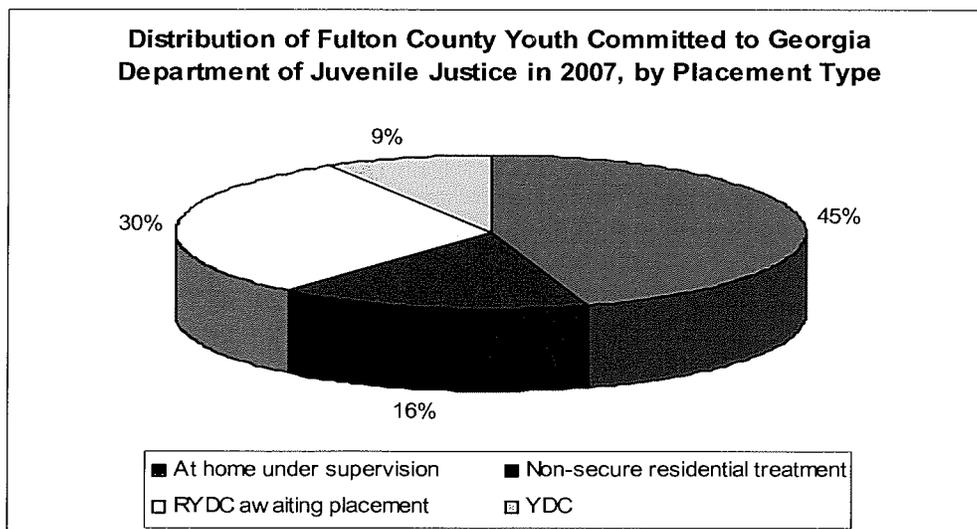
Georgia Department of Juvenile Justice

The Georgia Department of Juvenile Justice (GDJJ) administers 30 state-run juvenile detention centers in Georgia: 22 Regional Youth Detention Centers and 8 Youth

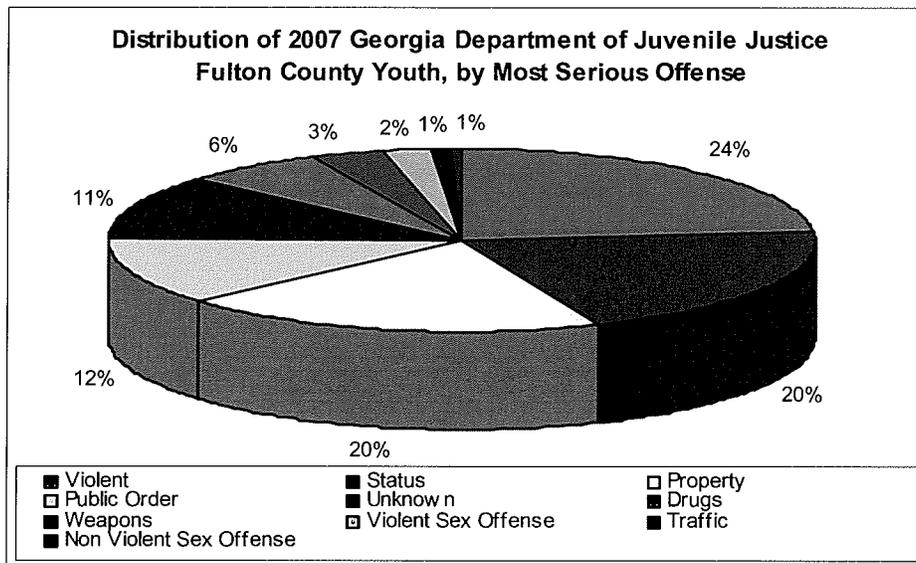


Development Campuses. In 2007, there were 2,334 Fulton County youth involved with the Department of Juvenile Justice (GDJJ, Statewide Statistics).

Of the total number of 2,334 Fulton County youth currently served by GDJJ, 22% (n=520) were committed to GDJJ in 2007. According to GDJJ statistics, court-ordered placements of these 520 Fulton County youth included 411 at-home supervision placements, 148 non-secure residential treatment placements, 276 Regional Youth Detention Center placements (youth awaiting placement), and 80 Youth Development Campus placements. (Because the 520 youths committed to GDJJ in FY 2007 may have experienced more than one type of placement during a period of one year, the total number of placements exceeds the total number of youth who were committed to GDJJ in 2007.)

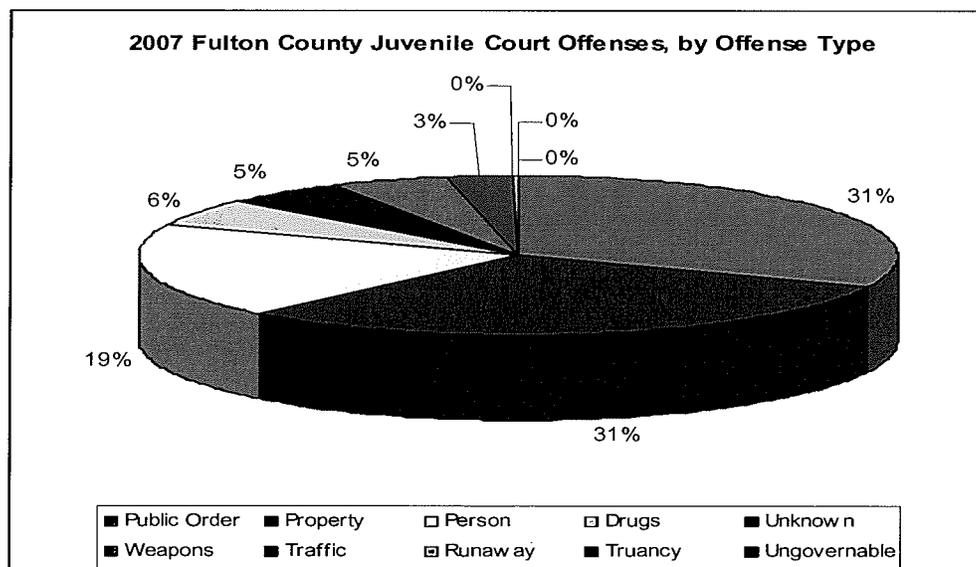


One fourth (n=599) of all Fulton County youth involved with GDJJ in 2007 had committed at least one violent offense (including violent sex offenses). Property crimes were reported as the most serious offense committed by 20% (n=463) of the GDJJ-involved youth. Another 20% (n=472) of youth involved with GDJJ in Fulton County had a “juvenile status” offense (i.e., an offense related to one’s status as a juvenile, such as under-age drinking) reported as their most serious offense, and 12% (n=277) had a public order offense reported as their most serious offense in 2007 (GDJJ, Fulton County Descriptive Statistics FY 2007).



Fulton County Juvenile Court

Fulton County Juvenile Court reported a total number of 9,239 offenses for calendar year 2007. Offenses classified as *Public Order*, *Property*, and *Person* were the most frequently committed and detected offenses, comprising 81% of all offenses committed by juveniles and detected by law enforcement throughout Fulton County in 2007.



Public Order (n=2,890) and Property (n=2,828) offenses comprised the top two largest numbers of juvenile offenses reported in Fulton County Juvenile Court in 2007. Offenses against Persons comprised the third largest number (n=1,773). Drug (n=517) and Weapon (n=459) offenses comprised 6% and 5%, respectively, of all juvenile offenses. In 5% (n=486) of offenses, the offense class was reported as “unknown.”

Senior Population

While youth data show disturbing numbers of young people (especially African Americans and other minorities) dying from homicide or preventable illnesses, data on the opposite end of the spectrum show that the senior population is living longer. The “Aging of America” is occurring, and by year 2030, the population in Georgia over the age of sixty-five (65) will double.

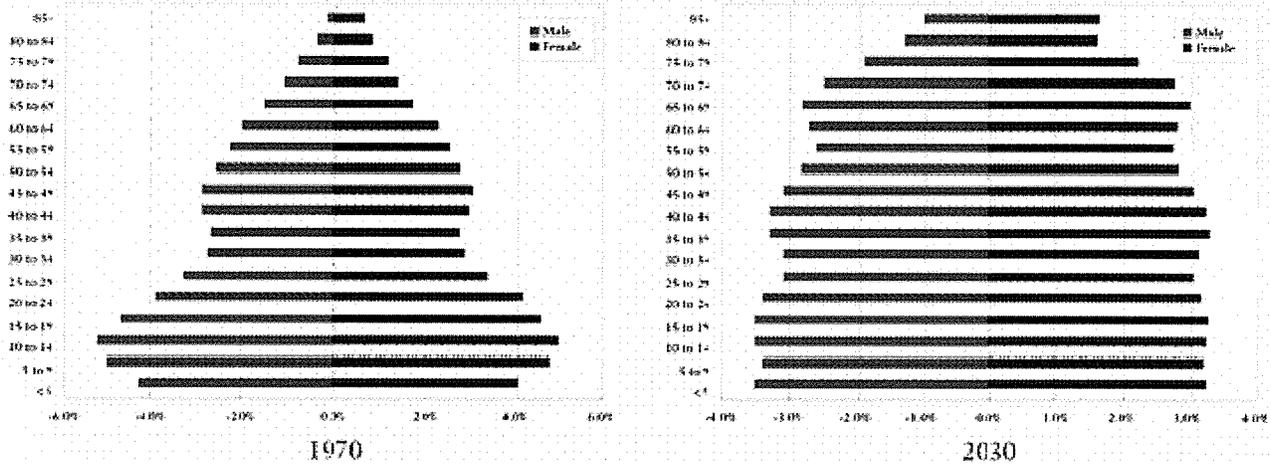
U.S. Census 2000 estimates indicate a Fulton County senior population aged 55 and older of 128,603. The Fulton County Department of Environment and Community Development calculated Fulton County population estimates by Fulton County Commission District using 2000 Census data. The following chart and graph present these estimates for the Fulton County senior population aged 55 and older.

Number of Fulton County Seniors per Fulton County Commission District				
Fulton County Commission Districts				
3	4	5	6	7
6,876	8,387	6,567	5,848	7,355
4,101	5,159	5,815	4,291	5,217
2,838	3,951	4,835	3,468	4,032
2,366	3,910	4,129	3,049	3,185
1,732	3,759	3,257	2,350	2,800
1,105	2,759	2,264	1,741	1,880
879	3,268	2,101	1,620	1,712
TOTALS				
19,897	31,193	28,968	22,367	26,181

Aging Population Projections

Fulton County, along with the rest of the nation, will witness a dramatic increase in the number of senior citizens over the course of the next three decades. The following graph illustrates the anticipated growth of the U.S. aging population.

Figure 1. Projected Growth in Elderly Population



Source: U.S. Census

Graph adapted from the Atlanta Regional Commission

Fulton County Aging Population Demographics

Senior Population Age Groups by Sex

	Population age 55 to 59 years	Population age 60 to 61 years	Population age 62 to 64 years	Population age 65 to 66 years	Population age 67 to 69 years	Population age 70 to 74 years	Population age 75 to 79 years	Population age 80 to 84 years	Population age 85 years and older
Male	17,066	5,166	6,304	3,698	4,814	6,708	5,071	3,158	2,382
Female	17,965	5,726	7,381	4,517	6,096	9,926	8,825	6,595	7,200
Total	35,031	10,892	13,685	8,215	10,910	16,634	13,896	9,753	9,582

Senior Age Group by Race

	Population age 55-64			Population age 65-74			Population age 75-84			Population age 85 and older		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
All races	28536	31072	59608	15220	20539	35759	8229	15420	23649	2382	7200	9582
White alone	16211	15701	31912	8414	10471	18885	5331	9408	14739	1564	4611	6175
African American alone	11210	14369	25579	6331	9509	15840	2726	5757	8483	774	2528	3302
Asian alone	628	558	1186	267	264	531	90	123	213	22	19	41
Pacific Islander or Native Hawaiian alone	11	8	19	3	4	7	1	1	2	0	2	2
Native American	49	43	92	13	36	49	7	13	20	5	2	7
Other	199	138	337	62	58	120	22	22	44	4	7	11

Source: US Census 2000

The aging of our population can be attributed to several factors. Increased life expectancy and declining fertility rates are two trends underlying an aging population (Population Reference Bureau, 2002). Over the past century, the average life expectancy has nearly doubled (Population Reference Bureau, 2006). Average life expectancy at birth in the U.S. increased nearly 63%, from 47.3 years in 1900 to 76.9 years in 2000 (U.S. Census).

According to the Georgia Department of Human Resources, Georgia ranks tenth among states with the fastest-growing age 60 and older population (GDHR, 2005). Georgia's 893,049 residents who are over age 60 comprised 13% of the state's total population in 2000 (U.S. Census, 2000). By 2010, the state's age 60 and older population is expected to increase by 76.3%, from 893,049 to 1,574,346 persons (GDHR, 2005).

The Atlanta region's age 65 and older population increased by 30% between 1990 and 2000 (ARC). Projections indicate that by 2030, the number of people age 60 and over in the Atlanta region will triple, from 400,000 to more than 1.2 million (ARC). Fulton County residents age 65 and over comprised 8.5% (n=68,990) of the county's total population in 2000 (U.S. Census). There were 93,567 Fulton County residents age 60 and older during that time (U.S. Census, 2000). If this number triples over the next 22 years, Fulton County will have 280,701 residents age 60 and over in 2030.

One may also note from the above chart that the oldest segment of the senior citizen population, defined as those seniors age 85 and over, is growing as well. U.S. Census figures indicate that between 1990 and 2000, the highest percentage increase among the U.S. elderly population occurred in the 85 and over age segment (U.S. Census, 2001). Georgia experienced a 53% increase in the number of residents age 85 and older between 1990 and 2000 (U.S. Census 1990, 2000), and is ranked tenth among states demonstrating the fastest-growing 85 and older populations in the nation (GDHR, 2005). While Fulton County residents age 85 and older comprised only 1.2% of the total county population in 2000 (U.S. Census), we can expect this number – and subsequent levels of aging-related needs – to rise dramatically in coming decades.

Health of Fulton County Seniors

Mortality: In 2006, there were 5,721 deaths in Fulton County. Deaths among seniors age 60-74 comprised nearly a quarter (n=1,265) of all Fulton County deaths, and deaths among seniors age 75 and older comprised another 47% (n=2,693) of all Fulton County deaths in 2006. Cardiovascular disease was the number one cause of deaths among seniors age 60 and over. In 2006, there were 421 deaths resulting from major cardiovascular disease among seniors age 60-74, and 956 among seniors age 75 and older.

Morbidity: Major cardiovascular disease was the number one sickness among seniors age 60 and older at the time of hospital discharge.

The aging population needs to be able to access the same, or perhaps even more, services as they age as they accessed before becoming seniors. However, most Fulton County seniors live on fixed incomes, and the majority live at or below the poverty level. They have chronic illnesses such as hypertension, diabetes, and cardio-vascular disease, and many show signs of Alzheimer's or dementia. Communities must be transformed to become livable communities so that seniors can age in place, have access to quality health care, and enjoy a physical environment that supports healthy living.

Substance Abuse

Excessive alcohol consumption in the United States is responsible for approximately 75,000 deaths per year, making it the third leading cause of preventable death.

- Nearly 47% of homicides, 23% of suicides, and 40% of fatal motor vehicle crashes are directly attributable to excessive drinking.
- More than 600,000 retail alcohol outlets are licensed in the United States. In 2005, this meant 2.7 outlets per 1,000 people aged ≥ 18 years.

One of the widely recognized approaches to reducing the harms associated with excessive alcohol consumption is local regulation for density and location of retail establishments that sell alcoholic beverages. As a group, African Americans consume less alcohol per capita than Caucasian Americans. However, alcohol abuse in the African American community results in disproportionately higher rates of certain alcohol-related problems, such as cirrhosis of the liver, esophageal cancer, violent crime, and accidents. In spite of this fact, marketers continue to target poor and disadvantaged areas for the sale and distribution of certain alcohol products. Neighborhoods with high concentrations of alcohol establishments have a higher incidence of drinking, assaults, accidents and associated violence. Minority neighborhoods across Fulton County have more alcohol outlets, more outdoor alcohol advertising, and greater availability of beverages with higher alcohol content than do non-minority neighborhoods.

Addiction to alcohol and other drugs is an insidious process. The environment in which people live is a contributing factor in this process. Often, people turn to alcohol and drugs as a way to cope with the challenges presented in their everyday reality. They self-medicate in an effort to lessen the pain associated with poverty and other harsh realities they face from day to day. Often, individuals began a cycle of drug use to mediate the symptoms of depression or other behavior health disorders. Research suggests that approximately 60% to 70% of individuals who have substance abuse disorders also have a co-occurring behavior or mental health disorder. Unfortunately, the jails and criminal justice system have become the “de facto” treatment centers for these individuals.

However, if appropriate resources such as housing, case management, linkages to community social service agencies, and outpatient behavioral health and health services, to name a few, were available within the community, inpatient institutions such as the local jails, Grady Memorial Hospital and hospital emergency rooms would not be inappropriately utilized or over-utilized.

For example, some individuals enrolled in the Mental Health Treatment Diversion Program are known to have cycled through the Fulton County Criminal Justice System more than five times. They may have diagnoses of schizophrenia and alcohol dependence, as well as a long history of not taking medication, combined with unstable housing and other community issues. As is often the case with individuals with behavior, health, and substance use disorders, once released into the community, they may not have the necessary resources such as housing, job assistance, appropriate health treatment, financial assistance and other resources to live independently within that community.

Needless to say, they will probably commit another misdemeanor and will subsequently be re-incarcerated.

If individuals are provided with the right resources (mental health, housing, aftercare, employment services, physical health care) and can become stabilized, their success rate will be improved and their recidivism reduced. This kind of support can help reduce health disparities in Fulton County.

Success for these individuals can be a remarkable example of the positive outcomes our society can achieve when communities direct their resources into safe, affordable housing and other supportive social services resources within communities. Individuals receive the assistance they need, and the total resource allocation represents a much lower burden to society and taxpayers, while simultaneously reducing the burden on the criminal justice and health systems.

One approach for addressing these kinds of issues from a Social Determinants of Health angle, for example, is the use of regulatory authority (through licensing, zoning, and other means) to limit the density of alcohol outlets in a given community. Such an approach will help prevent excessive alcohol consumption and related harms, based on significant research evidence of a positive association between alcohol outlet density and specific social and physical disparities among the resident population.

Simply put, we must abandon our “silo” approach to providing services to our citizens. We are all inextricably tied together and have a duty to work collaboratively to raise the overall health status of our community. We cannot continue to simply “blame the victim.” for his or her problems. Rather, the overarching social conditions that allow these problems to breed and flourish have to be addressed through a continuity of service delivery.

Mental Health

Mental illness results from various complex psychological, social, and biological interactions. Additionally, it is influenced by a number of risk and protective factors. Low self esteem, lack of control over work and home life, insecurity, and continuing uncertainty all contribute to long-term stress and may result in mental health problems. The unemployed and socially isolated people have higher prevalence of mental health disorders than people who are employed and socially connected. Many of these contributing elements can be minimized within a strong and supportive community environment.

People’s social and economic circumstances are directly related to their overall health. Good mental health results from the combination of social, emotional and spiritual well being. The stress of living in an impoverished environment can certainly contribute negatively to one’s mental health.

When individuals are continually exposed to stressors that evoke the “fight or flight” response, there may be serious physical and mental health ramifications – because our

bodies instinctively respond to threats to our well being. Our bodies cue us to stay and face the threat (fight), or to turn and run (flight) in an effort at self preservation. When this innate mechanism is triggered, our blood pressure, heart rate, anxiety level, and alertness are all increased. Continual triggering of this response, as is often the case in poverty stricken environments, can lead to multiple physical and mental problems including depression, hypertension, stroke, or heart attack. The “fight or flight” stress many people routinely experience in impoverished communities is only one example of how unequal distribution of power, resources, goods and services can contribute to health disparities across our nation.

In Fulton County, many disadvantaged communities exist in the shadow of many well-to-do communities. While the physical health of persons residing in these communities is the more obvious issue, mental health (or the lack thereof) is of equal importance. Living from day to day in an environment with high levels of violence, drug activity, hopelessness, and poverty is stressful. All of these factors have powerful effects on both physical and mental health.

A typical mental health services consumer in Fulton County may present with a generational history of problems associated with poor mental health, cycles of abuse, or systemic “missed opportunities” for proper intervention and community support. Their environmental conditions often include a gang-infested neighborhood that is over-run with drugs, weekly shootings, and rat infestations. Schools are poor, and there is little or no social support from neighbors or relatives. It is not surprising that individuals in these circumstances may seek help sporadically for depression, feelings of suicide, or loss of control. Inevitably, if there are children in the home, the adults’ mental health problems are manifested in their children through behavior disorders. In some cases, the children may be removed and placed in foster care.

The rhetorical question in this scenario is “Who is to blame?” Should we blame “the system” or the individual? Most people looking at such a situation are acutely aware that social factors are at the root of this person’s problems. Oftentimes, it is only when the criminal justice system intervenes – through a jail sentence – that the individual will receive the help that he or she desperately needs.

While we work to help adults facing mental health issues, we must not forget the children. They are the silent voices that beg for someone to step in and break the generational cycles of abuse, poverty, poor living conditions, inadequate schools and health systems, gang-infested neighborhoods and other societal woes that victimize the youngest citizens. We must recognize and address this simple truth: If so many of our people continue to live in less than optimal living conditions, we will continue to breed generations of dysfunctional children, families, and adults.

Finally, we must initiate public and private campaigns aimed at reducing the stigma, particularly in the African American community, that many still associate with seeking help for mental or behavioral problems.

III. Correcting the Inequity

SOLUTION: SOCIAL DETERMINANTS OF HEALTH

Social determinants of health (SDH) are the essential factors and resources that contribute to or detract from the health of individuals and communities. The relationship between social and environmental factors that an individual lives with as essential determinants of health status has been accepted by scientists, practitioners and policy makers for quite some time. The relationships between the social determinants and subsequent health outcomes are complex and inextricable, a reality that often hinders progress towards addressing health status from a social determinants perspective. Furthermore, inequitable distribution of the determinants in question has significant influence on persistent health disparities in our most underserved communities.

Early efforts to describe the relationship between these conditions and health or health outcomes focused on factors such as food safety or water and air quality. Efforts over the last ten years have delineated a broader spectrum of factors that affect health, including such indirect aspects as housing and community design, employment status, health care access, availability of healthy foods choices, and pollution.

These factors include, but are not limited to, the following:

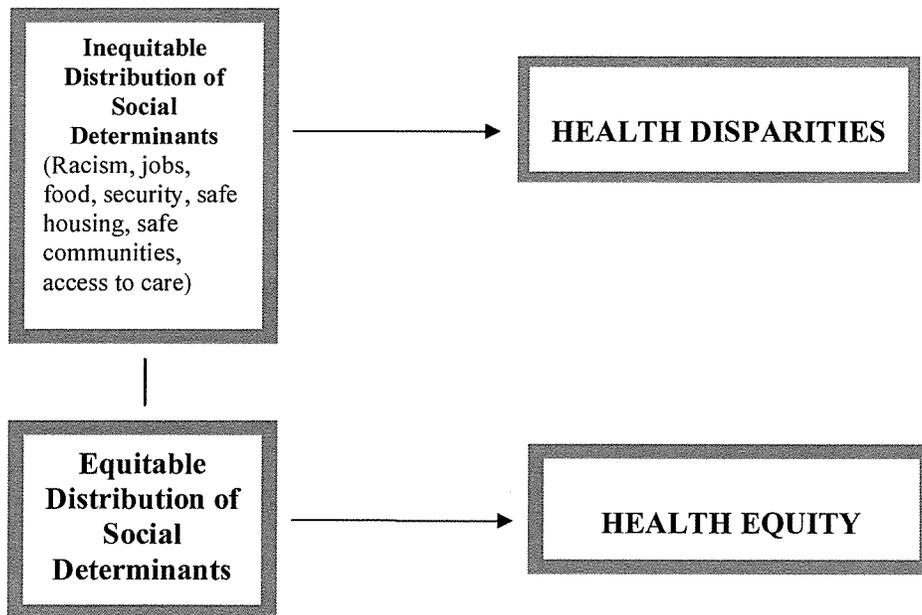
Social Determinants of Health

Socio-economic status	Education
Transportation	Violence
Housing	Income
Access to services	Social gradient
Social or environmental stressors	Norms
Policies and laws	Social networks
Social support	Culture
Social capital	Racism / discrimination
Transportation	Neighborhood characteristics
Physical living conditions	

According to the CDC Division of Prevention Research and Analytic Methods, there has not been enough research conducted to describe the relationship between social determinants and health outcomes or to develop and test interventions to change them. There are few disease-specific prevention programs or research projects currently examining these factors in an in-depth manner.

National guidelines are being developed by the CDC's Healthy People 2010 (HP 2010) initiative to address the relationship between these conditions and subsequent negative health impacts. The stated vision of the HP 2010 project is "healthy people living in healthy communities." HP 2010 recognizes that to be successful, "communities, states, and national organizations will need to take a multidisciplinary approach to achieving

health equity – an approach that involves improving health, education, housing, labor, justice, transportation, agriculture, and the environment, as well as data collection itself.”



To develop initiatives that increase health equity in our communities, it is critical to gain the engagement of non-traditional partners that customarily may not have been part of public health initiatives, such as community organizations and representatives from government, academia, business, and civil society. To be successful, and because social policies have long-term impacts on health, we must implement system-level changes, in concert with community input/engagement and policy changes. Changes should include policies that affect socio-economic factors and environmental factors. Policy strategies coupled with individual behavioral change and clinical services will improve the likelihood of individuals’ and communities’ success.

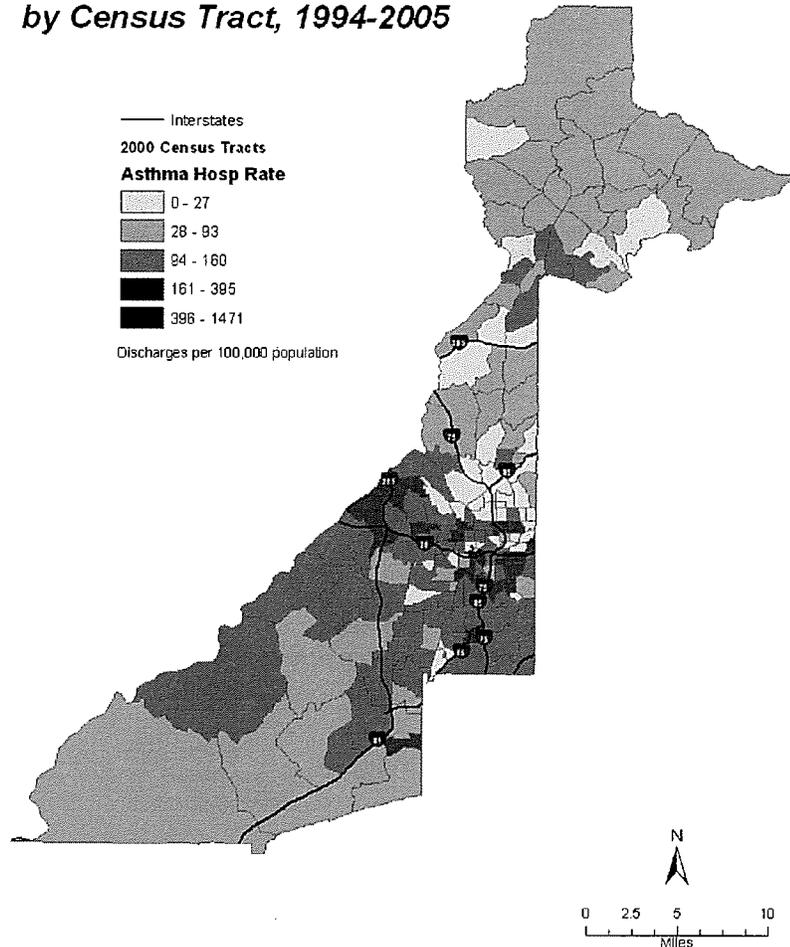
IV. Overview of Health Disparities and Socio-economic Status (SES) in Fulton

Asthma

Asthma is a useful measure from a social determinant perspective due to the many factors that influence the rate and severity of attacks, particularly in children. These include, environmental triggers, the health literacy of caretakers, having a primary care medical home and management plan, access to treatment, and asthma's effects, including the child's loss of time in school and caretakers' loss of income as they stay home to care for the child.

In March 2007, Atlanta was ranked #1 among the 10 worst cities for asthma by the Asthma and Allergy Foundation of America. The greatest burdens of this disease can be found in urban settings where certain conditions tend to increase the incidence and severity of asthma.

**Asthma Discharge Rates
under 17 years age
by Census Tract, 1994-2005**



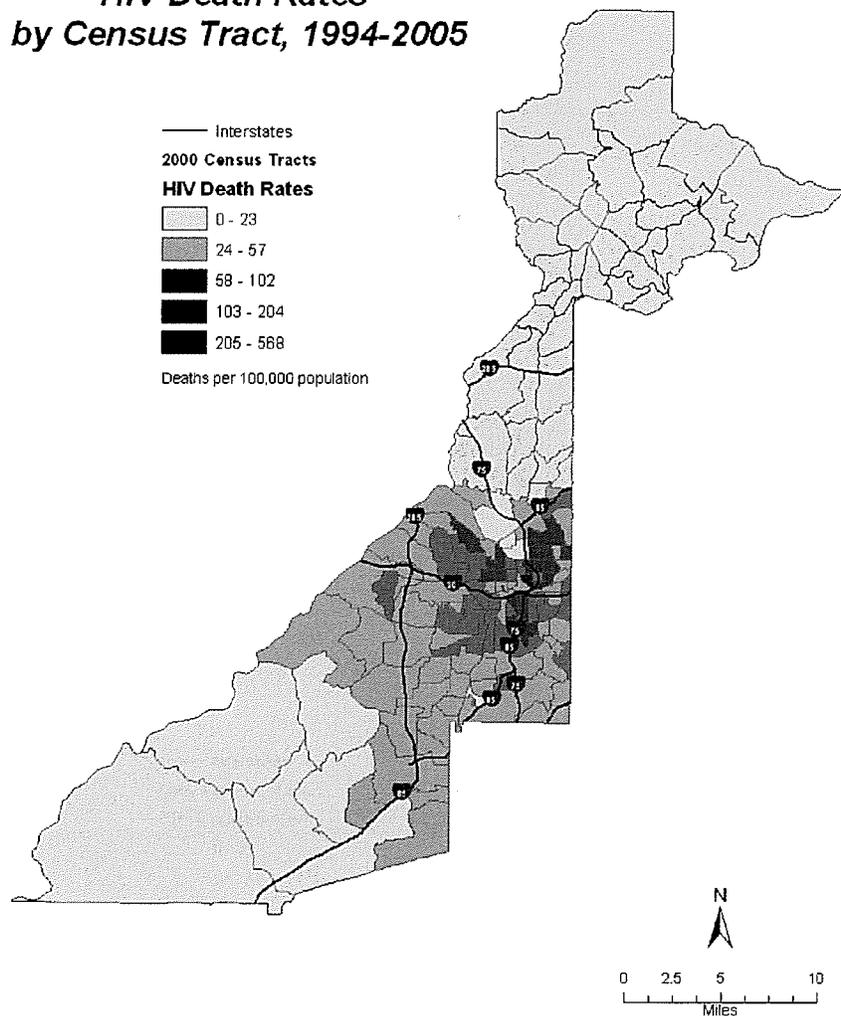
- 1 in 6 households (210,000) are affected by asthma
- 54% of asthmatic children in Georgia miss 540,000 days of school annually
- 30% of parents with asthmatic children miss 390,000 days of school or work
- 25% of these children live in homes where one or more of the adults smoke
- Asthma costs Georgia \$296 million annually in direct health care expenses
- There were more than 47,000 emergency room visits in 2003 with asthma as the primary diagnosis

*SOURCE: The American Lung Association of Georgia
and The Asthma and Allergy Foundation of America*

Human Immunodeficiency Virus (HIV)

Deaths due to HIV infection have fallen markedly over the past decade, particularly among African American males who live in Fulton County. Significant improvements in treatments have allowed patients to live longer with the infection, and increased outreach case-finding efforts, and increased knowledge about the disease and its risk factors have made a difference. Despite this positive trend, the burden of this disease continues to be high among African American males in Fulton County, particularly when compared to the state of Georgia as a whole.

HIV Death Rates by Census Tract, 1994-2005



Infant Mortality Rate

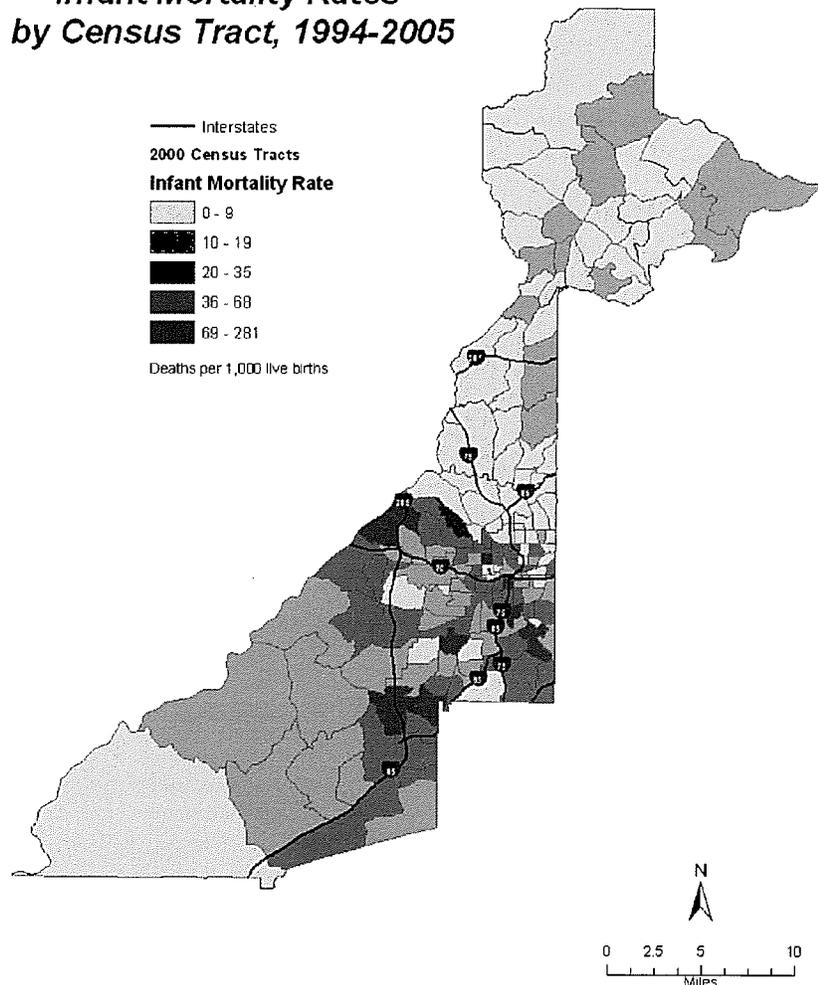
Infant mortality is one of the most important indicators of the health of a nation, as it is associated with a variety of factors such as maternal health, quality and access to medical care, socio-economic conditions, and public health practices. The U.S. infant mortality has declined overall throughout the 20th century. In 1900, the U.S. infant mortality rate was approximately 100 infant deaths per 1,000 live births, compared to 6.89 infant deaths per 1,000 live births in 2000. However, the infant mortality rate in the U.S. did not decline significantly from 2000 to 2005, which has generated concern among researchers and policy makers.

Recent data show that the U.S. infant mortality rate for non-Hispanic African American women was 2.4 times the rate for non-Hispanic Caucasian women. Rates were also elevated for Puerto Rican and American Indian or Alaska Native women. Increases in preterm birth and preterm-related infant mortality account for much of the lack of decline in the United States' infant mortality rate from 2000 to 2005.

The Healthy People 2010 target goal for the U.S. infant mortality rate is 4.5 infant deaths per 1,000 live births. The current U.S. rate is about 50% higher than the goal. United States Infant Mortality Rates for 2004 through 2006, were 6.78, 6.86 and 6.71 per 1,000 live births.

The burden of infant mortality falls more heavily among the African American population in Georgia and in Fulton County. African American infant mortality rates run significantly higher than among other races, and the highest rates of infant mortality are found in urban settings, driven largely by a higher proportion of African American residents within the City of Atlanta.

**Infant Mortality Rates
by Census Tract, 1994-2005**

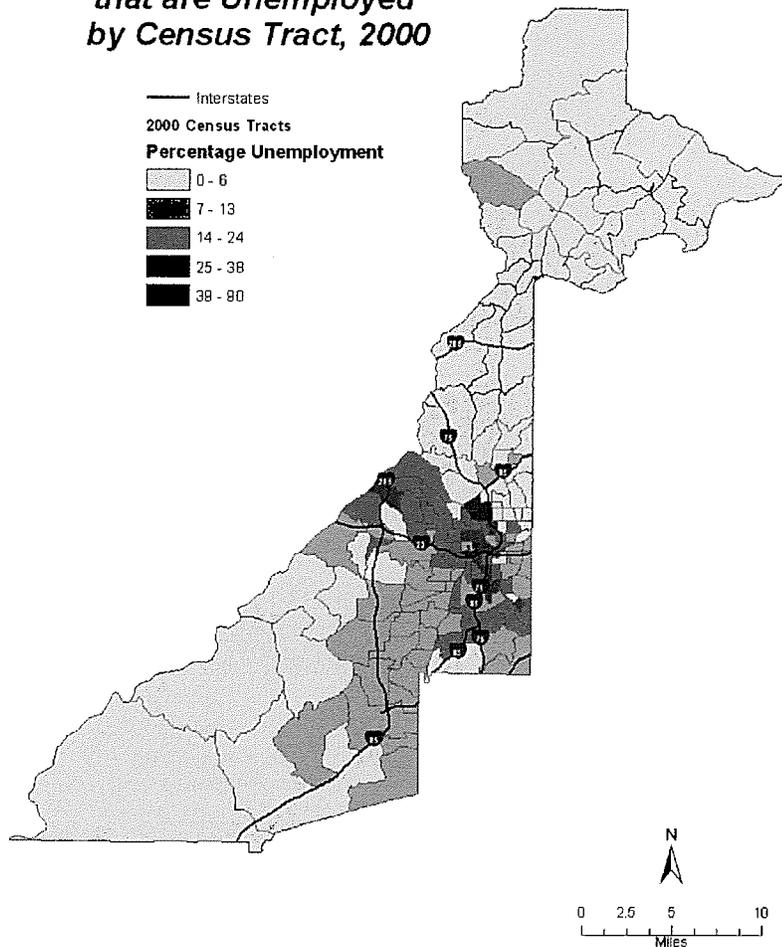


The following graphs depict the data from the Geographic/Geospatial Information System (GIS) mapping, which is used to identify concentrated areas of Fulton County that appear to indicate problematic circumstances around the following social determinant factors:

Unemployment

As one might expect, areas of Fulton County with the highest percentage of unemployed eligible workers correspond with high-poverty areas. Patterns of unemployment among eligible workers also appear to be consistent with patterns of no high school diploma and homicide rates.

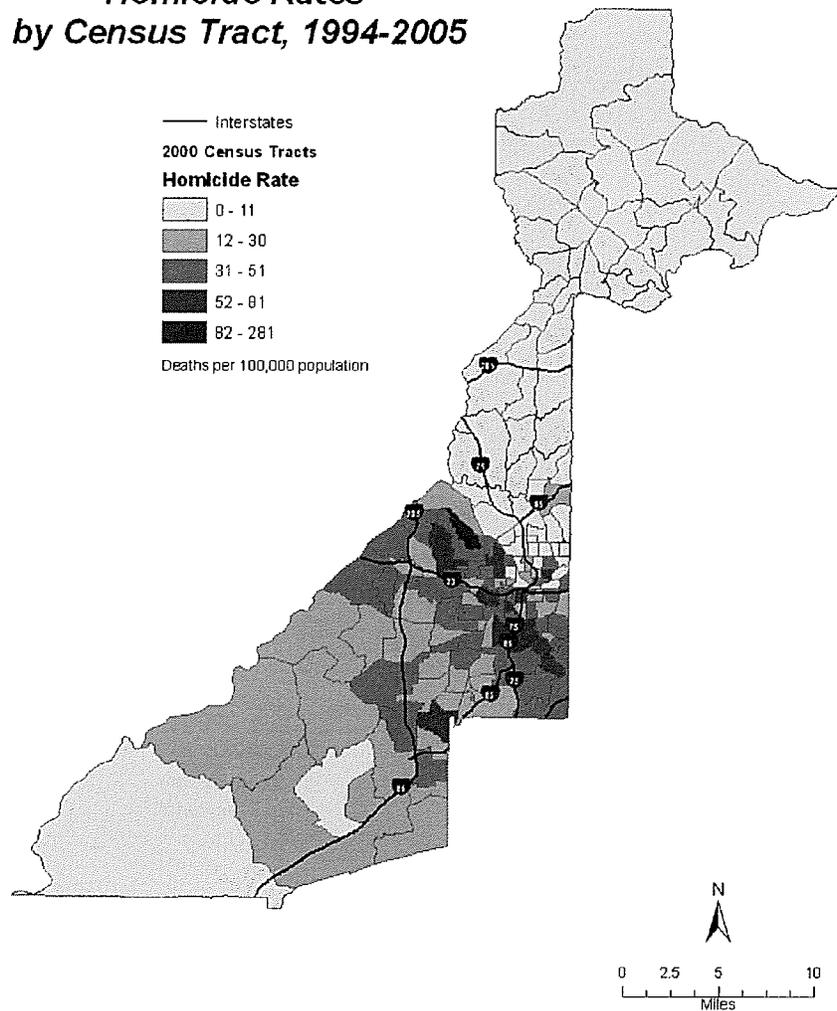
**Percentage of Eligible Workers
that are Unemployed
by Census Tract, 2000**



Homicide Rate

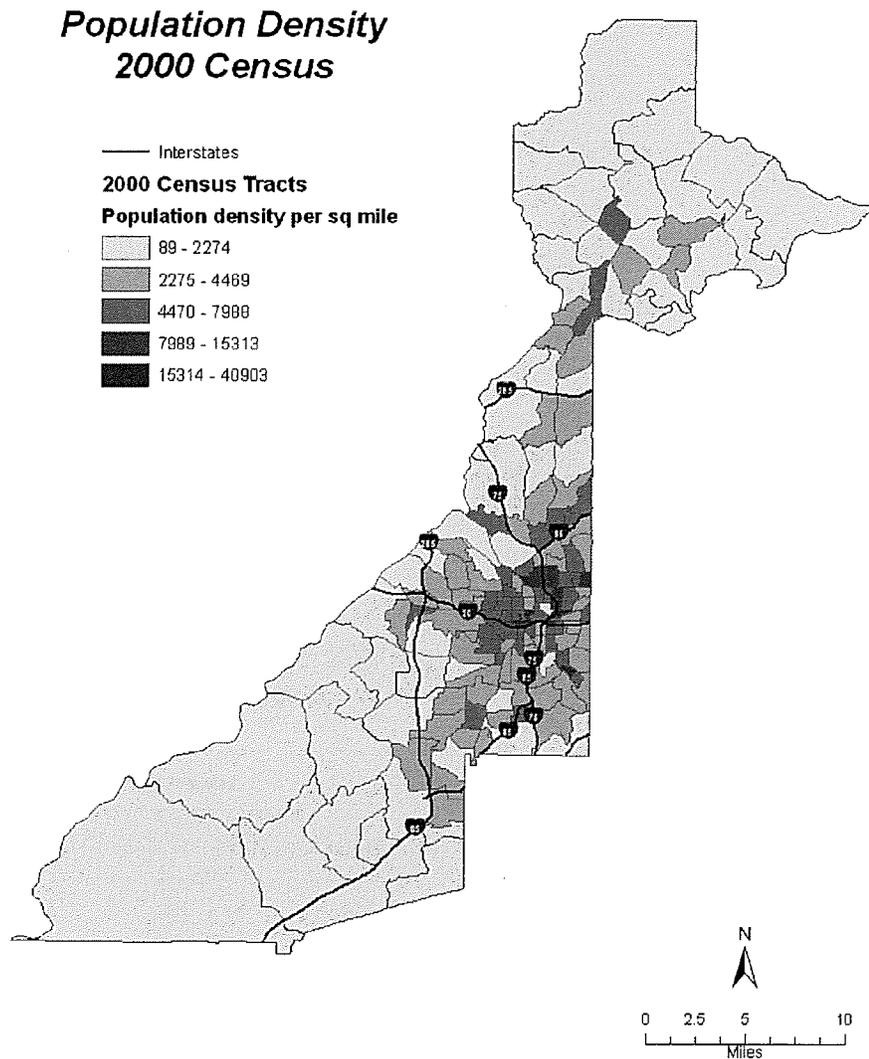
Homicide rates from 1994 to 2005 correspond with eligible unemployed workers and high poverty. The geographical pattern of high homicide rates is strikingly similar to those patterns of unemployed eligible workers and no high school diploma. Homicide rate patterns also appear to correlate with more densely populated areas and highly concentrated poverty areas.

Homicide Rates by Census Tract, 1994-2005



Population Density

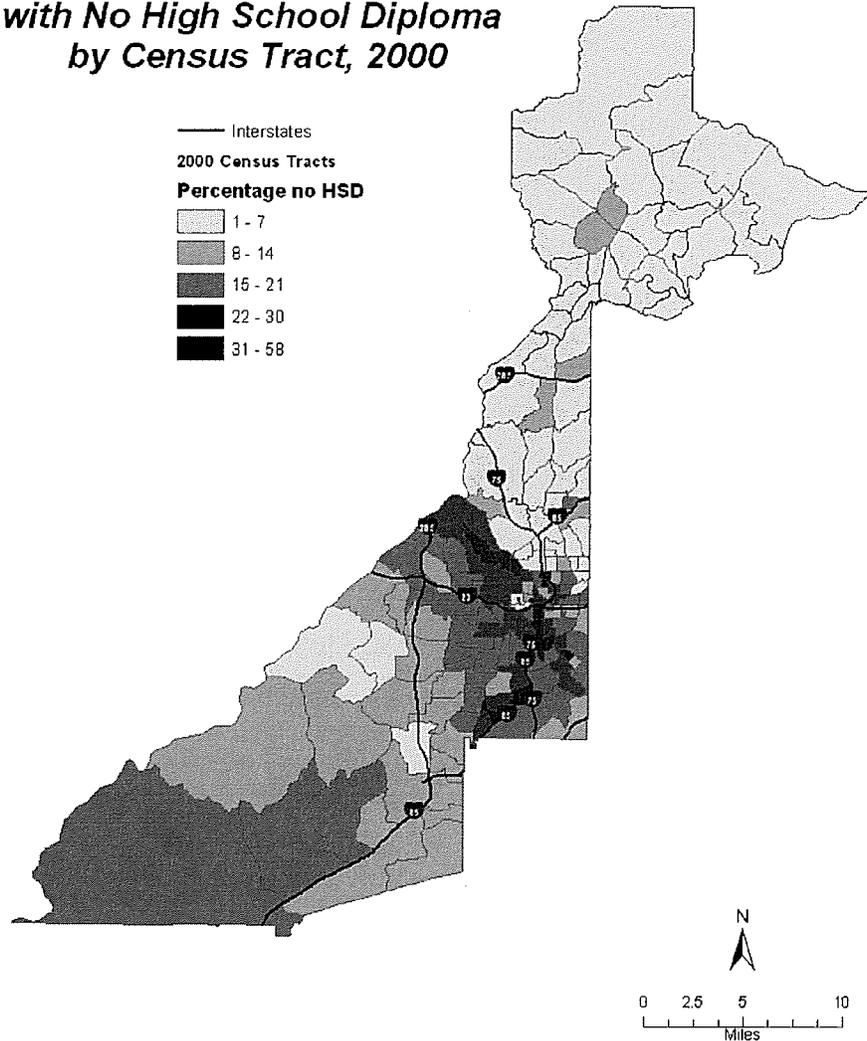
The highest population density areas of Fulton County are evident around the Atlanta urban city center, with a few other densely populated areas located in north Fulton.



Education

Areas of Fulton County with the highest percentage of residents with no high school diploma are most evident in the south-central and southern regions of the county. Areas containing high percentages of the population with no high school diploma appear to be consistent not only with areas of high unemployment, but also with areas having higher homicide rates.

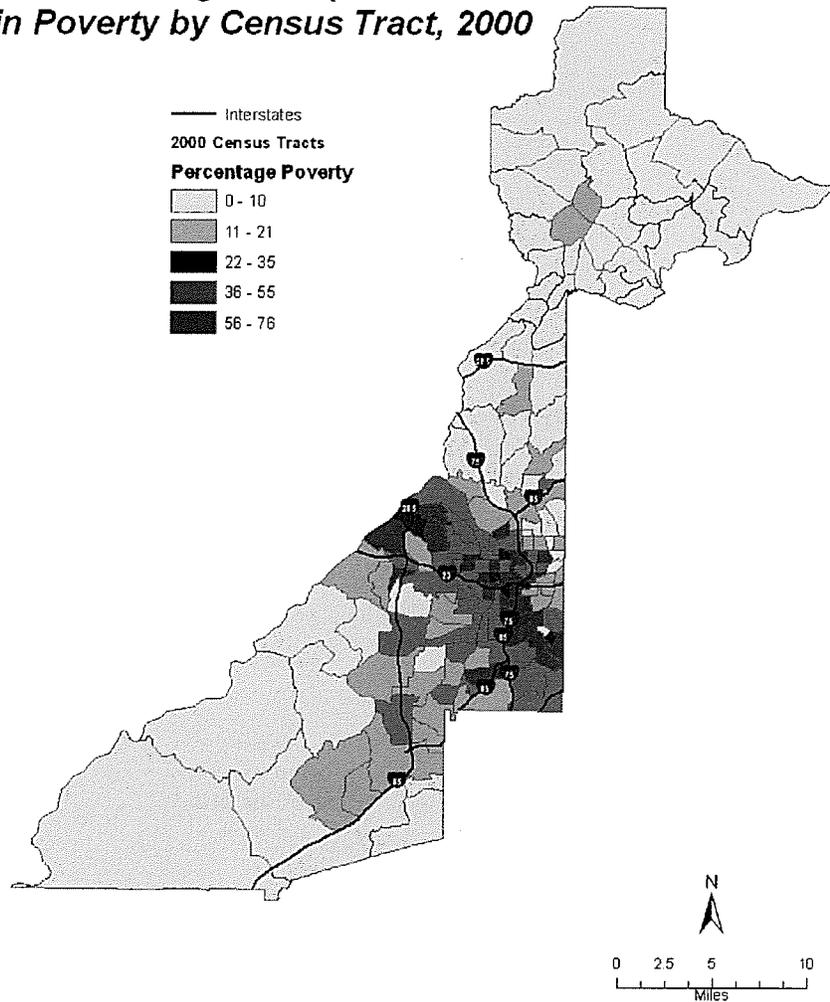
Percentage of Population with No High School Diploma by Census Tract, 2000



Poverty

Fulton County exhibits concentrated poverty. The highest poverty areas appear to be concentrated together, located in the central urban region of the county. This high-poverty concentration forms an area that stretches from one end of the county to the other, east to west, and contains mostly moderate to high population density areas. A Brookings Institution study found that Atlanta is among the worst in the country in terms of concentrated poverty, with Atlanta ranking 5th among U.S. cities (Berube and Katz, 2005).

**Percentage of Population
in Poverty by Census Tract, 2000**



V. Public Policy that Impacts Health Disparities

Public policy impacts the services in a community. Furthermore, a distinct relationship exists between the health outcomes for people and the community environments in which they live. Taking these two factors into consideration, then, public policy can drive the social determinants of health. Public policy must not contribute to health disparities and inequities; rather, public policy should promote health behavior by placing accessible, convenient resources in the community that enhance the socio-economic conditions of residents. Good public policy should alleviate deficiencies that lead to negative health outcomes.

In order to create sustainable and livable communities throughout Fulton County, a thorough analysis of current public policies affecting residents must take place. Public policy change is imperative if the inequities and disparities within given communities and among populations is to be addressed effectively and eventually eradicated. Effective public policy can improve the quality of life for all residents by promoting and encouraging healthy communities, and by placing emphasis on community infrastructure as well as intervening support services.

In this regard, it is important to understand that policies that do not focus directly on health can still have health implications. A substantial body of research and literature indicates that improving public services, community infrastructure, and the socio-economic condition of people can also improve their health. For instance, an optimal neighborhood has an array of socio-economic opportunities, strong businesses and industry, affordable housing, shopping centers with restaurants, cultural activities, theatres, playgrounds, good transportation, parks, walking trails, enhanced street lighting, and adequate public safety. Unfortunately, few urban neighborhoods have all these elements, which all work together to contribute to good health outcomes for residents. Many of these elements are especially lacking in impoverished neighborhoods and communities that are not connected to mainstream resources.

Yet people have basic needs that must be met if they are to survive and thrive. Community development should deliver an environmental infrastructure that can support the residents and their basic needs. For instance, in order to improve the health outcomes of residents, a community must have the right resources. Research shows that if a community has good schools and housing, then the odds of that community and its residents staying healthy are much higher than for communities without those resources. Many communities already have health and human service programs (local health clinics, social service centers, libraries, recreation centers, schools, etc.) or agencies that residents can access. But these services are only the beginning of what is needed to make a community livable. Communities must continue to be empowered to identify their needs. Communities that are failing should be helped to make changes through public policy that adds essential services and infrastructure to make them successful.

Among the specific policies that need to be reviewed – policies that are directly related to communities' physical and social environment and infrastructure – are public safety;

zoning for fast food stores, liquor stores, fast cash and loan establishments; parks and recreation; grocery stores; use of vacant land; and economic development. Some of these categories are directly related to the negative influences in a given community and the need to reduce these influences. Others highlight strengths that exist in healthy communities. In this regard, public policy should enhance communities' positive, strong attributes, and policy makers should perform a careful review those policies that contribute to negative environmental indicators. For example, in the south section of Los Angeles, the government is considering a ban on new fast food restaurants. This is a major policy initiative by government to address the health outcome of its citizens.

In fact, many major health issues are directly tied to the environment and the community in which one lives. For instance, childhood obesity has directly been linked to lack of exercise, fast food consumption, low nutritional meals, and in some cases, heredity. To have an impact on this health issue, policies that directly link to licensing and zoning of fast food establishments should be reviewed. In some instances, if policies do not exist, then government and the community should consider drafting policies that determine how many fast food restaurants or liquor stores will be permitted in a given community. Such measures are not uncommon: for example, saturation or critical mass policies are in place in many jurisdictions regarding such establishments as group homes, regardless of the clientele to be served. It is time to apply "critical mass" analysis to establishments that impact negatively on the health of people and the survival of neighborhoods.

Economic well-being is another major measure of the health of a community. Economic well-being typically reflects the growth or decline of industries that provide job opportunities for residents. Communities with a strong base of business or industry yield vibrant and self-sustaining neighborhoods. Communities that lack this economic support typically have decaying infrastructure and transient residents who do not offer stability for a community. Obviously, the economic health and viability of a community are intertwined; community and neighborhood survival relies on a strong economic base with ample employment opportunities for residents.

Therefore, policies relevant to economic development should address partnerships with municipalities to employ residents. A major factor in corporation relocation is the availability of a skilled workforce. A strong partnership between local planners, economic developers, and workforce development specialists must exist to ensure that a trained labor force is ready for the new industry. Research confirms that when people have well-paying jobs and health insurance and own their homes, they have a better chance of not developing major health problems. Living within a stable financial situation helps a family to purchase the essentials needed for improved health outcomes. Financial stability also decreases stress levels and subsequent health issues.

Concurrent with new industry is the need for housing. In general, communities with a low threshold of home ownership also have more negative health impacts. In the private sector, new housing developments are now adding many desirable environmental attributes such as walking trails, parks and recreation to their plans. These elements can have a major impact on residents' health problems such as obesity, hypertension, diabetes, and cardio-vascular disease. In the public sector, public housing policy should

always address financing programs that support affordable housing and home ownership. As affordable housing is created, plans must include building communities with infrastructure, services and resources that improve the social determinants of health. To achieve these goals, policy makers and planners are advised to use an all-inclusive approach to housing development projects. Not only should community stakeholders be at the table, but also, the planning team should include representatives from agencies and organizations that help keep residents healthy and strong. These are the agencies that invest in the “human capital” of a community – the traditional human and social service agencies.

In summary, public policy has to be designed to eliminate “social exclusion.” Literature describes social exclusion as “the economic hardship of relative economic poverty and includes the process of marginalization – how groups come to be excluded and marginalized from various aspects of social and community life” (Alameda County Health Disparities Report 2002). Public policy must support the survival of residents and their communities and should be created through empowering communities to drive the process. It should be all-inclusive and provide for wrap-around services that are traditionally socio-economic, as well as innovative new approaches that are connected to the physical environment.

Common Ground: Creating Equity through Public Policy and Community Engagement – A Model for Fulton County

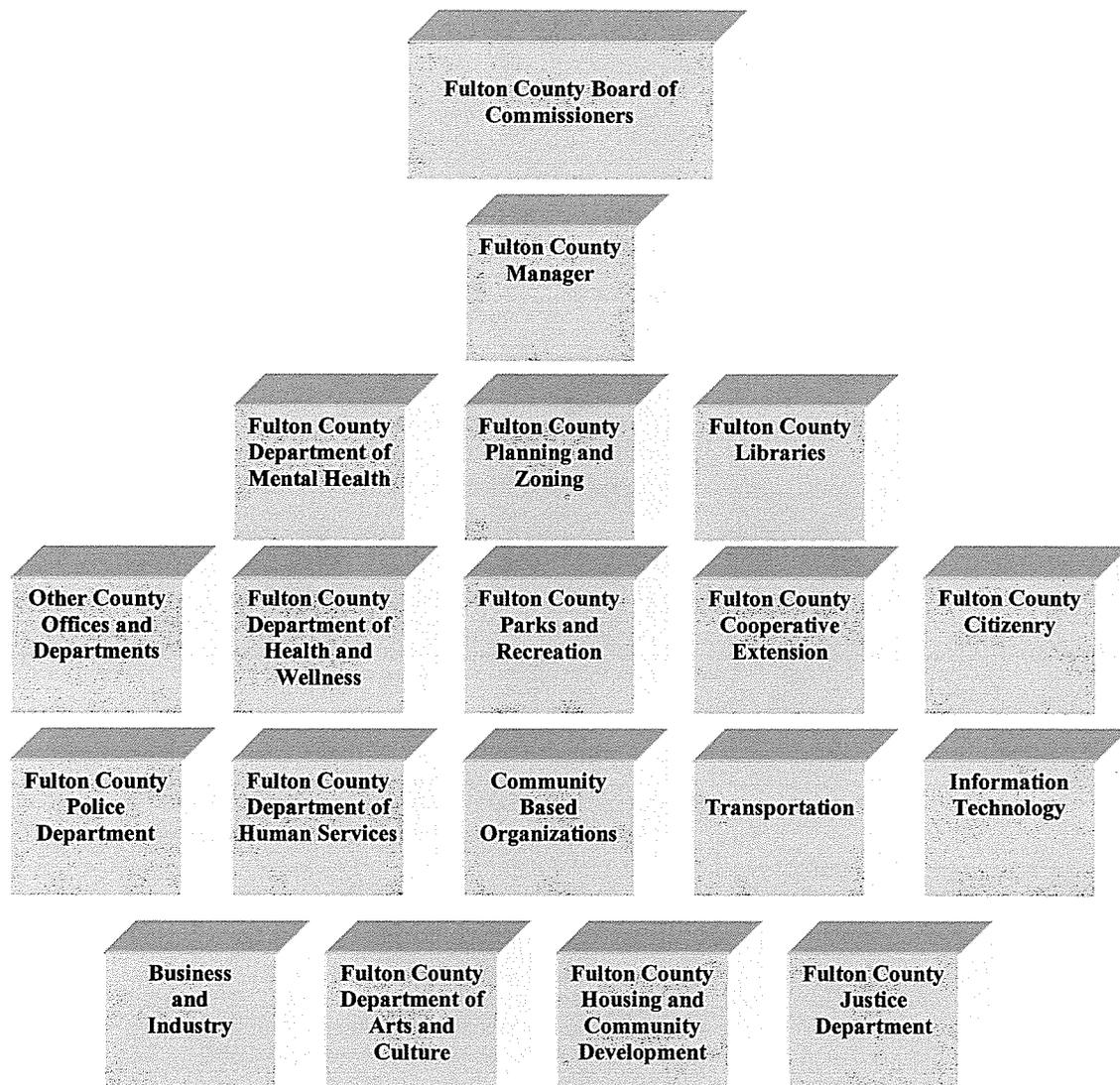
In August 2008, the Fulton County Health and Human Services Cluster, which consists of the Department of Health and Wellness, the Department of Human Services, and the Department of Mental Health, Developmental Disabilities and Addictive Diseases, was charged with developing a proposal that would address Fulton County population inequities with regard to racial, ethnic and other socio-economic disparities. Recognizing the complexity and magnitude of an initiative that would require a major paradigm shift from the usual business of county government, the Human Services cluster garnered the support of the entire local government and many other community agencies. Governmental entities that are involved include:

- Elected officials/ policy makers
- Department of Economic and Community Development
- Department of Family and Children Services
- Fulton County Department of General Services
- Department of Public Works
- Fulton County Arts Council
- Fulton County Library
- Fulton County Police Department
- Department of Housing and Community Development
- Code enforcement
- Fulton County Parks and Recreation
- Cooperative Extension Service

Other community agencies/ stakeholders that will be invited to become a part of this initiative include:

- The Atlanta Regional Commission
- United Way
- MARTA
- Community-based Organizations (CBOs)
- Faith-based Organizations (FBOs)
- Neighborhood Planning Units (NPUs)
- Local Businesses
- Institutions of higher education
- School boards

As stated earlier, in order to address these issues in a substantive way, all sectors of the County must be involved. This will require Fulton County departments and divisions that have not historically worked collaboratively to begin to do so. The approach will also enjoin multiple sectors from the community, with the understanding that in conversations involving social determinants and health equity in Fulton County, everyone has to be active in the process. The multiple stakeholders in this process include many of our county departments but also include community sectors as well.



Initially, the Health and Human Services cluster met to identify all agency programs that are currently addressing the issues of health disparities. Secondly, the cluster identified opportunities for further partnerships in these areas; thirdly, the cluster collaborated on opportunities to create new programs and policies that would address local inequities.

VI. An Approach for Fulton County in Addressing Social Determinants of Health

In order for Fulton County to address the social determinants that contribute to existing health disparities for Fulton residents, all participants must recognize that this approach is not an overnight process. It goes directly to societal conditions, economic conditions and political structures, including a variety of resources. The interrelatedness of these constructs is undeniable, yet great disparities continue to exist. When we begin to understand how health outcomes are affected by societal conditions, individual health behaviors, and access to health care, then we can begin to move toward health equity in Fulton County.

CDC Adaptation

The Centers for Disease Control and Prevention (CDC) published a resource guide to help communities address social determinants of health. This national model offers a comprehensive template for local communities to replicate. Key steps of the model include:

- Creating community partnerships
- Assessing social determinants of health to create a shared vision for community change
- Building community capacity
- Developing and implementing an action plan
- Assessing progress
- Maintaining momentum over time

The Fulton County model thus far describes the process of beginning a Social Determinants of Health Initiative from the perspective of policy makers and internal county departments. What follows is the Fulton County *Common Ground* presentation of “targeted opportunities” using the approaches recommended by the CDC methodology for implementing a Social Determinants of Health project.

The Fulton County Approach

Fulton County government is uniquely positioned to make desirable social determinants of health balanced and equitably distributed among all residents. County departments, the traditional health, social and human service agencies, and the physical environment and infrastructure agencies are all focused on the vision of creating communities that are livable, safe, and promote healthy lifestyles.

The movement toward addressing the social determinants of health disparity in Fulton County was founded upon interdepartmental collaborations with current and future community partnerships. By forging solid relationships with other Fulton County agencies, businesses and community representatives, Fulton County will be better able to effectively utilize its assets to combat poverty, affordable housing inadequacies,

environmental stressors and other social determinants of health that affect our communities. The following is a brief listing of initial goals for this effort.

- Initiate an interdepartmental collaborative approach
- Influence change – public policy
- Improve health outcomes
- Increase external systems of collaborations
- Improve/enhance communities
- Leverage resources for maximum benefit to communities
- Change the infrastructure of troubled communities
- Establish a new way of governing that supports social determinants of health

At the direction of the county manager, the Health and Human Services (HHS) Cluster began to investigate actions that could be taken to optimize service delivery among HHS Cluster Departments within the Fulton County government. This task evolved into a much larger strategic initiative that is investigating a system-wide approach to address the social determinants of health.

A “systems” approach that combines policy makers, elected officials, advocates, and family members as well as public and private partnerships is drastically needed in order to address and remediate the problems of social, economic and health disparities with regard to social services, health, housing, education, mental health and substance abuse treatment. Continuous interventions that address both short- and long-term goals must be defined and implemented vertically, horizontally, and across all spectrums. Community engagement and involvement is one of the most critical factors that must be invoked.

Using an interdepartmental collaborative approach, the Human Services Cluster has formed a Social Determinants of Health (SDH) Task Force and has been developing a service delivery improvement plan. The intention is to optimize service delivery in general among Human Services Cluster Departments and begin to engage other appropriate agencies (public works, zoning, planning, housing, parks and recreation, public safety) within the Fulton County government.

The first milestone for the task force was completion of a comprehensive inventory of all programs within the Human Services Cluster and an evaluation of the program’s position in the sequence of events that influence the social determinants of health. Follow-up work has included evaluating information technology solutions to reduce redundancy and increase efficiency, as well as consultation with authorities in the field of SDH for direction and guidance. According to Dr. Camara Jones, Research Director on Social Determinants of Health, this local, interdepartmental collaboration to create a coordinated prevention initiative to reduce disparities and improve health outcomes is one of the first such efforts in the nation.

In creating this document, a vast amount of information was located and reviewed. This review process found that two of the nation’s most progressive municipalities have addressed this issue from a holistic, system-wide perspective: King County, Washington,

through its *Equity & Social Justice Initiative*; and Alameda County, California, with its *Place Matters* initiative. Each of these programs provided invaluable insight into beginning a similar process for Fulton County, despite the obvious differences among these three communities.

This document, titled *Common Ground: Creating Equity through Public Policy and Community Engagement*, is a compilation of efforts to date and future efforts to address system-wide changes. These changes fall within three broad categories: (1) policy change, (2) culture change, and (3) community change. It is essential that policy makers are informed on the long-term effects of their decisions on the most disadvantaged levels of the community. Conversely, it is crucial that these communities be engaged in a constructive, positive manner in order for effective changes to take place.

Targeted opportunities exist within the county to pilot this initiative. The future opening of the newly renovated Neighborhood Union Health and Community Center provides a targeted opportunity to implement programs in a needy community that shift the approach from traditional interventions to a perspective that considers the social determinants affecting health outcomes. With the expansion and renovation of the Historic Neighborhood Union Health Center, an additional 14,000 sq. ft., of new building will offer enhanced services to the residents of Vine City. In addition, pre-literacy outreach training and involvement with local daycare and schools will focus efforts to prevent dropouts and improve overall graduation rates. This building will serve as the nexus for many critical services for the residents of the Vine City community.

The other targeted opportunities are the Serving At-Risk Teens (START) System of Care for Children and Youth, the North and South Fulton Community Center Intergenerational Community Program, and the Oak Hill Mental Health System of Care for Children and Youth. Each of these opportunities will be discussed further in this document.

Using the social determinants of health approach, all associated groups must come together to plan and implement practices that will improve health outcomes for all people. The social and physical environment in unincorporated South Fulton is managed by Fulton County. Because this area is under one government authority, its policy development or changes, budgeting, and planning for services are all controlled by one entity. In other targeted opportunity locations, the Fulton County Health and Human Services cluster will work collaboratively with local governments (incorporated cities) to build partnerships that will help to negotiate the political boundaries that control or influence policies and community development.

In all communities, the preferred strategy is to work with the residents and community organizations. The action agenda will be driven by community needs and build on existing resources to provide a full array of service supports. Enhancing the SDH support systems will be the focal point for providing wrap-around services that will yield equitable resource distribution, livable communities, and positive health outcomes for residents.

As this document was being drafted, the Centers for Disease Control and Prevention issued a valuable workbook, *Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health*. This national model offers a comprehensive template for local communities to replicate. The Fulton County model intends to follow the CDC recommended methodology. Key results of the model include:

Expected Results

The Fulton County *Common Ground Initiative* seeks to:

- Influence change of public policies
- Leverage resources
- Increase systems of collaborations
- Improve/ enhance communities
- Enhance quality of life
- Change the infrastructure of a community
- Provide for a new way of conducting government
- Increase community capacity building
- Empower neighborhoods
- Increase awareness of public policies
- Increase fresh markets or community gardens
- Increase health care access
- Provide for safer communities

The initiative hopes to realize the following outcomes:

- Improve health outcomes
- Decrease chronic diseases
- Increase high school graduation rates
- Increase adult employment
- Increase walking and biking communities
- Empower neighborhood residents
- Increase access to health care
- Improve infrastructure of communities to support healthy living

Preventing disease and reducing health disparities are among the many future aims of this pioneering effort in Fulton County. As a strategy, prevention is distinguishable from traditional health promotion methods in specific ways. Fundamentally, prevention strategies require coordination and collaboration by multiple stakeholders involved in large-scale efforts to modify policies that affect the target environment.

These stakeholders, including the county's human service cluster agencies, environmental agencies, political leaders, and the community, will drive the SDH agenda. The expanded task force will oversee community assessments using a strengths-based model. The task force will also monitor the activities of each department as the target community projects are implemented.

Successful programs and policies will bring about the intended outcomes of positive behavioral change and healthy living in revitalized communities and in turn, improved health outcomes. The major underpinning for the SDH approach across all county departments and in programs or policy change will be *prevention*. Policies across all departments will be reviewed to determine if they include prevention strategies that directly or indirectly impact improved health outcomes for citizens. Some of these strategies may include improved street lighting so that people can walk in a safe environment, more zoning for grocery stores and less for liquor stores, creation of open urban gardens, community resource centers, health coverage and accessible health care, great schools, industry and business development that will provide livable-wage jobs, and a reliable safety-net support system for all people.

Principles

Equality in service delivery and opportunities is paramount to ensuring that all Fulton County residents can improve their socio-economic status and ultimately reduce the county's health disparities. An equitable distribution of resources and wealth is critical to helping an at-risk family stay in its home, to making sure that educational systems prepare young people for job opportunities, and to supporting healthy community living so seniors can age in place. Support programs must uplift people to a higher level of functioning so that they can avoid entering the criminal justice, substance abuse, and mental health systems, which almost always lead to poor health outcomes. Prevention services will intervene prior to the development or onset of disease or negative behavior. From a cost basis, prevention has a much greater return on investment than dollars spent on treatment.

If we can help people find and maintain well-paying jobs with at least a livable wage, health insurance, adequate education, affordable housing, and a stable community with an infrastructure that will support the needs of the people, then we will be on our way to improving health disparities. These ideal communities must be available to everyone, and not limited to only the fortunate few who have in the past benefited positively from their status. We can no longer afford to provide social support systems and policies that only nurture human needs; instead, we must look more broadly at the physical environment and build infrastructures that support social determinants of health.

The full engagement of all SDH factors will combat the health disparities among our people and eventually result in more positive health outcomes for everyone, not merely the select few who are in the higher social gradient. This approach will help to answer what Dr. Martin Luther King, Jr., called "Life's Most Urgent Question": "What are you doing for others?"

VII. Common Ground Targeted Opportunities to Implement Social Determinants of Health Strategies in Fulton County

Fulton County is a culturally diverse population. Research has shown that this is an asset to any community. However, the data discussed in this report also indicate that there are inequities in the distribution of resources to help families and communities. A review of various neighborhoods and communities in Fulton County indicates that some communities need only the basic support systems to keep them thriving, while other communities need a total renovation.

The communities and projects discussed in this section are examples of inequality in wealth and social determinants distribution. The projects will focus on building and rebuilding communities and enhancing the potential of the residents to become economically stable. Specifically, many social determinant services will be provided to residents to help them move into a higher socio-economic gradient and eventually improve the health disparities of the population.

START (Services to At-Risk Youth) – Through the establishment of an Advisory Council on Children, Youth, and Families, Fulton County will create a system of care continuum for youth. This collaborative model for planning and service delivery to youth is designed to coordinate and target funds and programs for at-risk youth and their families. At the core of START is the Advisory Council, which provides the planning structure, system-wide oversight, and coordination of funding.

Oak Hill System of Care for Youth and Families – The Fulton County Oak Hill Child, Adolescent, and Family Center serves as a “one-stop shop” resource to enhance access and coordination of treatment services. This center presents an ideal opportunity to serve as the foundation for a county-wide system of care to coordinate comprehensive services to include support and prevention, early intervention, focused intervention, and crisis intervention.

North and South Fulton Community Centers – To coordinate essential government services with nontraditional services that target the needs of individuals and families, new state-of-the-art community centers will anchor services in both North and South Fulton County. Through redesigned County Service Centers and engagement of nontraditional partners, residents will benefit from full-service centers that not only meet their county service needs, but also provide support services that promote a healthy community. Services will include daycare, adult and youth education classes, a farmers market, a fitness center, and a healthy foods market.

Neighborhood Union Primary Care Partnership – The newly renovated Neighborhood Union Health Center serves as a springboard to couple traditional public health, mental health, and human services with primary care services. This holistic approach to health service delivery allows patients to access a menu of programs and supportive services that promote wellness and more. This model is designed to encourage healthy behaviors and healthy lifestyles.

Intergenerational Communities – Among the resources that are essential to any livable community are resources necessary to promote successful and healthy aging. From access to quality childcare to support services for older adults, intergenerational communities promote family stability. A key focal point is an intergenerational center that offers families – including grandparents raising grandchildren – an array of resources ranging from legal and financial assistance to counseling services, educational opportunities, TANF assistance, Medicaid services, and access to the WIC program.

Opportunity:

SERVICES TO AT-RISK TEENS (START) SYSTEM OF CARE

Program Description:

In response to the seriousness of the problems of youth, a coordinated approach to service delivery must be in place through a system-of-care model that focuses on children and their families. In order to accomplish this goal, a youth system of care must be family-oriented, must focus to a greater extent on prevention services, and must be able to support different service delivery models (such as the mental health best practice model). These concepts are directly related to the social determinants of health. If the social supports that individuals need to help them to become healthy are available, then they will be less likely suffer from health problems and their position on the socio-economic gradient will be more likely to be improved; positive behavior is the outcome.

The rationale for a coordinated management approach is predicated on the fact that there are many agencies in Fulton County providing services to youth. Millions of dollars are being spent across the departments and community-based agencies. However, no single entity oversees these services. How do we measure the effectiveness of our multiple investments of resources to address the problems of youth?

The establishment of an Advisory Council on Children, Youth, and Families (ACCYF) is needed to oversee planning, budgeting and needs assessment for youth in Fulton County. The Council will also manage a collaborative system of care for youth known as START, or Services to At-Risk Teens.

The START system of care will ensure that an array of services is available for youth that help to lead them toward healthy development. This youth system of care will be focused on providing services at four junctures: prevention, intervention, assessment and treatment, and aftercare. All of these interventions should be constant with a strong focus on family involvement at all times.

START System of Care Continuum:

- **Assessment** – Assessment should be conducted by each agency using a common assessment tool developed by the ACCYF. The purpose of a standard assessment tool is to increase the standardization of common assessment criteria to be used by all child-serving agencies. Such standardization will not impact the unique assessment tools that are needed by each agency. All the tools will be culturally sensitive and use the strength-based model, which analyzes the strengths of the youth and his/her support system.
- **Prevention** – These services are for at-risk youth or those youth who have not dropped out of school or entered into one of the deep-end programs such as foster care and juvenile justice. These programs and services are community-based and consist of referrals to the following:

- Mentoring services link a youth with an adult who serves as an advisor, advocate and role model.
- Prevention programs educate youth who are at risk and/or those who are not making positive choices; provide youth with alternative life choices; and build youth's internal capacity to survive in a community with negative factors. Prevention programs include front-door diversion programs such as :
 - After-school enrichment programs to provide tutoring, homework assistance, cultural enrichment, or mentoring;
 - Workforce development training to assist the idle or disconnected youth to prepare to get a job, enter college and/or enhance existing skills;
 - Counseling to provide specialized individual sessions for youth to assist them with coping skills;
 - Specialized recreation programs; and
 - Workforce preparation programs that help prepare idle or disconnected youth for targeted industry jobs.
- Treatment and Intervention– The specific treatment of youth will be determined by the presenting problem. Many of the youth who are at-risk present with multiple issues such as developmental disorders, mental health problems, and substance abuse. These types of disorders require more than short-term interventions. The program strategies must be multi-faceted and able to address the needs of at-risk youth, including those who may have committed their first offense as well as youth who have multiple entries into the juvenile justice system. Therefore, the strategy must be inclusive of a wide of array of programs to meet the unique needs of the different youth to be served. The services must be community-based, culturally competent, child- and family-focused, comprehensive, integrated and coordinated.
 - Treatment services consist of the following:
 - Substance abuse
 - Mental health
 - HIV
 - Chronic medical illness
 - Individual and group counseling for the youth and family.
 - Family intervention/therapy
- Aftercare - Aftercare encompasses the range of programs, services, and strategies intended to assure a juvenile's successful transition from residential placement to life in the community (National Center for Juvenile Justice). These programs and resources need to be enhanced to prevent recidivism among juveniles. The continuum must also support aftercare programs for

youth leaving treatment programs such as mental health and substance abuse, and children exiting foster care.

Who Will Be Served?

The numbers of Fulton County's at-risk, disadvantaged youth are increasing. Youth are transitioning in and out of the juvenile justice system and foster care system. Families are failing and the traditional extended family support is fading. As youth move toward adulthood, most are either in school, in the workforce, or in the military. These young people's lives are shaped by the challenges and routines of an important societal institution, and by the social networks they encounter. However, a persistent minority -- nearly one in ten youths between the ages of 16 and 19 -- are neither studying nor working. These young people are sometimes referred to as "idle youth."

The target population for the START program is youth ages 8 to 18 who present with the following issues:

- Known to the juvenile justice system (juvenile court and juvenile detention)
- Foster care youth
- Youth raised by grandparents
- School drop-outs
- Low academic performing students
- Youth with emotional dysfunction and mental health problems
- Youth who have a history of substance abuse
- Idle or disconnected youth (unemployed, not in school)

Why Is START a *Common Ground* Project?

The Common Ground is a Social Determinants of Health initiative that identifies and provides all the social and economic opportunities that help families and children survive and prevent major health problems. These are service supports that can move families and children out of poverty and into a higher socio-economic gradient.

The START system of care is a Common Ground project that will allow for resources to be identified and provided to at-risk youth through prevention programs and supportive services to the family. Programs and systems will address serious problems and deficits in the social support system. These services will help youth stay in school and graduate, make the right choices, and obtain employment, training, and treatment services. Youth who have an adequate social and economic support system will have better health outcomes than youth who do not have these resources. Therefore, it is essential that wrap-around services are provided to youth and their families. The equitable distribution of these services will impact the health disparities that affect so many poor and minority persons.

Coordination and Partners

The Advisory Council on Children, Youth, and Families (ACCYF) consists of representatives from the following county entities: mental health, health, human services, the school system, the juvenile court and justice system, recreation and parks, cooperative extension, libraries, arts and culture, police, and support agencies such as the Housing Authority. The Council should also include non-government partners such as community-based organizations, citizens and the faith community. The chair of the Council will be appointed by the County Manager.

The ACCYF will have responsibility for assuring coordination among county departments and programs. Each department will develop an annual plan that addresses the Board of Commissioners' priority areas, children and juvenile justice services. The plan will include goals and agency priorities along with a commitment of resources to meet the objectives. The agency plans should be developed in conjunction with the ACCYF, which will have overall responsibility for a master plan for children and youth services. The master plan will encapsulate broad goals for youth and their families. This will be the basic foundation for agency programming and reprogramming.

Services to youth will be monitored and evaluated through the ACCYF. The Council will be the clearinghouse for support services and will broker services for youth. The ACCYF will also be used as a single point of entry for persons seeking resources for children and youth.

The START system of care services to at-risk youth will use a systemic approach through ACCYF, with a departmental point of entry to identify youth and begin services. START will address the immediate needs of youth using long- and short-term strategies. All youth will be seen and referred for services either through the service delivery system for that department or through another child-serving agency.

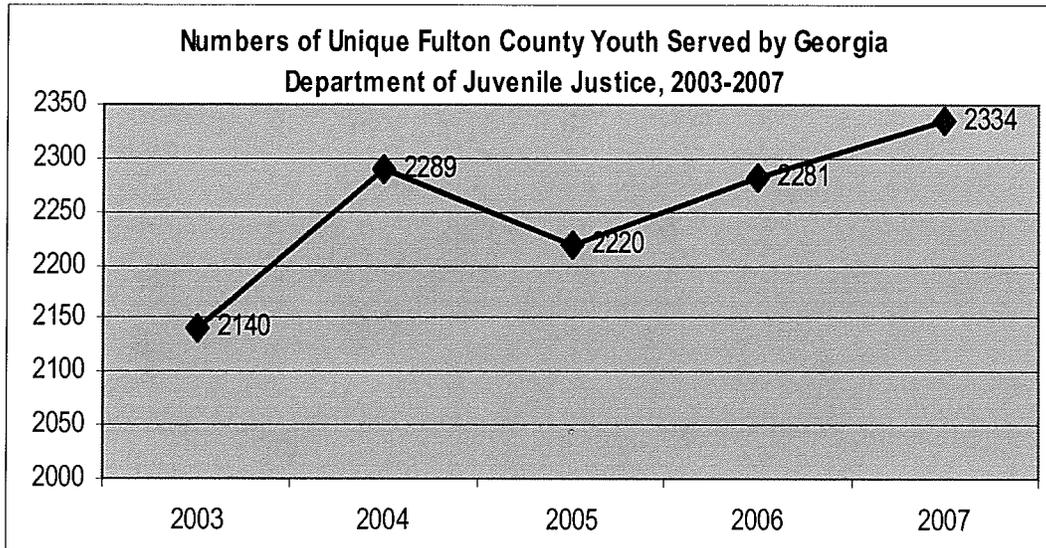
START will use all the resources and programs listed above and in the continuum to help prevent juvenile delinquency, increase youth graduation rates, provide appropriate treatment, and help younger youth make positive choices. Existing resources in Fulton County government will be coordinated to provide supportive services to youth and their families to prevent youth from falling into dysfunctional behavior patterns. The START system of care will identify youth in the school system, juvenile court, mental health and addiction programs who are at-risk and in need of comprehensive support services.

In the START system of care, services to youth will be coordinated by the ACCYF, which will establish entry points into the system of care appropriate to the problems presented by each individual youth. Referrals for youth resources will be sent to several treatment agencies, with one agency serving as lead agency for case management.

Each youth will have an individual service plan that will include follow-up support, family intervention, and referral. Programs provided directly by Fulton County departments as well as those that are community-based and funded by the departments will be listed as part of the youth services continuum inventory of support services.

Data to Support Project

In 2007, there were 2,334 Fulton County youth involved with the Department of Juvenile Justice (GDJJ Statewide Statistics).



Of the 2,334 Fulton County youth served by GDJJ in 2007, 22% (n=520) were committed to GDJJ in 2007. Court-ordered placements of these 520 Fulton County youth included 411 at-home supervision placements, 148 non-secure residential treatment placements, 276 Regional Youth Detention Center placements (youth awaiting placement), and 80 Youth Development Campus placements (GDJJ, Fulton County Statistics). (Placement totals reflect multiple placements for some youth throughout the year.)

Fulton County Juvenile Court

Fulton County Juvenile Court reported a total number of 9,239 offenses for calendar year 2007. Offenses classified as *Public Order*, *Property*, and *Person* were the most frequently committed and detected offenses, comprising 81% of all offenses committed by juveniles and detected by law enforcement throughout Fulton County in 2007.

The data above indicate what often happens to youth who are at risk. When teens are neither in school nor employed, they are disconnected from the roles and relationships that set most young people on pathways toward productive adult lives. This detachment, especially if it lasts for several years, increases the risk that a young person will enter into juvenile delinquency, leave school, or will have lower earnings and a less stable employment history than peers who stayed in school or found a job.

Budget

It is anticipated that the budget to support this program will consist of current funds in each department dedicated to children, youth and family services. New funding for 2009 will include staff costs to support the Advisory Council for Children, Youth, and Families, as well as new funding to support critical underserved populations and new best practice programs.

Outcomes:

The following are the desired outcomes for START:

- Reduction in juvenile crime
- Reduction in children entering the deep-end treatment systems, juvenile justice and foster care
- Increase in youth staying in school and graduating
- Reduction in youth who are substance abusers
- Increase in youth employment

Opportunity:

OAK HILL SYSTEM OF CARE FOR YOUTH AND THEIR FAMILIES

Description of Project

Problems facing today's children, youth, and their families are more complex, numerous and interrelated than ever before. Such problems include poverty, unemployment, poor health, low school performance, child abuse, delinquency, mental health, substance abuse, housing and many more societal ills. In providing services to families and their children to ameliorate problems, agencies have generally focused their services on distinct populations such as delinquent youth, abused and neglected children, or persons needing mental health services. However, as problems of children and families have become more complex, services are often needed from more than one agency. The existing system fosters duplication and a lack of coordination and cross-agency planning that often results in gaps in services. In addition, the existing system encourages a focus on a particular problem, rather than a family-focused approach to service delivery. In response to the seriousness of these problems, a coordinated approach to service planning and service delivery must be in place, utilizing a system-of-care model that focuses on children and their families.

The Oak Hill project is a system-of-care initiative. The partner agencies listed below will engage in strategic planning in the first phase of development of the Oak Hill System of Care for Youth and Families in Fulton County. Based on the outcomes and recommendations from the planning phase, the partner agencies will then engage in the implementation of care management and delivery of services. Finally, the partner agencies will engage in continuous monitoring of outcomes and quality improvement.

Fulton County has many service providers and many services offered by both county and community agencies. As the system is currently configured, services are provided programmatically in a "silo" structure – that is, as stand-alone services. Services are sometimes fragmented and duplicative. For families who need services, this approach often results in multiple hand-offs and multiple agencies. The screening process is variable and inconsistent at intake. Each child and family is assumed to be in need of the same set of services, which may often not be the case, and the family is not always actively involved in the case planning process. Often, the same agencies and community partners are involved in multiple "collaboratives" with overlapping responsibilities. The need for one over arching system of care is evident.

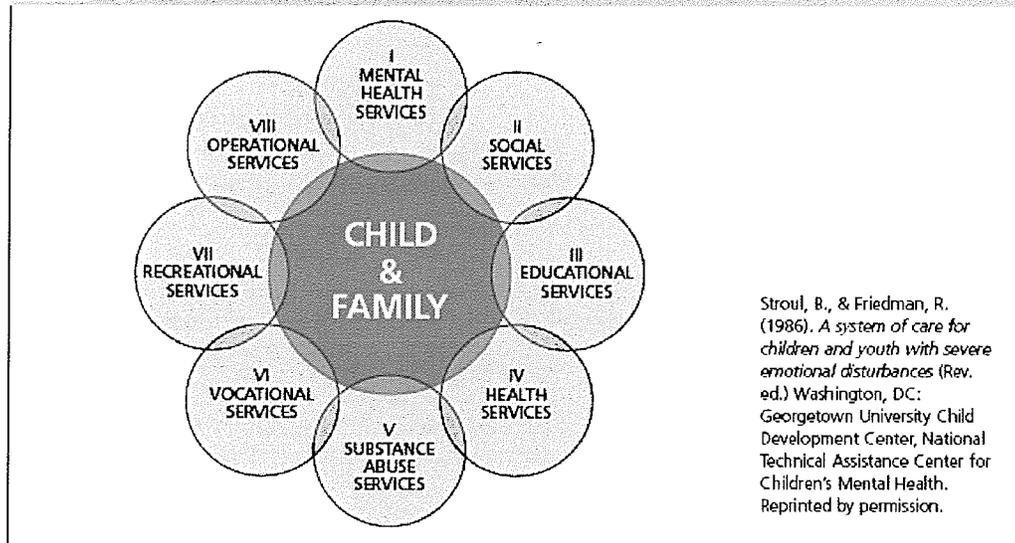
Fulton County government is well-positioned, well-qualified, and has the capacity to build the foundation for a county-wide, culturally competent system of care for children and families. The Fulton County Department of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD) has designed and will be implementing a treatment system that will have responsibility for the coordination of a comprehensive, efficient and fiscally sound system of care for children and their families in Fulton County. It will focus on service delivery. The Departments of Mental Health,

Developmental Disabilities and Addictive Diseases; Health and Wellness; Juvenile Justice; Human Services; and Family and Children's Services will be the lead partners in the service collaborative, with MHDDAD serving as the fiscal agent. Other key stakeholders in this process will include Fulton County Libraries, the Department of Parks and Recreation, Housing and Community Development, the Office of the District Attorney, and Fulton County and City of Atlanta public schools.

Finally, while Fulton County believes that the system-of-care concept is a framework and a guide, we also believe that an identified location for collaboration, planning and service delivery is a value-added enhancement to any system of care – a “one-stop shop” resource center to enhance access and coordination of services. The Fulton County MHDDAD Oak Hill Child, Adolescent and Family Center is an ideal location for these processes. Located at 2799 Metropolitan Parkway, this 22-acre campus has the ideal physical plant for the service collaborative. Currently, this facility has an unoccupied building with ample space for all of the members of the collaborative, the collaborative coordinator, and an administrative assistant, as well as space for interagency and collaborative meetings. There is ample parking and the site is easily accessible by private and public transportation. Furthermore, the Center is located in Zip Code 30315, which, according to our needs assessment review, has the highest level of substantiated child maltreatment. The center is also located near the intersection of Districts 5, 6 and 7, which are the districts with higher levels of youth living below the federal poverty guidelines and presenting the most juvenile court offenses in Fulton County.

Our target community is Fulton County and our target population will be children and families who present for services at the lead agencies. The Interagency Council will further develop specific criteria for matching the level of services to the needs of the youth and families in the target population. The general framework for the levels of services will be Support and Prevention, Early Intervention, Focused Intervention and Crisis Intervention. The current vision is that there will be “no wrong doors” for referral into the system, but there will be an identified “one-stop shop” to ensure that services are coordinated and delivered.

FIGURE A System of Care Framework



PROGRAM OBJECTIVES

The general objectives of the system-of-care model for providing services to the youth and families of Fulton County are to:

- Improve access to a comprehensive array of services
- Provide individualized services, needs and strengths
- Provide services in the least restrictive environment
- Include families as full participants
- Integrate services and agency linkages
- Ensure effective case management and coordination
- Encourage early identification and prevention
- Enhance transitions to adult services
- Provide services that are sensitive to cultural differences and special needs

Who Will Be Served?

The intent is to serve a minimum of at least 500 Fulton County youth and their families through this coordinated system of care in FY 2009.

Why Is This a *Common Ground* Project?

According to *Building Systems of Care: A Primer* (Georgetown University, 2002), systems of care recognize that “quality of life issues such as safety and opportunities for recreation in neighborhoods and communities affect the emotional well being of children and their families.” Effective systems of care further recognize that systems of care, front-line practice and community development are all necessary to “improve emotional

outcomes for children and families, in addition to strengthening the capacity of families themselves to guard and enhance their own and their children’s emotional well being.”

Coordination and Partners

The first phase of this initiative will focus on building on the foundation and goals of the Fulton County System of Care for children, youth and their families managed through the County’s Advisory Council for Children, Youth, and Families (ACCYF). The Oak Hill project will be a mental health service system of care using a collaborative approach to provide services to children. The partners in this collaborative are listed below:

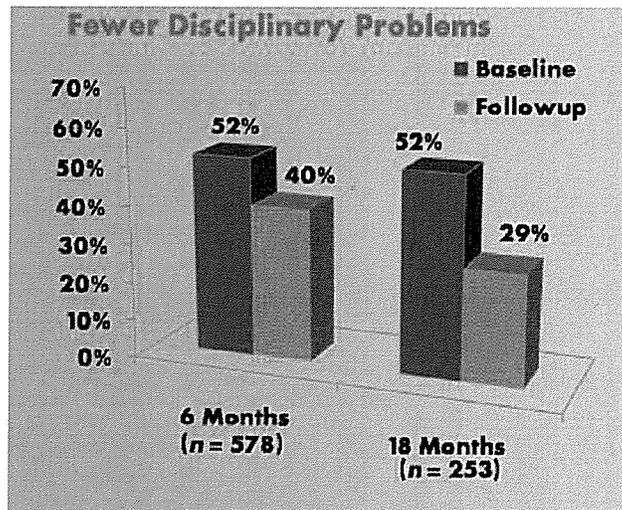
- Fulton County Department of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD)
- Fulton County Juvenile Court
- Fulton County Department of Health and Wellnes
- Fulton County Department of Family and Children’s Services
- Fulton County Department of Human Services
- Fulton County and City of Atlanta Schools

The MHDDAD will be the fiscal agent for the collaborative and will chair the mental health interagency council. The “one-stop shop” will be located at the Oak Hill Child and Adolescent and Family Center.

Data to Support Project

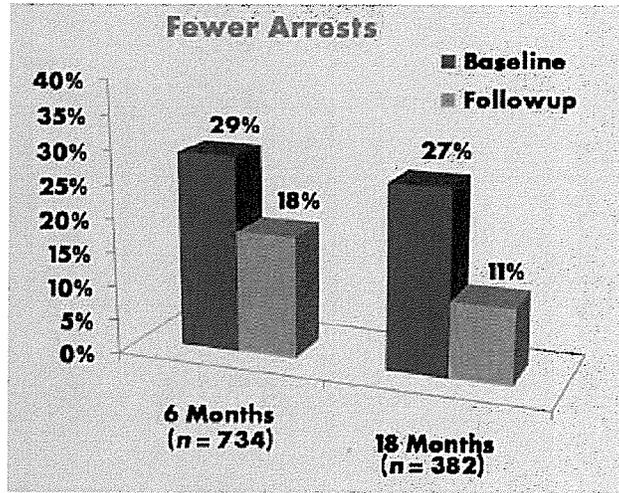
The charts below illustrate results from the federal Substance Abuse and Mental Health Services Administration (SAMHSA) data regarding youth who participated in systems of care:

YOUTH ARE SPENDING MORE TIME IN SCHOOL



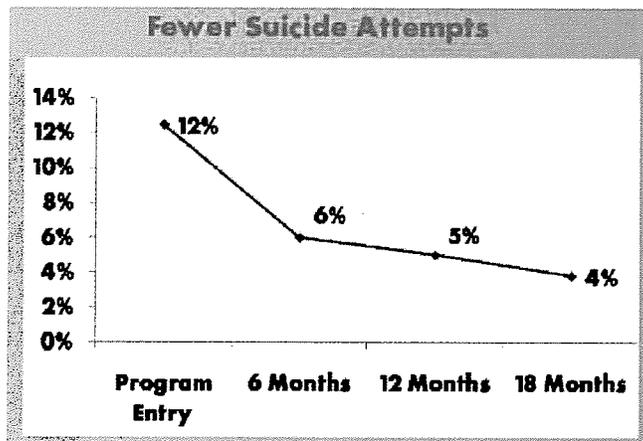
The data in this chart show that youth ages 14 to 18 who received services in systems of care had “significantly fewer disciplinary problems after entering services. At 18 months after entering services, the percentage of youth suspended or expelled from school was reduced by 44% (from about 52% to 29%).” (SAMHSA System of Care Short Report, 2008)

YOUTH BEHAVIORS ARE IMPROVING



Self reports of youth who participated in systems of care demonstrate that “arrests fell by more than half, dropping from 27% upon entering systems of care to 11% at 18 months. The drop in the number of arrests resulted in substantial cost savings. After 6 months of services, the average cost savings per youth was \$808.32. After 18 months, the cost savings was \$1,259.91 per youth.” (SAMHSA, 2008)

YOUTH ARE DEMONSTRATING IMPROVED EMOTIONAL HEALTH



According to the SAMSHA study, “Youth suicide attempts were reduced by more than half within 6 months after entering systems of care (from 12% to 6%), and were further

reduced by more than two thirds after 18 months (to approximately 4%).”

Outcomes

According to the Substance Abuse and Mental Health Services Administration (SAMHSA), research demonstrates that expected outcomes of a System of Care include:

- Improved level of youth functioning
- Improved youth and family strengths
- Improved family functioning and lessened caregiver burden/ strain
- Reduced out-of-home placement
- Reduced juvenile justice involvement
- Improved school attendance and functioning

Another potential benefit to the County is cost savings. A review of SAMHSA data that looked at declines in juvenile arrests demonstrated a cost savings of up to \$1,259.91 per youth.

The 500 youth and families served in this coordinated system will report at least one of the expected outcomes listed above as a result of their involvement with the Fulton County System of Care for youth and their families.

Opportunity:

NORTH and SOUTH FULTON COMMUNITY CENTERS

Description

Accepting that the government and its policies have an impact on health, this proposal seeks to create healthier communities and improve health outcomes for Fulton County residents by creating two full-service community service centers (one at each end of the county) to provide a spectrum of services that residents can access in one location. By engaging other nontraditional partners through a state-of-the-art, full-service location, Fulton County can more effectively direct service delivery to address the needs of residents and their families, long before the issues that influence their daily lives begin to have a negative impact on their health.

In addition to a full spectrum of available services, clients will be greeted at a concierge station, possibly staffed by a cadre of volunteers, who will greet each client, process them, conduct an initial assessment, make suggestions and appointments, and direct them to the service providers they need to visit.

Fulton County currently owns an array of buildings that house a disparate selection of programs in different agencies. By consolidating into one centralized facility in North Fulton and one centralized facility in South Fulton, the county will benefit from economies of scale in maintenance and administrative staff at both locations. Each state-of-the-art, modern building will project an image of excellence in service to the community and impart a clear message to residents that their government cares about their concerns. Each location will become a destination that is responsive to citizens' needs, rather than a location that patrons are obliged to attend. These sites could even become safe havens for teens, as well as functional gathering places for community groups.

Fulton County government would relocate services from multiple locations across each end of the county. For example, in north Fulton, the Health and Wellness unit would propose closing its Sandy Springs Health Center and relocating its services into the new location. Human Services would move Office of Workforce Development staff from the Roswell Road location. The Mental Health unit could terminate its sub-contract to provide mental health services at Northside Hospital and direct these funds (\$365,000) to the provision of mental health services in the newly remodeled North Annex. When the transition is complete, the North Annex building would be renamed the North Fulton Community Services Center.

Who Will Be Served?

The desire is to place services at the location that will draw county residents from either end of Fulton County. The services to be installed will intentionally attract a wide variety of clients, each of whom will be seeking distinct services. Regardless of the services sought, individual programs in separate departments or partner organizations will have

multiple opportunities to evaluate clients and comprehensively assess in real-time other services from which they may potentially benefit, and then direct clients to the service at that location.

In 2007 Mental Health provided services to more than 3,000 clients at the Northside Mental Health Center. Health and Wellness serves nearly 3,500 clients annually in one of the smallest and busiest centers in the system. The Office of Workforce Development services approximately 4,000 clients per year at the Roswell Road location.

Why Are the North and South Fulton Community Services Centers a *Common Ground* project?

The social determinants that influence a family’s health status must be addressed in order to bring about a positive influence on their health and the health of the community. The social determinants that affect health are by and large dependent on a range of governmental policies. Furthermore, the government is responsible to its citizens for the provision of equitable and quality services. Consolidating governmental and community-based organizations in one comprehensive, functional and welcoming location, Fulton County will elevate its efficiency, credibility and influence in the community. As a result, Fulton’s agencies will more effectively deliver services that will positively affect the social determinants of health.

Coordination and Partners

The North and South Fulton Community Services Centers proposal enjoins the collective capacities of the Department of Health and Wellness, Department of Mental Health, Developmental Disabilities and Addictive Diseases, Department of Family and Children’s Services, Department of Human Services, and other Fulton County government agencies as well as a potential myriad of other community-based organizations. This coordinated “one-stop shop” for services will greatly increase efficiency and eliminate duplication of services in both North and South Fulton. Additionally, services such as a daycare center with a training program could be established to alleviate concerns for staff while at work and for center patrons seeking services. A program such as this would not only create jobs and contribute to workforce development; it would also contribute to improving the lives of citizens in need of assistance. It is our intent to work in a coordinated effort with our internal departmental stakeholders and with potential external stakeholders to provide access to the diverse array of services in the North Annex.

Proposed Services in the North and South Community Services Centers

Government Services

Health and Wellness

- Immunization – child, adult, travel
 - Tuberculosis screening and treatment
 - HIV testing
 - Family planning
-

Proposed Services in the North and South Community Services Centers

Government Services

Lead screening
Eye, ear, and dental screening
Health Check exam
WIC nutritional services
Oral health

Mental Health

Psychiatric assessments
Nursing assessments
Medication management
Treatment planning
Group therapy
Individual therapy
Family therapy
Case management services
Alcohol and drug treatment services

Department of Children's and Family Services

Temporary Assistance to Needy Families (TANF)
Food stamps

Human Services

Workforce development

Library

Literacy services
Mini-branch

Tax Office

Homestead exemption

Housing and Urban Development

First-time Home Ownership program

Arts Council

Teen Artists program
Thematic exhibits
Community arts classes

Other Potential Services

Concierge – volunteer services
North Fulton Community Charities
Fitness center
Food pantry
Clothes closet
Daycare center
Adult education
Farmers market
ESL classes
Community meeting space
Recycling area
Food market (healthy choices)
Outside courtyard and garden area with wireless internet service

Data to Support Project

County service delivery is currently offered from multiple locations throughout each end of the county. Some spaces are rented, some are provided through contracts with other agencies, and some are county buildings. Many of the buildings are in need of expensive refurbishment and renovation due to deferred maintenance and inadequate size. Through the creation of a Community Service Center in each end of the county, agencies will reduce the costs of building maintenance and maximize the benefit to clients.

Outcomes

- Fulton County residents have access to services affecting social determinants of health in a convenient, effective one-stop community center.
- Fulton County government services are decentralized to meet the needs of residents in their communities.
- Residents experience increased services.
- Coordination of services to residents is improved.
- Residents have access to affordable health care.
- Residents have improved health outcomes.

Opportunity:

NEIGHBORHOOD UNION PRIMARY CARE PARTNERSHIP

Description

In 2009, Fulton County faces an unprecedented health crisis, brought about by the current instability of the health care system, a high proportion of uninsured residents, and high levels of disease burdening our communities. More than half the visits to Grady's emergency department are for non-emergencies, or for urgent but primary-care treatable or preventable conditions such as asthma, high blood pressure, diabetes, or even depression. This proposal provides a partnership plan for public health and primary care to better serve the community's health needs and to mitigate the number of emergency room visits at Grady Hospital by establishing a primary-care medical home for many Fulton residents.

The location of the newly renovated, historic Neighborhood Union Health Center (NUHC) makes it uniquely situated to serve as the site for this proposed partnership and to function as a springboard for current and future county initiatives that address the social determinants of health. The building was recently renovated to house community partners and also includes a large meeting room for community use. Programming and build-out included the provision of mental health and human services. This decision was based on a survey of the community conducted by neighborhood residents.

The Vine City area surrounding the Neighborhood Union is known to be a high-crime and high-risk drug area. The area has an extensive homeless population with a higher percentage of the chronically mentally ill than is typically found in the general population. Mental health services at the Neighborhood Union Center will serve to decrease the risk of incarceration and the risk of homelessness within the community. Offering substance abuse services within the community, to include community outreach, should be substantially more successful than having substance-abusing clients venture out of the community for treatment. The medical literature on this issue describes the effectiveness of treatment in an individual's natural environment.

A successful partnership will be seamless for clients and will provide a complete and efficient array of services to residents in the community at one location at the time of their visit. A partnership with a clinical academic institution such as the nearby Morehouse School of Medicine will have benefits beyond the addition of clinical primary care. The Neighborhood Union will have access to university-based resources such as research and analytical skills to assist with addressing community issues, enhanced monitoring and tracking of health outcomes, and assistance with acquisition of future grant funding. Furthermore, Fulton County Health and Human Services would have a strong partner in future initiatives that address the social determinants of health.

This model is designed to reach out into the community to form partnerships in an effort to improve healthy behaviors and healthy outcomes. It requires a bridge built on teamwork among community health workers, public health nurses, and the clinical staff

working inside the clinic for primary care. This model creates an ideal setting for future county efforts utilizing a social determinant perspective to address health outcomes.

The partnership will also engage other safety-net providers, including the West End Medical Center and Southside Medical Center, and will promote an open referral process for other services for clients. The partnership will work towards achieving reciprocity with Grady for services such as pharmacy for prescriptions that are not included in the clinic's formulary and for Medicaid eligibility screening, which can be a time-consuming process. The partnership anticipates an increase in Medicaid revenue over time as clients change their primary care providers to those based at Neighborhood Union.

A major strength this particular location is the center's ability to serve as a springboard for future county initiatives that address the social determinants of health that contribute to health issues being treated at the clinic. Services at NUHC have already been slated to include addiction treatment, mental health counseling, workforce development, and job training. The design also included modest office space to be shared by community-based organizations that are current Health and Wellness partners, as well as a large meeting room intended primarily for use by the community.

Who Will Be Served?

All Fulton County residents will be eligible to receive services at the NUHC. In particular, market outreach will target children, adults and families living in the Vine City and English Avenue areas.

Why Is the Neighborhood Union a *Common Ground* project?

The project seeks to couple traditional public health, mental health and human services with primary care services, in addition to other county services that are scheduled to be integrated at the NUHC. This plan responds directly to the mounting need for adequate, accessible health care for the underserved living in the surrounding community. Other Fulton County agencies have been provided space in the NUHC to conduct services not traditionally found in one location, such as drug abuse counseling by Mental Health professionals and workforce training by Human Services. The desire is to see a patient/client, provide all services available to that individual, and coordinate those services to ensure maximum benefit.

Coordination and Partners

Current partners include Fulton County government agencies (Department of Human Services, Mental Health, Developmental Disabilities and Addictive Diseases and Health and Wellness), community-based organizations, and potentially, the Morehouse School of Medicine to provide primary care services. The Department of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD) will provide staffing to include licensed clinicians, a psychiatrist, nursing support, and a case manager. Should a contract be approved, Health and Wellness will serve as the contract manager.

The NUHC is nearing completion of the renovation. All county departments that have been involved in the project from the beginning are prepared to move in and begin providing services. Negotiations are underway with the Morehouse School of Medicine to provide primary care. Once the contract is drafted by staff and approved by the Board of Commissioners, a task force will convene to implement the plan for operations.

The approach to merge staff from Health and Wellness and from Morehouse provides an economy of scale which will result in fewer staff, greater efficiency, and increased ability to see more patients. Other models that merely share space have considerably higher costs, particularly related to staff, and much lower efficiencies in services to the client. This service delivery option is the most effective model for improving health outcomes, because this model increases the proportion of care provided in an appropriate and cost-effective primary care setting.

Data to Support the Project

The established catchment area for the Neighborhood Union Health Center is predominantly African American (98%) with a median household income of \$20,000 per year. The area has a disproportionately high number of female-headed households with no husband present and a high proportion of residents who live below the poverty level.

The infant mortality rate is roughly twice as high as the rest of Fulton County; the HIV mortality rate is 2.5 times higher; and the number of hospital discharges due to asthma in children is 1.3 times higher than the rest of Fulton County (Table 1). The percentage of the population living in poverty and the percentage unemployed are 2.6 and 2.0 times higher than in Fulton County as a whole.

Outcomes/Risk Factors	Georgia	Fulton	NUHC Area	
Infant mortality	7.0	6.3	13.4	<i>Per 1,000 live births</i>
HIV deaths	8.1	24.7	61.0	<i>Per 100,000 deaths</i>
Asthma discharge rate (≤ 17)	174.0	165.2	219.0	<i>Per 100,000 discharges</i>
Percent living in poverty	13.0	15.0	39.2	<i>Percent</i>
Percent unemployed	6.0	6.0	12.0	<i>Percent</i>

Outcomes

In addition to clinical primary care and community-based health promotion activities, a third essential element of this model is a data feedback loop that allows continuous measurement of health outcomes in the community and informs discussion on the appropriateness of care being provided. For example, emergency department visits can be monitored for a variety of outcomes such as uncontrolled asthma, diabetes, or hypertension, to measure our efforts to move this care back into more cost-effective community settings. By working in concert with the Grady emergency department to refer such patients back to their primary-care medical home, costs at the ER will be reduced and care to the client will improve.

Utilizing the above-mentioned staff, it is expected that service can be provided to approximately 350 clients annually at this location. Mental health and/or substance abuse screenings will be conducted on all referred individuals. Based on the assessment and individual needs, referrals will be made as appropriate to other agencies, other departments (public health, human services), and different levels of care within the departments of MHDDAD.

It is challenging to calculate the exact number of hospitalizations or visits to Grady's psychiatric emergency room. Fulton County Health and Human Services seeks to form a collaborative partnership with Grady hospital personnel to begin collecting this necessary data. Given the high rate of homelessness for the mentally ill population, case managers will emphasize housing and employment, thereby increasing the ability of the chronically mentally ill to live productively in their chosen community or neighborhood; these steps will ultimately contribute to community improvements.

Opportunity:

INTERGENERATIONAL COMMUNITIES

Description of the Project:

Intergenerational communities provide opportunities for families to live in neighborhoods that provide affordable housing and the social determinant services that can support them. The Fulton County Housing and Community Department, in collaboration with human services, mental health, health and wellness, arts and culture, parks and recreation and cooperative extension, will provide funding to renovate and sell affordable housing to families. This partnership will result in the establishment of an intergenerational community in South Fulton. The project will be funded with monies provided by the federal government to provide assistance in communities with high foreclosure rates. These funds are from the Federal Neighborhood Stabilization Program (NSP). The Housing Department will identify the neighborhoods with the greatest need for assistance. These will be areas with the greatest percentage of foreclosures, areas with the highest percentage of homes financed with subprime loans, and those believed to be most likely to face a significant rise in the rate of home foreclosures in the future.

Housing opportunities are essential for low-income families, especially grandparents raising grandchildren. Many grandparents or other relatives raising children have either downsized their living or are living on fixed incomes and are now faced with the additional, unanticipated expenses of raising children. They usually cannot afford the cost of housing in the current market. The NSP is a great opportunity to develop an intergenerational community that provides all of the social determinant supports within the community. The intergenerational community can become a livable community with all the resources available to families in the neighborhoods.

It is essential for a livable community to have the resources necessary to support families and other extended-family residents such as grandparents raising grandchildren (GRG) and other "kinship care" arrangements. (According to the Child Welfare League of America, "kinship care" can be defined as the full-time nurturing and protection of children by adults who are not the children's parents but who have a family relationship bond.) Best-practice programs and services have been developed across the nation aimed at supporting GRPs and other kinship-care families in one-stop community center environments. These community resources are described as intergenerational resource centers. Such centers enhance neighborhoods and create livable communities for grandparents and other residents. The centers typically include all the social determinant services that help families to achieve a better socio-economic status and improve health outcomes.

The Fulton County Intergenerational Resource Center (IRC) is intended to provide education, social and mental health services, and respite to adults caring for grandchildren or, as well as providing social, educational, and skill-building activities for the children residing with adult relatives. The IRC would not only offer services to adults and children but, equally important, it would make available the necessary resources to

support those individuals through such services as advocacy, case management, tutoring, financial and education workshops, transportation, legal and financial assistance, health and mental health counseling services, TANF, Medicaid, the WIC program, and recreational activities for both caregivers and children.

Over the past decade there has been a rise in young parents having substance abuse issues, undiagnosed and untreated mental illnesses, and high incarceration rates. This trend has resulted in an increase in grandparents raising their grandchildren. Estimates indicate that one in ten grandparents will take on the role of primary caretaker to a grandchild for at least six months before the child is age 18. The U.S. currently has 5 to 6 million children living in grandparent-headed households. In the state of Georgia, current figures show more than 160,000 children living in households headed by grandparents (7.6% of all children in the state).

Some of these grandparents, as well as some children, may develop or have pre-existing mental health issues that need to be addressed. To address mental health care, the Fulton County Intergenerational Resource Center will assist grandparents who are experiencing challenging situations (i.e., stress, anger, anxiety or depression over present circumstances). Grandparents will receive assistance with coping strategies for the new and daily responsibilities of raising grandchildren. The grandparents and grandchildren will also have access to individual and group counseling services, case management services and family therapy services. As persons are identified with needs not provided on-site, the IRC staff will make referrals to other providers within our extensive network. The MHDDAD will also provide the services of a licensed clinician and a case manager to support the activities of the center.

The Intergenerational Resource Center will be located in an area of Fulton County that is accessible to the targeted population. The building space should be at least 10,000 to 15,000 square feet and should include the following: reception/waiting area; administrative office space; exercise room; a youth activity room used for childcare; an arts/crafts room; a game room; a computer lab; indoor/outdoor basket ball court; tennis court; a conference room and a multipurpose dining room; a food pantry; an industrial kitchen; restrooms; bathrooms; and adequate parking. (These recommendations are based on information from the Clayton County Kinship Care Program, which serves approximately 100 families).

Who Will Be Served?

The IRC will provide services to grandparents raising grandchildren and other kinship caregivers throughout Fulton County. In the Fulton County area it is estimated that over 8,000 seniors are raising their grandchildren. More than 50% of these grandparents are African American, more than 75% are over 60 years old, and approximately 21% live below the poverty level. These families are often plagued with financial issues and are in need of respite and counseling services. Many may have significant physical and mental health issues, and many face housing challenges.

Why Is the Intergenerational Resource Center a *Common Ground* Project?

Due to the rise in young parents having substance abuse issues, undiagnosed mental illnesses, and high incarceration levels, the number of grandparents raising their grandchildren has increased. The proposed IRC is a *Common Ground* project because it helps meet our mission to provide citizens resources and high-quality services that promote greater self-sufficiency, a better quality of life, and more resilient communities. In addition, the services needed to serve this unique population require the collaborative resources of agencies serving seniors (grandparents) and children.

Coordination and Partners

Fulton County Intergenerational Resource Center collaboration with partners is designed to build a new approach as a “one-stop shop” for delivery of services. The collaboration needs to include the following services: advocacy, case management, tutoring, financial and education workshops, transportation, legal and financial assistance, health and mental health counseling services, TANF, Medicaid, the WIC program, and recreational activities for both caregivers and children. Anticipated partners are as follows: Fulton County Department of Mental Health, Atlanta Legal Aid Society, Anchor Center Inc., Atlanta Regional Commission, Families United, Fulton County Juvenile Court, Grandparents on the Move, Housemate Match, and Project Grandad.

Data to Support Project:

According to the 2000 U.S. Census, the total number of grandparents co-residing with their grandchildren in Fulton County is 17,828; 47% (8,384) of these grandparents have primary responsibility for their grandchildren. The percentage of grandparents raising their grandchildren in Fulton County is roughly comparable to state and national data.

Table I: Distribution of Co-Resident Grandparents and Grandchildren: 2000

Location	Number of grandparents living with grandchildren	Number of grandparents responsible for co-resident grandchildren	Percent of co-resident grandparents responsible for grandchildren	Number of grandchildren living in grandparent-headed households	Number if grandchildren in grandparent households, no parents present	Percent of grandchildren in grandparent households, no parent present
Fulton County	17,828	8,384	47.0	16,890	9,627 (est)*	57.0 (est)*
Georgia	193,825	92,261	47.6	164,423	98,773	60.1
United States	5.8 million	2.4 million	41.4	4.5 million	2.5 million	55.5

Sources: U.S. Census Bureau, Census 2000 Summary File 3(SF-3) – Sample Data; Census 2000 Summary file 1 (SF1): P28 100-Percent Data; Children’s Living Arrangements and Characteristics: March 2002; AARP: Georgia: State Fact Sheet on Grandparents and Other Relatives Raising Grandchildren.

Table II: Distribution of Grandparent Families in Municipalities in Fulton County: 2000

Municipality	Co-resident Grandparents	Grandparents Responsible for Grandchildren	Percent Responsible for Grandchildren
Alpharetta	321	110	34.0%
City of Atlanta	11,563	5,947	51.0%
College Park	683	349	51.0%
East Point	1,208	648	54.0%
Fairburn	193	132	68.4%
Hapeville	222	111	50.0%
Mountain Park	220	79	35.0%
Palmetto	100	72	72.0%
Roswell	844	200	24.0%
Sandy Springs	736	320	43.0%
Union City	264	150	57.0%

Source: U.S. Census Bureau, Census 2000 Summary File 3.

Note: 2005 population estimates of grandparent caregivers for these municipalities are currently unavailable.

According to the U.S. Census 2000, Fulton County has 8,384 grandparents who are responsible for their grandchildren; these caregivers are not eligible to receive assistance through the foster care system or other programs that would lend assistance if the children were not living with a family member. In many situations, assuming responsibility for grandchildren creates mental, physical, and/or financial hardships for the grandparent, which also negatively impacts the children. As outlined above, the Intergenerational Resource Center will enable seniors who have the responsibility of raising their grandchildren to access needed resources, attain support from other grandparents, obtain mental health services for themselves as well as their grandchildren, and provide care and services to the children simultaneously.

Outcomes

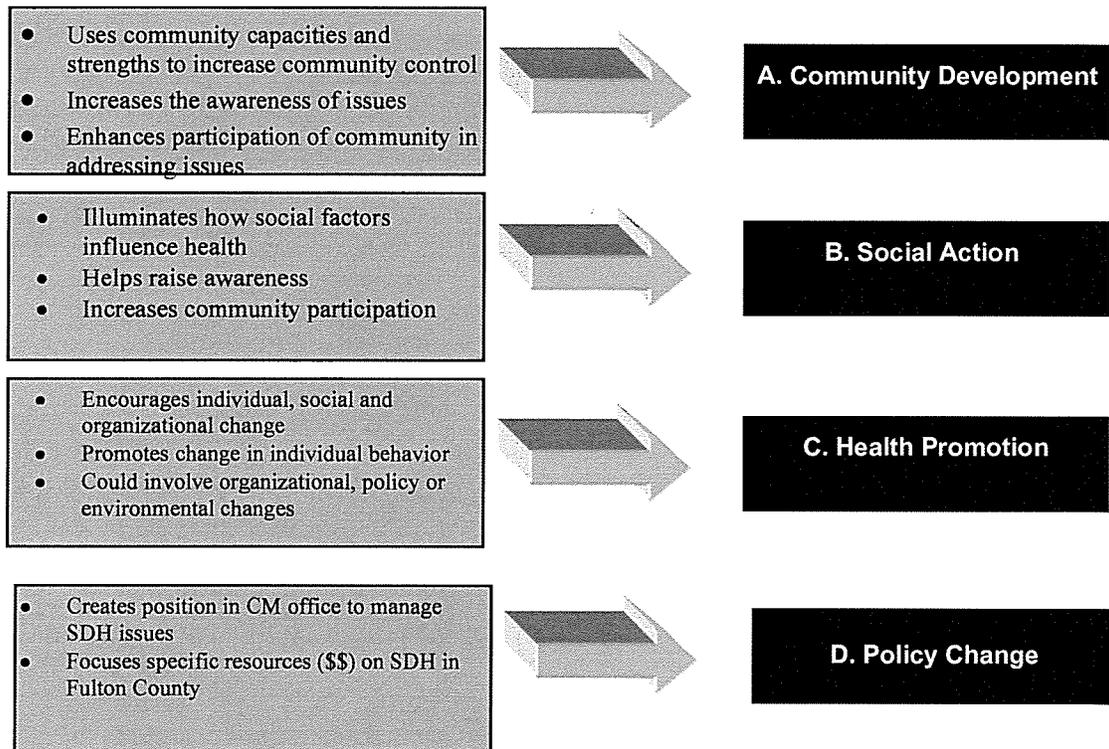
Fifty or more families in which grandparents are responsible for raising their grandchildren will be receiving services and resources they otherwise would not be able to access. The expected outcomes for grandparents raising grandchildren include:

- Improved family functioning and lessening of grandparents' burdens/strain
- Improved youth and family strengths
- Reduced out-of-home placements (through foster care or juvenile justice involvement)
- Improved mental health and emotional state of grandparents and grandchildren

Another potential benefit to the county is cost savings. By assisting grandparents with the issues of raising their grandchildren, the cost savings to the state in keeping these children out of foster care would be \$5,840.00 per child, based on an average rate of \$16.00 per day for foster care in Georgia. Supporting grandparents or other extended-family caregivers in caring for these children costs only one-third as much money as to support the children in foster care. *(Source: Georgia Department of Human Resources, September 2008. Rates effective as of October 1, 2008: children ages 0 to 5, \$14.60 per day; ages 6 to 12, \$16.50 per day; ages 13 and older, \$18.80 per day.)*

Approaches and Timelines

A variety of approaches may be used to address the social determinants of health in Fulton County. Ultimately, a combination of approaches that complement each other will be the most effective. Whether we choose to raise the awareness of a particular sector of the community or to implement policy changes, thus limiting the number and type of business being approved, it is likely that multiple approaches applied in concert will increase our chances of changing the health status of our citizens. Some of these approaches are clearly led by government and policy makers while others are strictly community-based and led by grassroots efforts.



VIII. Conclusion

This report brings to the forefront the absolute need for continued and increased collaborative efforts to address health concerns within our community. The concept that health disparities are a public health responsibility is a flawed notion that is destined to contribute only to the status quo. There are many factors that influence health status, all of which are interrelated. These factors include employment, education levels, income, housing, environmental conditions, crime, mental health, diet, physical activity, drug and alcohol use, and access to preventive health care. Succinctly put, an individual's and a community's health status transcends public health.

Fulton County is committed to providing the highest quality services for its clients. The county has been actively and consistently engaged in communities to provide comprehensive, population-based services to the underserved. Departments strive to devise and implement strategies aimed at eliminating health disparities and promoting healthy lifestyles and behaviors, with the purposeful intention of improving health outcomes for underserved populations within Fulton County. A considerable amount of work remains to be done in examining and implementing at effective ways to address the social determinants of health.

This collaboration and the creation of the *Common Ground Initiative* is both timely and urgently needed to help the county understand how best to provide the highest quality care to residents, and to shift our ways of looking at the processes we employ to address health disparities.

The task force will continue the larger conversation with the participating departments. Furthermore, the task force will be aware of opportunities that present themselves as a result of the greater conversation instigated by this publication. The task force members will avail themselves of the funding opportunities to assist with facilitating the larger conversation around health disparities and the causative social determinants and will serve as a resource to whomever, whenever requested and whenever possible.

IX. APPENDICES

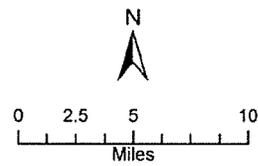
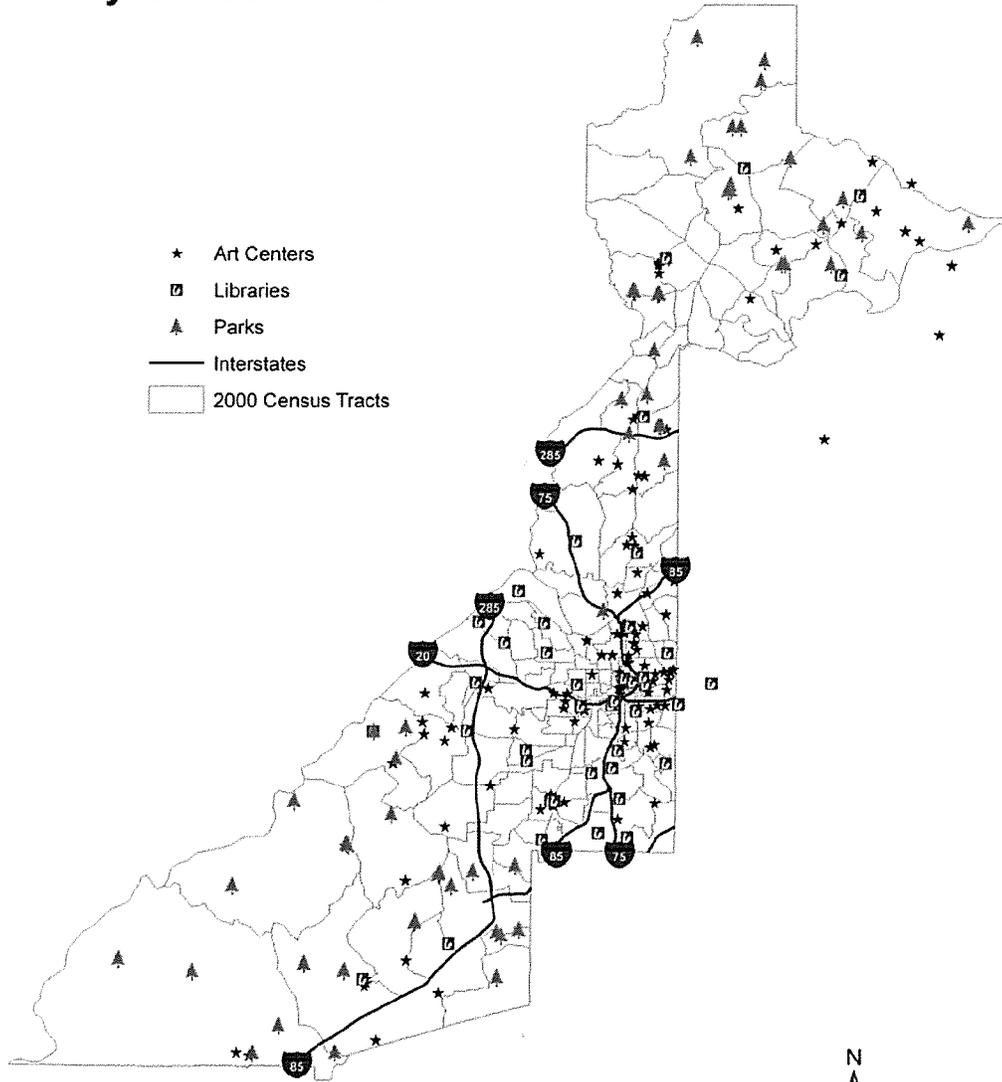
SERVICE MAPS

The following are maps indicating where Fulton County services are located:

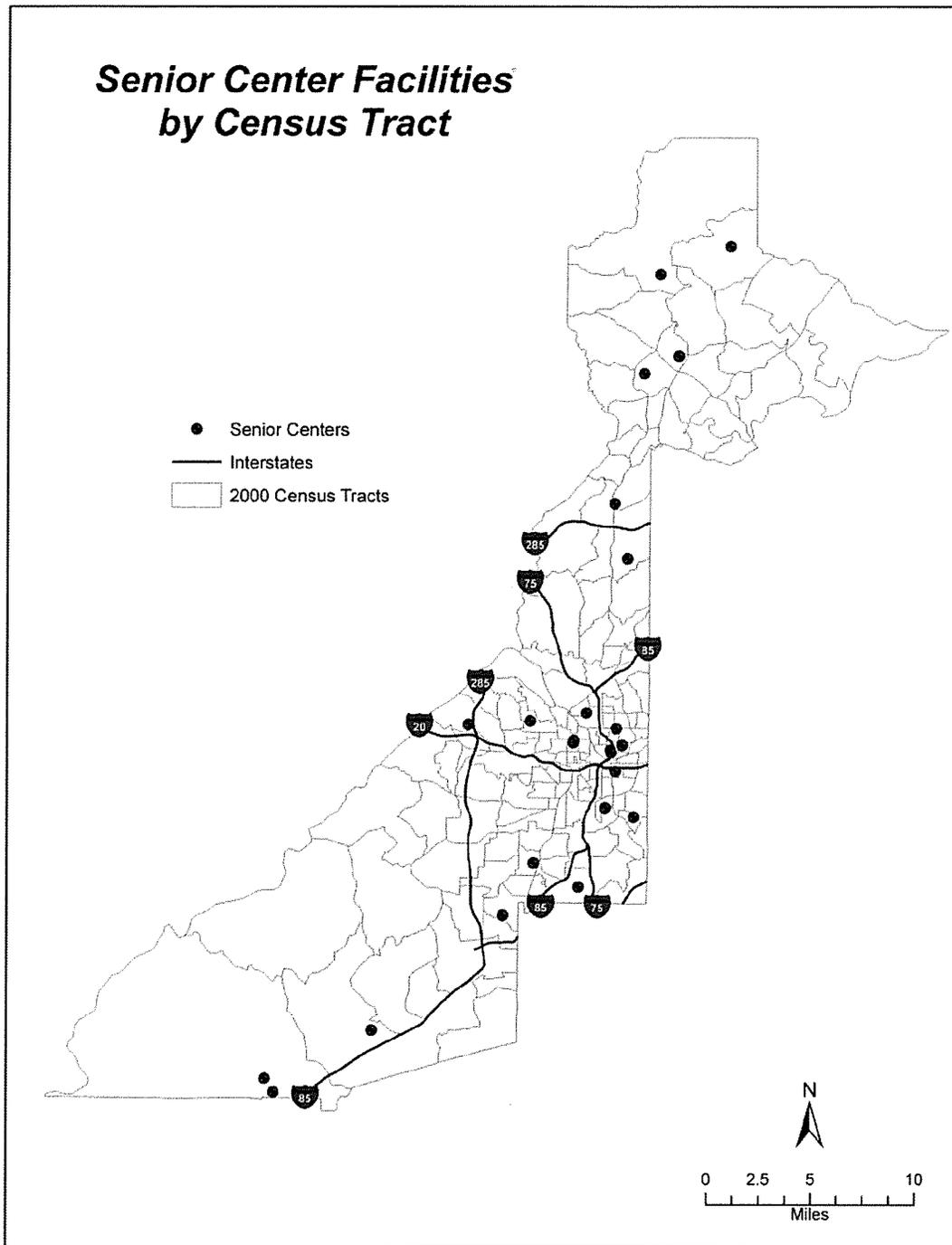
1. Public Facilities by Census Tract
2. Senior Facilities by Census Tract
3. Ryan White Partner Agencies by Census Tract
4. Poverty Outreach Facilities by Census Tract
5. Health and Medical Facilities by Census Tract
6. Human Services Grant Recipients by Census Tract
7. Cooperative Extension Facilities by Census Tract

Public Facilities by Census Tract

- ★ Art Centers
- ▣ Libraries
- ▲ Parks
- Interstates
- 2000 Census Tracts

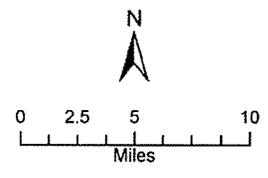
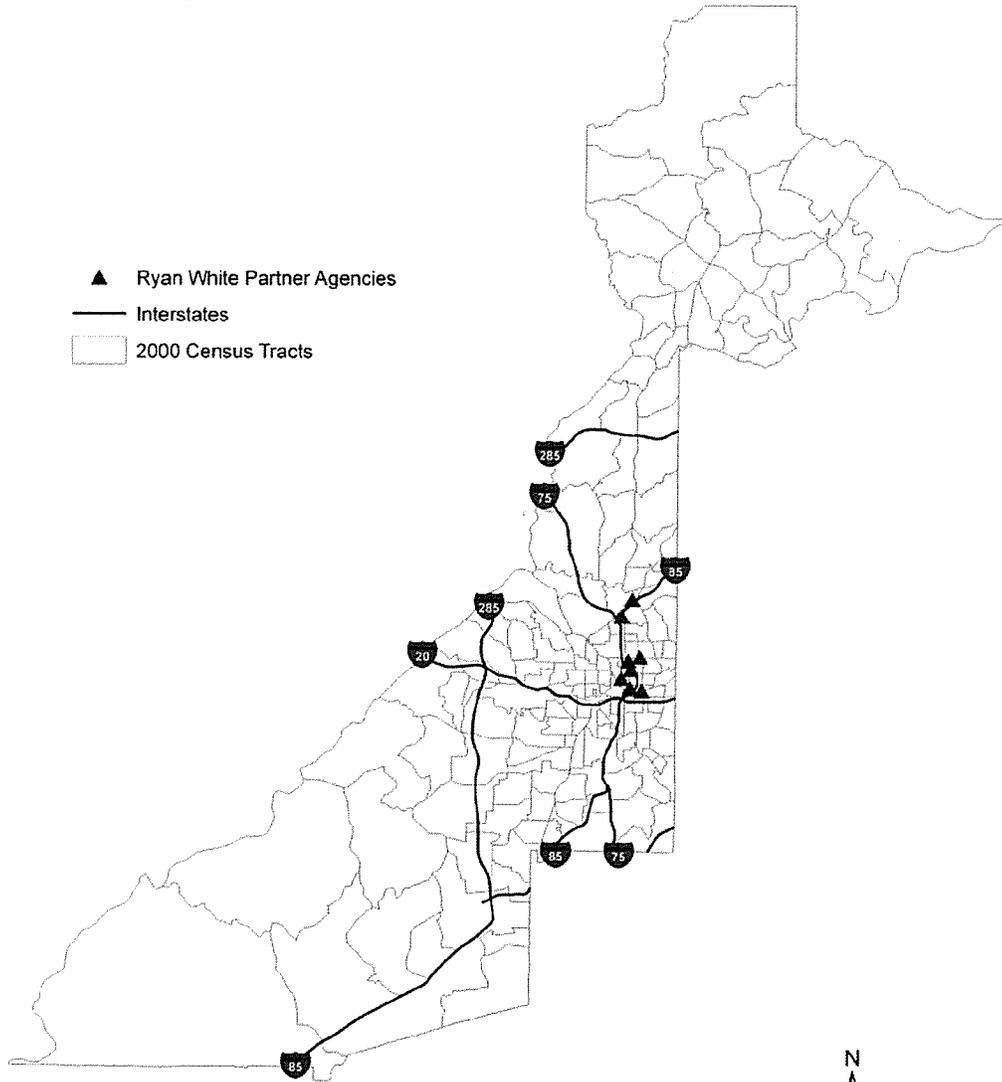


Senior Center Facilities by Census Tract

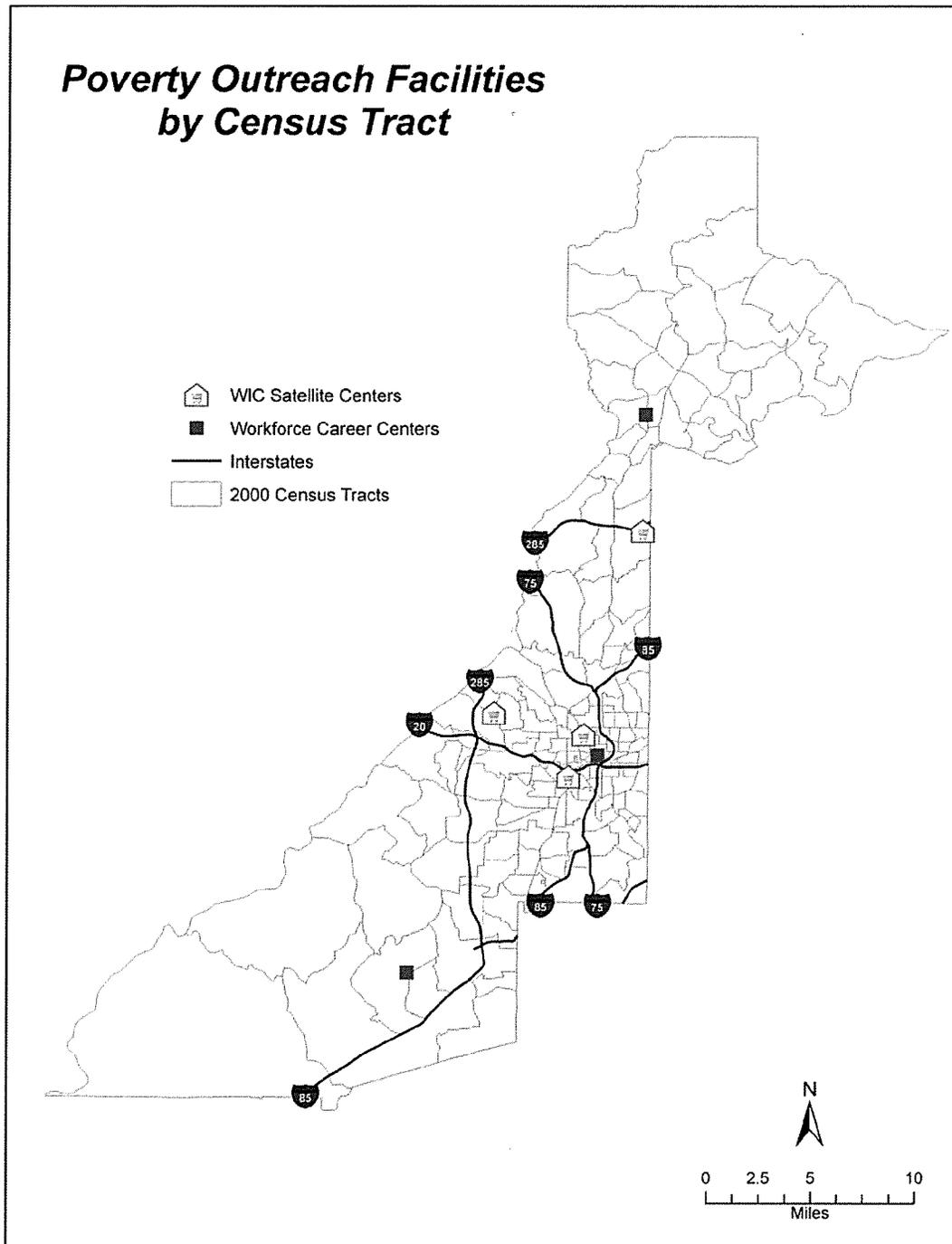


Ryan White Partner Agencies by Census Tract

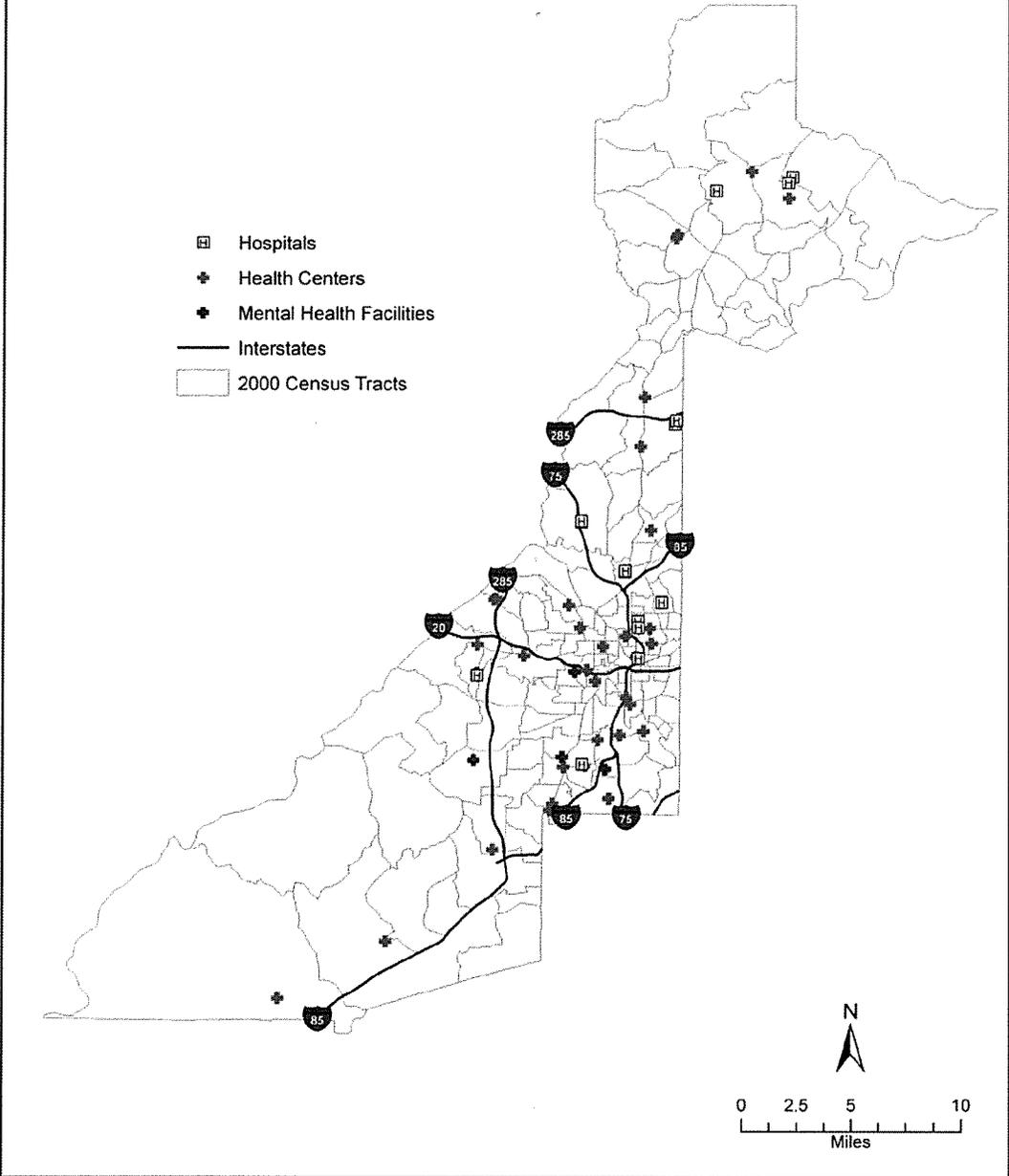
- ▲ Ryan White Partner Agencies
- Interstates
- 2000 Census Tracts



Poverty Outreach Facilities by Census Tract

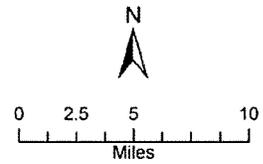
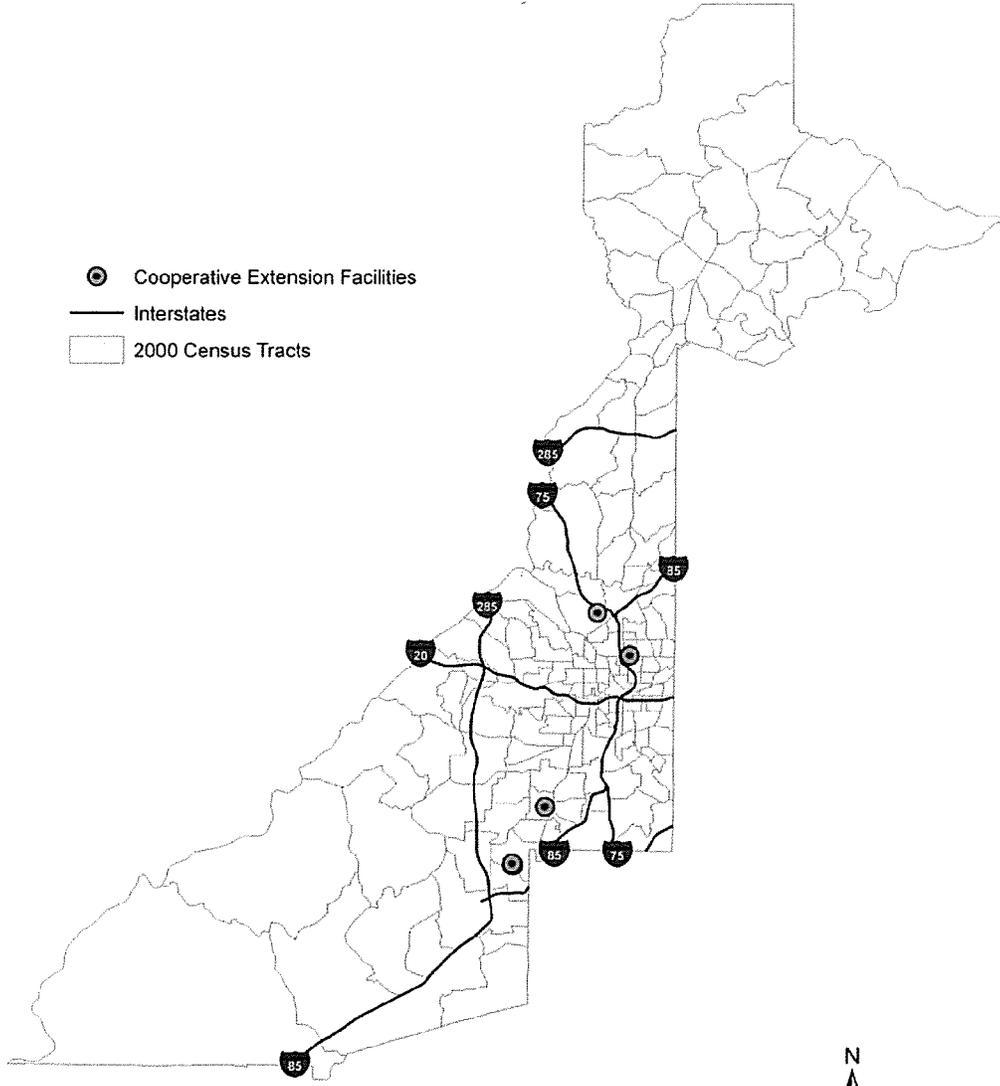


Health & Medical Facilities by Census Tract



Cooperative Extension Facilities by Census Tract

- ⊙ Cooperative Extension Facilities
- Interstates
- 2000 Census Tracts



REFERENCES

1. Adler, N.E., W.T. Boyce, M.A. Chesney et al. "Socio-economic Inequalities in Health: No Easy Solution." *The Journal of the American Medical Association*, 269(24): 3140–3145, 1993.
2. Atlanta Regional Commission, AgeWise Connection Search Services. Online at <http://agewise.atlantaregional.com/agewise/forms/Search/searchservices.asp>.
3. Baker E., M. Metzler, and S. Galea. "Addressing Social Determinants of Health Inequities: Learning from Doing." *American Journal of Public Health* 2005, Vol. 95, No. 4.
4. Berube, Alan and Bruce Katz. *Katrina's Window: Confronting Concentrated Poverty across America*. The Brookings Institution Metropolitan Policy Program: October 2005.
5. Berkman L., and I. Kawachi. *Social Epidemiology*. New York: Oxford University Press, 2000.
6. Brennan Ramirez, Laura K., E.A. Baker, and M. Metzler. *Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health*. Atlanta: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2008.
7. *Unnatural Causes: Is Inequality Making Us Sick?* Video series and Discussion Guide on social determinants of health. California Newsreel, 2008.
8. The Guide to Community Preventive Services (The Community Guide): Systemic Reviews and Evidence-Based Recommendations. Task Force on Community Preventive Services, The Centers for Disease Control and Prevention, Atlanta, GA. Online at <http://www.thecommunityguide.org/social/soc-AJPM-c-forward.pdf> and <http://www.thecommunityguide.org/social/soc-AJPM-recs.pdf>.
9. Federal Bureau of Investigation, Department of Justice. Crime in the United States 2007, Table 69 http://www.fbi.gov/ucr/cius2007/data/table_69.html
10. Fulton County Juvenile Court. Offense Data by Offense Status and by Zip Code for Calendar Year 2007.
11. Fulton County Department of Environment and Community Planning, Geographic Information System. Online at <http://wms.co.fulton.ga.us/> and <http://wms.co.fulton.ga.us/meta/maps/>
12. Fulton County Department of Environment and Community Development. *Focus Fulton 2025 Comprehensive Plan*. Online at <http://www.fultonecd.org/focusfulton/index2.htm>
13. Georgia Bureau of Investigation. Georgia Crime Statistics: Results for All Months, 2007, Fulton County. Online at <http://services.georgia.gov/gbi/crimestats/viewCrimeStatReport.do>

14. Georgia Bureau of Investigation. 2007 Summary Report Uniform Crime Reporting (UCR) Program, Georgia Crime Information Center. Online at http://gbi.georgia.gov/vgn/images/portal/cit_1210/3/28/1176999552007%20SUMMARY%20REPORTS.pdf
15. Georgia Bureau of Investigation. 2006 Summary Report Uniform Crime Reporting (UCR) Program, Georgia Crime Information Center. Online at http://gbi.georgia.gov/vgn/images/portal/cit_1210/12/38/901216612006%20Crime%20Summary%20Report.pdf
16. Georgia Bureau of Investigation. Georgia Crime Statistics, Crime Statistics Reports. Online at <http://services.georgia.gov/gbi/crimestats/displayReports.do>
17. Georgia Bureau of Investigation. Statewide Report Profile Of Reported Index Crimes, 1980-2007. Online at http://gbi.georgia.gov/vgn/images/portal/cit_1210/33/6/90032271UCR%20Statewide%20Report.pdf
18. Georgia Department of Juvenile Justice. County Statistics. Online at <http://www.djj.state.ga.us/Statistics/SubPageCounty.asp?County=60>
19. Georgia Department of Human Resources, Division of Aging Services. Just the Facts: State Fiscal Year 2005. Online at <http://aging.dhr.georgia.gov/DHR-DAS/FinalFY2005.pdf>
20. Georgia Department of Human Resources, Division of Public Health, Online Analytical Statistical Information System (OASIS). Online at <http://oasis.dhr.state.ga.us/>
21. Georgia Department of Human Resources, Office of Regulatory Services. *Facility Location and Information Guide*. Online at <http://www.ors.dhr.state.ga.us/>
22. Goldstein, M. "Depression: An Independent Risk Factor for Cardiovascular Disease." *Journal of the Academy of Physicians Assistants*, Vol. 19., No. 9, 2006.
23. Hahn, R.A., E. Eaker, N.D. Barker et al. "Poverty and Death in the United States – 1973 and 1991." *Epidemiology*, 6(5): 490–497, 1995.
24. He, Wan, Manisha Sengupta, Victoria A. Velkoff, and Kimberly A. DeBarros. *65+ in the United States: 2005*. U.S. Census Bureau Current Population Reports. Washington, D.C.: U.S. Government Printing Office, December 2005. Online at <http://www.census.gov/prod/2006pubs/p23-209.pdf>.
25. Jones, C.P. "Levels of Racism: A Theoretic Framework and a Gardener's Tale." *American Journal of Public Health* 2000, Vol. 90, No. 8, 1212-1215.
26. Krieger, N. "Theories for Social Epidemiology in the 21st Century: An Ecosocial Perspective." *International Journal of Epidemiology*, 30(4): 668–677, 2001.
27. Marmot, M. "Inequalities in Health." *The New England Journal of Medicine*, 345(2): 134–136, 2001.

28. *Medical News Today*. "Mental Health and Heart Disease Tightly Linked." May 15, 2004.
29. Nadakavlikaren, A. *Our Global Environment: A Health Perspective*. 5th edition. Prospect Heights, IL: Waveland Press, Inc., 2000.
30. Pires, Sheila. *Building Systems of Care: A Primer*. Washington, D.C.: Georgetown University Center for Child and Human Development, 2002.
31. Population Reference Bureau (PRB). *Government Spending in an Older America*. Online at <http://www.prb.org/pdf/ReportonAmericaGovtSpendng.pdf>.
32. Population Reference Bureau. *The Future of Human Life Expectancy: Have We Reached the Ceiling or is the Sky the Limit?* Online at http://www.prb.org/pdf06/NIA_FutureofLifeExpectancy.pdf
33. RetirementHomes.com: Your Guide to Retirement Living. Online at <http://www.retirementhomes.com>.
34. Robert Wood Johnson Foundation. *Overcoming Obstacles to Health*. Report from the Robert Wood Johnson Foundation to the Commission to Build a Healthier America. February 2008.
35. SeniorOutlook: An After 55 Housing & Resource Guide. Online at www.senioroutlook.com.
36. U.S. Census Bureau. Online at <http://www.census.gov/>
37. Smith, Denise. *The Older Population in the United States: March 2002*. U.S. Census Bureau Current Population Reports, P20-546. Washington, D.C.: U.S. Government Printing Office, 2003. Online at <http://www.census.gov/prod/2003pubs/p20-546.pdf>
38. Washington State Department of Health. "Social Determinants of Health," *The Health of Washington State*. Seattle, 2002.
39. Woolf, S.H., R.E. Johnson, R.L. Phillips, Jr., et al. "Giving Everyone the Health of the Educated: An Examination of Whether Social Change Would Save More Lives Than Medical Advances." *American Journal of Public Health*, 97(4): 679-683, 2007.

Definitions

Geographic Equity. The concept of geography equity calls for providing equal and impartial services to all areas of a district, regardless of the demographic and socio-economic status of its residents. Decision-making on the provision of services is fair and impartial and demonstrates equality.

Alcohol Outlet Density. An *alcohol outlet* is a place where alcohol may be legally sold for the buyer to drink either there or elsewhere. *Density* refers to the number of outlets in a given area.

Social Determinants of Health. Social determinants of health are the essential factors and resources in the social environment that contribute to or detract from the health of its individuals and communities.

Social Exclusion. Social exclusion refers to the economic hardships of relative economic poverty and the resulting process of marginalization – how individuals or groups come to be excluded and marginalized from various aspects of social and community life.

Social Gradients. Social gradients refer to the stratifications (levels) of status in a society, specifically as these status levels relate to the burden of specific diseases among the population.

Socio-economic Status. Socio-economic status describes an individual's or group's position within a hierarchical social structure. Typically, socio-economic status depends on a combination of variables, including not only income and wealth, but also occupation, education, and place of residence.

Stakeholders. Stakeholders are organizations and people that will ultimately be affected by the efforts of a given project or undertaking.

Sustainable Communities. Communities planned, built, or modified to promote “sustainable” living are able to be maintained relatively easily over a very long period of time. Sustainable communities tend to focus on environmental sustainability (including development and agriculture) and economic sustainability, but can also focus on sustainable urban infrastructure and/or sustainable municipal infrastructure.