Department of Purchasing & Contract Compliance

Fulton County, GA

October 24, 2014

Re: RFP 15RFP93819A-CC, Development of Standard Operating Procedures

Dear Proposers:

Attached is one (1) copy of Addendum No. 3 hereby made a part of the above referenced Request for Proposal.

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

Sincerely,

Cheryl Cochran
Assistant Purchasing Agent

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

The due date for receipt of proposal remains October 30, 2014, 11:00 A.M. local time.

Responses to questions submitted by interested vendors are included under Attachment 1.

ACKNOWLEDGEMENT OF ADDENDUM NO. 3

The undersigned proposer acknowledges receipt of this addendum by returning one (1) copy of this form with the proposal package to the Department of Purchasing & Contract Compliance, Fulton County Public Safety Building, 130 Peachtree Street, Suite 1168, Atlanta, Georgia 30303 by the RFP due date and time October 30, 2014 at 11:00 A.M.

This is to acknowledge receipt of Addendum No.3, _____ day of _____, 20__.

_____
Legal Name of Proposer

_____
Signature of Authorized Representative

_____
Title

RESPONSES TO QUESTIONS SUBMITTED BY INTERESTED VENDORS

1. Question: Would it be possible for the County to publish the current set of Standard Operating Procedures (SOP's)? If not, would it be possible to provide a representative sample containing a highly complex SOP, one of medium complexity, and one of relatively low complexity?

   Response: Yes. They are attached following the responses to questions Attached is a copy of the Office's customer service SOP.

2. Question: How many individual SOP's are currently in place? Is this number expected to increase or decrease as a result of this project?

   Response: There are currently 30 official office-wide SOPs; however, each division may have legacy informal documentation for technical processes that have been used at various times as guidelines but are not official SOPs approved and signed by the Clerk. These documents will be available for the successful vendor's use once a contract is executed.

3. Question: Would the County please list the operational areas (e.g., intake, docketing, finance) that are expected to be included in the scope of this project, along with an approximate count of SOP's for each operational area? The content of our Cost Proposal will be largely dependent on the volume of SOP's.

   Response: Attached is an organizational chart that lists each bureau and their respective sub-groups in the Office. An estimation would be 50 – 75 SOPs: Each SOP being a different number of pages based on the complexity of the business process.

4. Question: Please clarify the concept of the bi-weekly "Process Flow Review reports." Are these meant to be bi-weekly status reports of progress, tasks completed, tasks not completed and tasks planned for the next two weeks?

   Response: Yes.

5. Question: How many employees does the County anticipate the selected vendor meeting with? In what format (e.g., group interviews, one-on-one interviews, process orientation) does the County envision the selected vendor interacting with County employees?

Response: It will be necessary for the vendor to interact with a point of contact ("POC") and Interview subject matter experts ("SME") in each sub group of the two bureaus. The number of personnel interviewed and the types of interviews will depend on the size, scope and complexity of the work process. The Office does, however, expect the vendor to use generally accepted business principles derived from process improvement, facilitation and project management techniques. The outcome of the information sharing sessions should provide the best information from the SMEs and include an iterative process to gain feedback and vet the information in order to deliver a product that reflects the best common sense practicum and value added approach. Once that process is complete, the SOP should be able to pass muster from senior management review.

6. Question: Does the County anticipate a phased approach to developing the SOP's, based upon role or functional area? If so, please provide detail related to the County's anticipated phases or approach.

Response: The Clerk does expect a phased approach to begin with the largest and most difficult area that possesses the highest volume of processes and work load metrics. The priority of the areas to address will be determined in a kick-off meeting with the Clerk and her management team.

7. Question: Are the existing policies and procedures available for review before the proposal deadline?

Response: Yes. They are attached following the responses to questions.

8. Question: What is the difference between item D and E in section 3.4 other than the county's comments are to be part of the 7? In section 2- Project plan or project approach, there is a reference to the development of a strategic plan. More specifically, "the project plan should also demonstrate the processes that will be utilized to develop the Strategic Plan for the Clerk of Superior Court." Is this Strategic Plan a deliverable? If so, it is not listed in the deliverables list.

Response: The project or strategic plan is the implementation plan that outlines the approach and strategy to be used to develop applicable policies and procedures during a one-year timeframe or longer. The plan should include the approach and

implementation plan on how the vendor expects to get the work done. That plan can be developed upon meeting with the staff in the planning phase of the project and developed by using a Work Breakdown Structure ("WBS") approach that is approved by the Clerk.

9. Question: Will access be granted to the documents (before the deadline) mentioned in the pre-bid conference that Mr. Lane indicated he would provide?

   Response: Yes. They are attached following the responses to questions

10. Question: Does Fulton County currently have a platform that they would like the web content developed on or are they expecting the vendor to provide that platform? If they do have a platform, could you please provide the specifications for that platform?

    Response: No. The Office is not expecting web content. Policies and Procedures should be provided in an editable Microsoft Word® format so they can be downloaded on the Offices' portal.

11. Question: How many SOPs, Procedures and Processes are to be included in this effort?

    Response: That will be driven by the number of processes that are identified through the planning process.

12. Question: Does the County have a specific format in mind for the "Process Flow Review reports" and the monthly reports to be delivered to the Director of Internal Auditing?

    Response: The format should be in a project management style Gantt chart or similar format that includes status of work performed on policies, resources involved in each process, and estimated timeframes. (See attached example.)

CLERK OF SUPERIOR COURT

POLICY AND PROCEDURES

ATLANTA JUDICIAL CIRCUIT

SECTION 1.0: Introduction	**Subject**: Customer Service
	Policy Number: COSC 100-13-1.4
	Page: 1 of 10
	Approved: /s/ Cathelene "Tina" Robinson
	Effective: April 2, 2013

I. AUTHORITIES, SUPERSEDURES, REFERENCES, AND ATTACHMENTS

A. Authorities: Clerk of Superior Court

B. Supersedes: None

C. Procedural References: COSC 100.12.7.7 Code of Conduct; COSC 100.12.7.8 Dress Code Policy; Fulton County Personnel Regulation 1800-2 Art 11.B

II. SCOPE

The provisions of this Policy Statement apply to deputy clerks of the Clerk of Superior Court (hereinafter referred to as "COSC" or "Office").

III. BACKGROUND

The COSC is an elected office governed under *Article IX, Section I, paragraph 111; O.C.G.A. 15-6-50* whose statutory mission is to maintain a comprehensive record of all civil and criminal actions of the Superior Court. It is the vision of the Appointing Authority to provide memorable and responsive service (MARS) to all our customers.

IV. POLICY

It is the policy of the Clerk of Superior Court that a standard of professional, courteous, timely and responsive customer service is consistently provided to all customers.

This policy of the COSC establishes guidelines for basic quality customer service delivery practices.

1.0 Definitions

1.1. Customer Service - Any service provided to a customer that requires deputy clerk coordination, information or products.

1.2. Customers - Employees; judges, attorneys, elected officials, court officials, police, correction and probation and parole officers, paralegals, legal investigators, couriers; current /former inmates, inmate family members, friends; commercial sureties; tour groups; counselors, therapists; homeless persons; vendors; and others requesting or requiring services from the Clerk of Superior Court.

2.0 General Information

2.1. Interaction with customers may occur mainly in the following four (4) forms:

- Telephone
- Person-to-person
- Electronically
- Written correspondence

NOTE: In order to serve customers with limited English proficiency, please see Language Access policy.

2.2. It is the expectation of every deputy clerk of this Office to present consistent and courteous service to every customer guided by the core values of this Office and this policy.

The Office Core Values are:

- Customer Focus
- Commitment
- Trust
- Respect
- Passion
- Accountability
- Professionalism

3.0 Telephone Interaction

3.1. Greeting of Outside Calls

All deputy clerks will answer incoming phone calls with a minimum of the following information:

- Greeting (Good morning or good afternoon)
- Name of the Department
- Employee name
- "May I help you, please?"

Example: "Good morning, Clerk of Superior Court, this is John, speaking. May I help you, please?"

3.2. Greeting of In House Calls

All deputy clerks will answer in-house calls, including transfer calls with a minimum of the following information:

- Work post
- Name
- How may I help you?

Example: "Administrative Services, John Doe. How may I help you?"

3.3. Transferring Calls

3.3.1. Transferring a call should only occur if the initial receiving employee of the call is not able to provide immediate and accurate information or if the caller wants to speak to someone specific in a different area.

Prior to transferring the call, the deputy clerk will offer the extension and name of the party or unit to whom they are being transferred. (Note: A call should never be transferred directly to a voice mailbox without obtaining the caller's approval.)

Example: *"Will you hold, please. I am going to transfer you to (Appropriate party's name and/or unit) at extension number 2XXXX for assistance."*

3.3.2. When transferring the call to the appropriate party/unit, the deputy clerk shall wait until the receiving party answers the phone and announce that a transfer is inbound with a brief explanation of the transfer, when possible.

3.3.3. If no one answers the phone, the deputy clerk will make at least two attempts to reach an alternative extension to an appropriate party to receive the call.

3.3.4. If the caller is waiting for more than one minute, the deputy clerk should notify the customer that an attempt is still being made to reach an appropriate party for assistance, apologize for the delay and ask the caller if they mind holding for a moment longer.

3.3.5. If an alternative party cannot be reached, the deputy clerk shall personalize the call by addressing the caller by name, then explaining that the person is not available. The deputy clerk will then ask if the caller wishes to leave a message or speak with a supervisor.

3.4. Speaker Phones

3.4.1. Speaker phones should only be used for conference calls or meetings. Usage of speaker phones is prohibited for routine interactions with internal or external calls.

3.5. Closing Salutation

3.5.1. At the end of the telephone transaction with the customer, all deputy clerks shall ask the customer the following closing in a pleasant tone:

"Have I met all of your concerns today?

4.0 Placing a caller on "hold"

4.1. If the deputy clerk receives a call and is not able to readily offer the requested information, the deputy clerk will ask, *"Would you prefer to hold, or may I call you back?"*

4.2. Deputy clerk will ask, *"Will you hold, please?"* before placing a caller on "hold." The deputy clerk will wait for the caller to agree to be placed on hold before doing so.

4.3. If a caller chooses to wait on the line, always use the "hold" button. The deputy clerk will give progress reports at least every one (1) to two (2)

minutes to assure the caller that his/her request is being processed. Before the deputy clerk gives the progress report, the caller will always be thanked for waiting, e.g., *"Thank you for waiting, Mr. Doe."*

5.0 Voicemail

5.1. Every telephone line within the Office should have a recorded, professional and current greeting using the voicemail system. Every telephone with voicemail capability should have the following message:

"Thank you for calling the Office of the Honorable Cathelene "Tina" Robinson, Clerk of Superior Court. You've reached the desk of (Title) John Doe of the (division/unit). Please leave a message with your name and phone number and I will be happy to return your call. If you need to speak with someone right away, you may dial the desk of Jane Doe at 404-XXX-XXXX. Thank you for calling and have a great day.

5.2. Voice mail shall be checked every two hours during business hours.

5.3. Deputy clerks are required to return telephone calls by the close of business the same day of receipt, unless off duty due to vacation, training or illness.

5.4. Deputy clerks shall not utilize Caller I.D. to screen calls, with the intention of avoiding calls for the office or unit.

5.5. Deputy clerks will respond to all requests and complaints by close of business the same day. Referrals shall be made to a supervisor if the deputy clerk is unable to respond to the request, resolve the complaint, or lacks the level of authority to grant the request.

5.6. All Clerk of Superior Court telephones are subject to being monitored and recorded for quality audit by the Information Technology Unit as authorized by the Appointing Authority. Also, phone calls and customer requests may be initiated by mystery customers that are contracted to rate the customer service experience.

In the event when a Deputy clerk is scheduled for extended leave or vacation, the voicemail message should be amended with the additional statement:

"Thank you for calling the Office of the Honorable Cathelene "Tina" Robinson, Clerk of Superior Court. You've reached the desk of (Title) John Doe of the (division/unit). I will be out of the office beginning (Month, Date,

Year) through (Month, Date, Year). For immediate assistance, please dial the desk of Jane Doe at 404-XXX-XXXX. Thank you for calling and have a great day.

6.0 Transcription of Telephone Messages

6.1. Deputy clerks receiving or taking telephone messages for absent deputy clerks or management are to record the complete name, title, and telephone number of the caller and the subject of the call, if provided, on a telephone message form and promptly transmit the form to the intended deputy clerk.

6.2. When the deputy clerk with whom the caller requests to speak is absent from duty, the deputy clerk responding to the call should inquire about the nature of the call and attempt to find another appropriate deputy clerk who may provide the requested assistance or respond to a complaint.

7.0 Person-to-Person Interaction

7.1. Deputy clerks are to address all approaching customers promptly, and with a standard greeting as determined by the appointing authority. Customers should be referred to as "Sir or Ma'am", whenever possible.

For example, "Good morning, Sir. May I help you please?"

7.2. When a customer approaches a work area for service or is seeking service, the deputy clerk shall acknowledge the customer immediately and assure the customer that help is forthcoming, even if the deputy clerk is not able to assist at the time.

For Example, "Good afternoon, Sir. Someone will be with you momentarily."

7.3. At the end of the transaction with the customer, all deputy clerks shall ask the customer the following closing in a pleasant tone:

"Have I met all of your concerns today?"

8.0 Electronic Interaction

8.1. All e-mail responses are to be clear, informative and timely. Hostile, offensive or inappropriate language is strictly prohibited in electronic correspondence with customers.

NOTE: All information contained in email messages is considered public information.

Name	John Doe
Position	Deputy Clerk, (Division/Unit)
Organization	Fulton County Clerk of Superior Court
Organization Head	*The Honorable Cathelene "Tina" Robinson, Clerk*
Address	Lewis Slaton Courthouse 136 Pryor St. SW Atlanta, GA 30303
Phone	office 404-61X-XXXX
E-mail Address	john.doe@fultoncountyga.gov
Website	Visit our website: fultonclerk.org
Tag Line	*"Doing the right thing, the right way, each time for every customer."*

8.2. Communication via e-mail should be conducted in a professional and courteous manner. All staff members are required to standardize their email signature with the above format for internal and external customers.

8.3. No additional tag lines are permitted before or after the approved signature line.

8.4. No additional information is permitted with the signature.

8.5. The entire signature must be one color (multiple colors per line are not permitted).

8.6. No deviations from the standardized signature are permitted.

8.7. Prohibited uses of e-mail include, but are not limited to:

- Chain Letters
- Communication pertaining to office and non-office events unless routed through the Public Relations and Constituency Services.
- Threats or harassment

8.8. Deputy clerks shall check their electronic mailbox ("email") upon arriving to work and frequently check their email for external or internal requests for assistance or information at least every two hours, if possible.

8.9. In the event when a Deputy clerk is scheduled for extended leave or vacation, the 'Out of Office' assistant option must be utilized. In addition to setting the dates of leave, the following message should be used:

"Thank you for contacting the Office of the Honorable Cathelene "Tina" Robinson, Clerk of Superior Court. You've reached the email of (Title) John Doe of the (division/unit). I will be out of the office beginning (Month, Date, Year) through (Month, Date, Year). For immediate assistance, please email Jane Doe at 404-XXX-XXXX. Thank you and have a great day."

9.0 Written Correspondence/Interaction

9.1. Customer service provided through written communication in the form of a letter or memorandum shall be composed in a professional and courteous manner.

9.2. Written communication to internal or external customers shall be clear, informative and timely. Official correspondence must be placed on an approved letterhead by the Appointing Authority.

9.3. Correspondence should be approved by the manager over the area prior to transmittal, unless it is a form letter.

10.0 Prohibited Activity

10.1. In areas of public contact, such as docket areas, receptionist areas or courtrooms, deputy clerks are to exhibit professional and respectful behavior. Prohibited actions include, but are not limited to, the following:

- Horseplay is strictly prohibited in all public contact areas.
- Loitering and/or loafing where public interaction occurs is prohibited.
- All personal conversations will be out of earshot of the general public.
- Nonverbal or verbal language that may be offensive to the public is prohibited.

11.0 Main Customer Point of Contact Areas

11.1. The following are areas of main customer contact and are considered fixed posts and must be manned at all times during normal business hours:

- Criminal Docket Window and Phone Operations
- Civil Docket Window and Phone Operations
- Administration Front Desk and Phone Operations
- Administration Cashier Booth
- Real Estate Recording Intake Window
- Real Estate Records Room Window
- North, South and West Annex Operations
- Closed File Room
- Closed File Room Window

11.2. In the main customer contact areas, no deputy clerk shall play music or videos.

11.3. All customers shall be served if they arrive in the area by the office's approved closing time.

11.4. In main customer contact areas, if there are more than four customers in line, a deputy clerk shall go to the line and assess if customers have immediate needs or questions that can be addressed in lieu of waiting for prolonged periods to handle swift matters.

V. RESPONSIBILITIES

A. Employee Responsibility

i) It is the responsibility of every deputy clerk of the Clerk of Superior Court to ensure customer satisfaction. It is the expectation of the deputy clerk to familiarize himself/herself with the guidelines provided in this policy. It is the responsibility of every deputy clerk to convey the office value of customer focus and to provide memorable and responsive service (MARS).

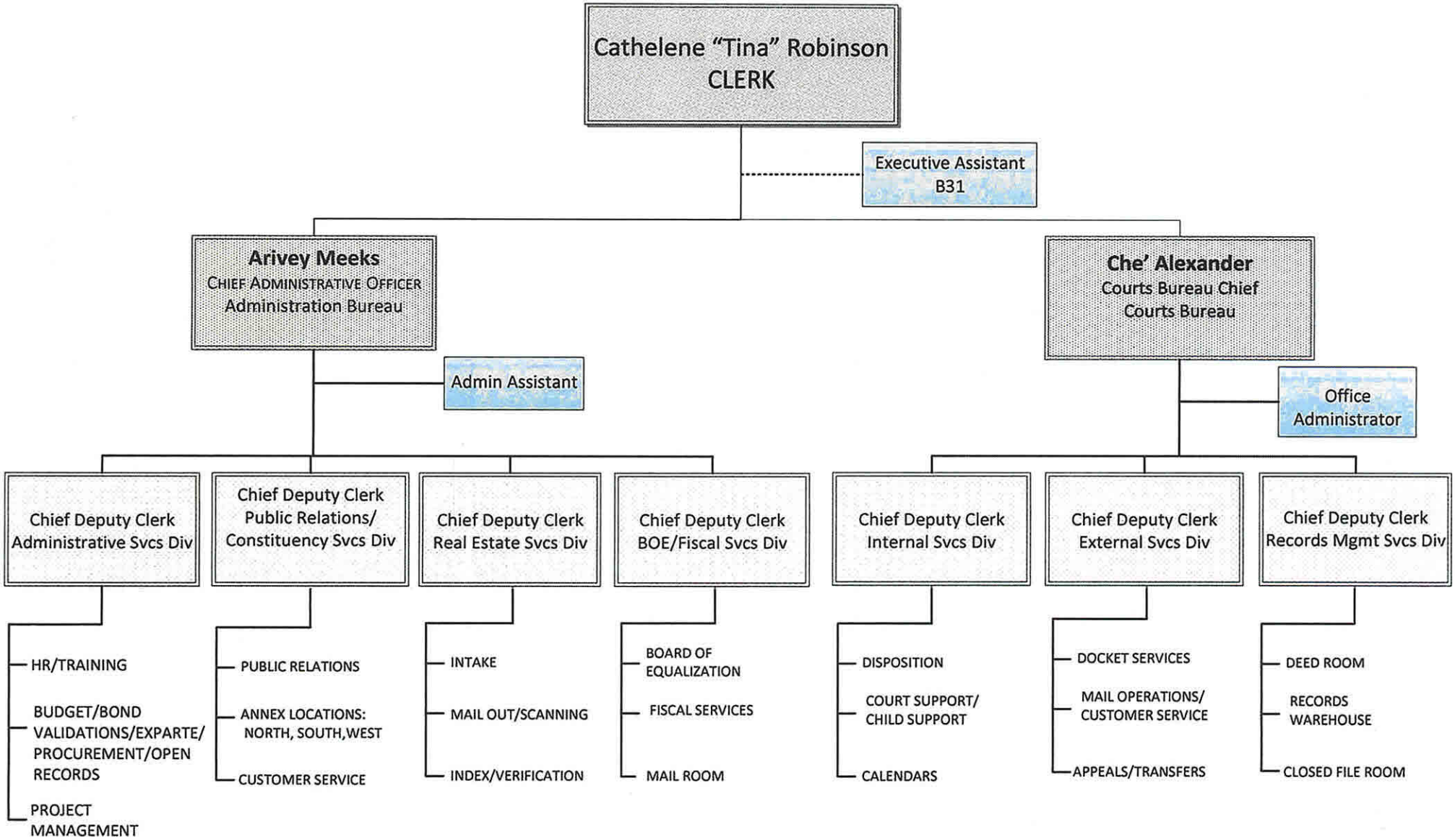
ii) Deputy clerk appearance is directly related to customer service and is to be neat at all times. All work attire must be moderate and businesslike. Provocative, revealing and sportswear clothing are prohibited. (Refer to COSC Dress Code Policy 100-13-7.8.

B. Management/Supervisory Responsibility

It is the responsibility of the managers/supervisors to adhere to the guidelines set forth herein and ensure consistent adherence to the greeting and

correspondence procedures of all staff members with every customer, by conducting periodic reviews and correcting any violations of this policy.

CLERK OF SUPERIOR COURT
FULTON COUNTY, GEORGIA



DRAFT As of 10/23/14