



Proposal for

## Strategic Planning Process

## Rock County

In response to RFP #2022-06

February 11, 2022



Management Partners  
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# Management Partners



February 11, 2022

Mr. Shilo Titus  
Purchasing Manager  
Rock County  
51 South Main Street  
Janesville, WI 53545

Dear Mr. Titus:

Rock County leaders are interested in providing top quality public services to County residents, businesses and stakeholders. To that end, the County conducted an organizational excellence study that recommended the importance of having a strategic plan. There are many vendors who can provide this facilitation. However, Management Partners' consultants are local government experts who have worked exclusively with county and city leaders for 27 years to help them improve organizational decision-making and align resource allocation through the use of strategic planning.

We have a bias for action and our process and approach is focused on results. Our proposed project team has successfully facilitated dozens of strategic planning processes by working closely with boards, commissions, elected officials and employees. We build consensus among a client's team, using a collaborative approach, so they have an effective, respectful experience and their goals are met.

Management Partners is a company, like our clients, that values diversity, equity, and inclusion. We believe in equal employment opportunity, and do not discriminate on any basis other than competence. In particular, we do not discriminate in personnel decisions on the basis of race, creed, color, national origin, religion, political affiliation, gender, sexual orientation, national or ethnic origin, HIV status, marital status or disability, and we affirmatively act to develop a diverse workforce within the company.

Management Partners has a wealth of experience facilitating and preparing strategic plans for local governments of various size and socio-economic character. The process we propose addresses the elements in the RFP for a three- to five-year roadmap, and will include:

- Reviewing the organizational excellence study, past employee surveys, and other documents;
- Conducting interviews, an employee survey (if needed) and a community survey to understand the strengths, weaknesses, opportunities, and threats of the County;
- Conducting a departmental gap analysis;
- Advising County staff in preparing an environmental scan;
- Developing an agenda and briefing materials to prepare workshop participants for engagement and decision-making;
- Facilitating the workshop in a way that results in consensus and clear strategic direction;
- Preparing the strategic plan working document that will include a vision, mission, core values, goals, and objectives, and targets that are specific, measurable, and attainable;
- Facilitating a workshop to develop an implementation action plan with measurable targets; and
- Presenting the plan to the Governing Committee and the County Board.

Our team is excited about the potential of this project, and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

Sincerely,

Jerry Newfarmer  
President and CEO



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## APPENDIX A – PROPOSER CHECKLIST

This checklist has been provided to assist Proposer in complying with RFP requirements. All items listed must be included with the Proposal. To assist in Proposal evaluation, Proposer shall cross-reference the required item with the applicable page in the Proposal.

Proposer shall check off each item as it is assembled into the proposal, enter the page number where the item can be found in the proposal, detach the checklist from the RFP and submit it as part of the Proposal.

<b>Item No.</b>	<b>Format</b>	<b>Proposal Page</b>
<input checked="" type="checkbox"/> Original + 10 Copies of Proposal	As specified in RFP	<u>na</u>
<input checked="" type="checkbox"/> Proposer Checklist (this form)	Appendix A	<u>1</u>
<input checked="" type="checkbox"/> Vendor Profile	Appendix B	<u>2</u>
<input checked="" type="checkbox"/> Pricing	Appendix C	<u>15</u>
<input checked="" type="checkbox"/> Vendor Proposal Certification	Appendix D	<u>Attachment B, page 22</u>
<input checked="" type="checkbox"/> Project Schedule	Narrative	<u>14</u>
<input checked="" type="checkbox"/> Methodology-Approach and Management Summary	Narrative	<u>8</u>
<input checked="" type="checkbox"/> Contractual Issues	Narrative	<u>14</u>
<input checked="" type="checkbox"/> Subcontractors and Third Party Assignments	Narrative	<u>14</u>

## APPENDIX B – VENDOR PROFILE

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

**Company Name:** Management Partners, Incorporated  
**Website:** managementpartners.com  
**Corporate and Local Address:** 1730 Madison Road, Cincinnati, Ohio 45206  
**Telephone Number:** (513) 861-5400  
**Contact Person:** Jerry Newfarmer, President and CEO  
Cincinnati, Ohio  
[jnewfarmer@managementpartners.com](mailto:jnewfarmer@managementpartners.com)

**Founded:** 1994 to provide consulting services to local government including strategic planning

**Office Providing Service:** Cincinnati, Ohio

**Support Office:** San Jose, California

**Associates:** 100+, including 23 former city/county managers nationwide; 10 working out of Cincinnati

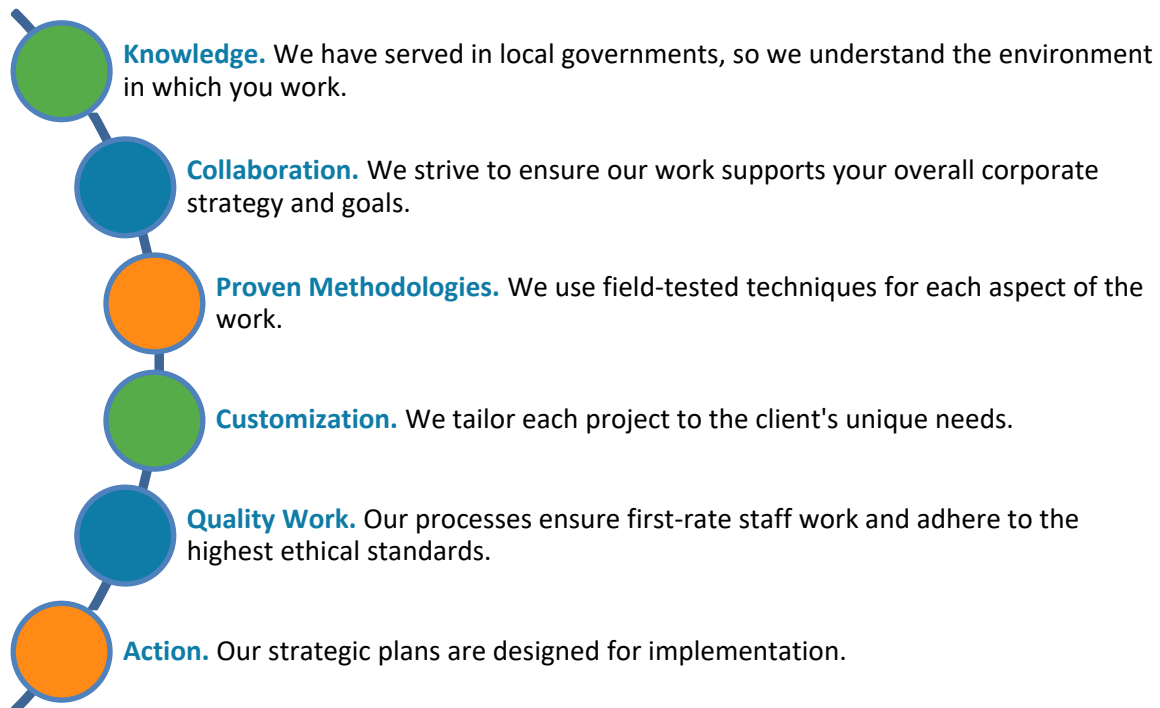
**Clients to date:** 1,000+ local governments in 44 states

**Projects completed:** More than 1,800

**Services offered:**

- Strategic and Business Planning
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Service Sharing and Service Consolidation
- Management Services
- Executive Recruitment
- Financial Planning, Budgeting and Analysis

**Our many repeat clients tell us they choose us because of the principles on which our work is built:**





## NUMBER OF SIMILAR PROJECTS

We help agencies across the U.S. develop strategic plans and assess their processes and organizations.

Management Partners specializes in providing quality strategic planning and facilitation to local government clients. In addition to the references below, our website, [managementpartners.com](http://managementpartners.com), has information about our past clients, which includes hundreds of jurisdictions in 44 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, makes Management Partners well qualified to successfully complete this work for Rock County.

We are proud to have assisted a wide range of organizations with **strategic planning** and are experienced working with small and large jurisdictions, as illustrated by the list of clients from the **last five years**. Previous strategic planning projects with counties are **bolded** in the list below.

- Bay Harbor Islands, Florida
- Berkeley, California
- Beverly Hills, California
- Bladensburg, Maryland
- **Boone County, Kentucky**
- Boulder City, Nevada
- **Butler County, Ohio**
- **Cass County, Michigan**
- Commerce City, Colorado
- Cypress, California
- Davenport Institute, California
- Davie, Florida
- Deerfield Beach, Florida
- Delray Beach, Florida
- East Contra Costa Fire Protection, California
- El Cerrito, California
- El Segundo, California
- Florence, Kentucky
- Green Township, Ohio
- Heber Public Utility District, California
- Hillsborough, California
- **Ingham County, Michigan**
- Laguna Beach, California
- Laguna Beach Community Clinic, CA
- Lake Forest, California
- Lake Worth, Florida
- Las Cruces, New Mexico
- Livermore Pleasanton Fire Department, California
- Madison, Connecticut
- Martinez, California
- McFarland, Wisconsin
- Modesto, California
- Monte Vista Water District, California
- **Monterey County, California**
- Montgomery, Ohio
- Morgan Hill, California
- Newport, Rhode Island
- **Orange County Social Services Agency, California**
- Parkland, Florida
- Pinole, California
- Pleasanton, California
- Port Chester, New York
- Reno, Nevada
- Rochester, Minnesota
- Roseville, California
- Roswell, Georgia
- San Lorenzo Valley Water District
- San Rafael, California
- Santa Cruz, California
- South San Luis Obispo Sanitation District, California
- Tinley Park, Illinois
- Tracy, California
- Tustin, California
- Union City, California
- **Ventura County GSA, California**
- Victorville, California
- West Palm Beach, Florida
- Wheaton, Illinois
- Wilton Manors, Florida
- Worthington, Ohio

## OUR TEAM

Our core team of associates assigned to this project all possess relevant experience, including many years of public service and consulting expertise.

Management Partners has completed 117 strategic planning projects for local governments in the last 10 years. Jacquelyn McCray, the project manager for this project has completed 33 of those strategic planning projects.

As project manager, Jacquelyn will be responsible for the day-to-day management of the project. She will be supported by Mike Casey, Dave Krings, Jan Goldstein and Sydney Bannister, all of whom work from the Cincinnati, Ohio office (address above).

The qualifications of each team member are briefly summarized below. We have included complete resumes for each person in Attachment A of this response.

### Jacquelyn McCray, Ph.D., AICP, Partner

- Professional urban planner with **extensive experience and success helping local governments create strategic plans and community visions**, reform and improve development review processes, analyze organizations and workflows, develop performance measures, and analyze peer benchmarking data.
- Jacquelyn has **designed and facilitated strategic planning and goal setting workshops for the following organizations**: Roswell, Georgia; Parkland, Margate, Port Orange, West Palm Beach and Wilton Manors, Florida; Las Cruces, New Mexico; Wheaton, Illinois; **McFarland, Wisconsin**; Florence, Kentucky; Rochester, Minnesota; Boulder City, Nevada; Madison, Connecticut; Port Chester, New York; Bladensburg, Maryland; Newport, Rhode Island; Cass County and Ingham County, Michigan; Morgantown, West Virginia; the Mansfield Downtown Partnership, Mansfield, Connecticut; Montgomery, Ohio; the Louisville, Kentucky Health Department; Mansfield, Connecticut; Hamilton County, Ohio Department of Job and Family Services; Lake County, Illinois; and The Advance, a Division of the General Board of Global Ministries of the United Methodist Church.
- Expertise in process improvement and reengineering of local government development review processes and procedures; **excellent interview and facilitation skills; ability to engage employee and stakeholders in focus group meetings.**
- Worked as budget analyst, project manager and **land-use manager with the City of Cincinnati**; served as **vice chairperson and member of the Cincinnati City Planning Commission for nine years.**
- Member of the American Institute of Certified Planners (AICP).



### Mike Casey, Partner

- **More than 35 years of experience** in local government management.
- Has served as a **city or county manager** in Oregon, Colorado and Virginia, and has held other management positions in Missouri, North Carolina and Iowa.
- Recently worked with village leaders and facilitated the **McFarland, Wisconsin Strategic Planning Process.**
- Over the span of his career, has assisted public and private organizations in developing strategic business plans, recruiting senior managers, creating and managing



operating and capital budgets, improving project management capacity, analyzing organizational performance and evaluating service consolidation options.

- **Lives in Madison and has a wide network of peers in the state.**
- Served as a regional vice president for the International City/County Management Association

### Dave Krings, Partner

- **Facilitated strategic planning** for Butler County's (Ohio) Transportation Improvement District.
- Conducted process improvement work with **Bernalillo County**, New Mexico; **Washoe County**, Nevada; and the City/Parish of Baton Rouge, Louisiana.
- Internationally recognized state and local **government management practitioner and consultant**. He has over 40 years of experience serving at the top levels of state and local governments in five states.
- While county administrator, **Hamilton County** and **Peoria County** received national recognition for innovative, quality management.
- Received an American Society for Public Administration Chapter Good Government Award and is an ICMA Life Member.



### Jan Goldstein, Senior Manager

- **Recent strategic planning clients** include Madison, Connecticut, Davie and Port Orange, Florida; Tinley Park, Illinois; Rochester, Minnesota; and Montgomery, Ohio.
- Has over 20 years of experience in local government, in senior management or consulting.
- Experienced in facilitating strategic planning, **process analysis and improvement**; long-range planning; training, shared services reviews, organization analysis, executive recruitment, financial analysis, development review.
- Strong experience conducting **interviews and facilitating** workshops that include elected officials, staff and front-line employees and stakeholders.
- Specific expertise in fleet, facilities, contract management, and parking operations and revenue control management.



### Sydney Bannister, Management Analyst

- Assisted **with strategic planning processes** for Commerce City, Colorado; Orange County Social Services Agency and Santa Cruz, California; West Palm Beach, Florida and Montgomery, Ohio.
- Local government experience includes increasingly responsible roles in the Kansas jurisdictions of Manhattan and Olathe, the League of Kansas Municipalities, and Kansas City, Missouri.
- Expertise in creating and implementing ordinances; participating in budget preparation, submission, and adoption; managing projects, and providing best practices reviews.
- Holds bachelor's and master's degrees in public administration with a focus in city and county management. Additional undergraduate degrees in leadership studies as well as law and society.



## REFERENCES

We are happy to provide contact information for any former client and have selected several to highlight

### Boone County, Kentucky ⇒ Strategic Planning

Management Partners assisted the County Administrator (and Fiscal Court officials) in developing a strategic plan that includes a vision, goals, strategies, action items and success indicators. The four primary goals of the plan are Managing Growth, Economic Development, Quality of Life, and Managing County Government and Communication. Each broad goal area has three to five strategies, and each strategy has two to five action steps. We also facilitated a workshop with senior staff to develop an Implementation Action Plan that details activities and resources and includes success measures for each goal. The Action Plan will help direct goal accomplishment.

**Contact:** Mr. Jeff Earlywine, County Administrator  
2950 Washington Street, Burlington, KY 41005  
(859) 334-2242  
[jearywine@boonecountyky.org](mailto:jearywine@boonecountyky.org)

**Population:** 136,941

**Project Dates:** January to June 2019

### Monterey County, California ⇒ Human Resources Strategic Planning Facilitation

Management Partners was engaged to facilitate a strategic planning and change management process for the Human Resources Department of Monterey County. This process involved administering a confidential online survey of department heads, conducting interviews with department heads, facilitating several workshops with Human Resources Department staff, creating an environmental scan, advising the department on change management, and preparing the department's strategic plan. The strategic plan document included a new vision statement, mission, set of values, several multi-year goals, strategies to meet each goal, and a description of the functions of each of the divisions within the Human Resources Department. We also advised the department on an approach to communicating the strategic plan to various stakeholders. A timeline was prepared for implementation.

**Client Contact:** Ms. Irma Ramirez-Bough, Director of Human Resources  
168 West Alisal Street, Salinas, CA. 93906  
(831) 755-5043  
[BoughR@co.monterey.ca.us](mailto:BoughR@co.monterey.ca.us)

**Population:** 434,061

**Project Dates:** December 2017 to June 2018

### Village of McFarland, Wisconsin ⇒ Strategic Planning

Management Partners assisted the Village of McFarland Board in identifying the elements of a strategic plan document that could be vetted through an extensive public comment period and process. After administering a broad community survey and facilitating two workshops with the Board, staff and community members, Management Partners prepared a memorandum summarizing the draft vision, mission, values, and goals for the future (of which there were six) and strategies for implementation. In preparing for the strategic planning workshops, Management Partners interviewed Village Board Members and department directors; designed, distributed, and tabulated community and employee

surveys; conducted two community input sessions; and assisted Village staff in the development of an environmental scan.

**Contact:** Mr. Matt Schuenke, Village Administrator  
5915 Milwaukee Street, McFarland, WI 53558  
(608) 838-3153  
[matt.schuenke@mcfarland.wi.us](mailto:matt.schuenke@mcfarland.wi.us)

**Population:** 8,449

**Project Dates:** January to November 2019

### Cass County, Michigan ⇨ Strategic Planning

Management Partners prepared a strategic plan for Cass County that involved conducting interviews with each County Commissioner, elected official and department head, conducting a community survey and employee survey, providing advice about an environmental scan, and facilitating a strategic planning session with all Commissioners, elected officials and department heads. The resulting strategic plan contains a vision, mission, values, goals, strategies, and success factors for each goal. We also provided an implementation action plan as a blueprint for action.

**Contact:** Mr. Michael Grice, District 6 Commissioner  
120 North Broadway, Cassopolis, MI 49031  
(269) 845-8077  
[MikeG@cassco.org](mailto:MikeG@cassco.org)

**Population:** 51,660

**Project Dates:** November 2017 to March 2018

### Butler County Transportation Improvement District, Ohio ⇨ Strategic Planning

Management Partners assisted the Butler County Transportation Improvement District with the development of strategic priorities. Prior to facilitating a priority-setting workshop with members of the Board, executive director and staff, we interviewed each member of the Board and the staff, and prepared a memorandum detailing key challenges and concerns. Based on the challenges and concerns of the Board, Management Partners worked with the executive director to design the workshop agenda. The goal of the workshop was to help the Board develop consensus about board member roles, priorities, and key qualities of the next executive director for the organization.

**Contact:** Mr. David Spinney, Former Executive Director  
Butler County Transportation Improvement District  
(513) 478-9736  
[davidspinney@gmail.com](mailto:davidspinney@gmail.com)

**Population:** 383,135

**Project Dates:** October 2018 to March 2019

### Samples from Past Projects

We have included three examples of strategic plans and three examples of Implementation Action Plans.

- [Cass County Strategic Plan](#)
- [Roswell Strategic Plan](#)
- [Wheaton Strategic Plan](#)
- [Boone County Draft Implementation Action Plan](#)
- [Cass County Draft Implementation Action Plan](#)
- [Wheaton Draft Implementation Action Plan](#)

## PROJECT METHODOLOGY/APPROACH

We make a commitment to quality and timely performance with each client we serve.

Management Partners has extensive experience with similar work and is prepared to assist Rock County with all elements of the scope of work as identified in the RFP. Our approach emphasizes engagement and partnership with Rock County leaders, staff and the community, taking into account the distinctive circumstances of the organization and community. This approach will ensure a meaningful vision, mission, values, goals, and strategic priorities are articulated to inform budget development as well as the use of resources in the coming years.

Strategic planning is fundamental to successful work planning. It enables the goals of the organization to be aligned with the annual budget processes and helps use resources intelligently. Periodic review and updating of a strategic plan ensures that current realities (internal and external) are taken into consideration and appropriately factored into the operations of the organization.

We have provided the following key components of strategic planning as an overview of the elements that the County might wish to consider for inclusion in the process.

A **vision** is a clear and concise statement of where the organization wants to be in the future. Setting a vision is a fundamental element of the strategic planning process. All goals and strategies are directed toward achieving an established vision for the future. The County has a vision statement on its website and another vision statement shown below that is published in the budget.

*“Service to the public is our fundamental reason for being.”*

A **mission statement** defines what the organization stands for and what it will do. The mission provides the framework for day-to-day actions of an organization and its employees. The current mission statement is:

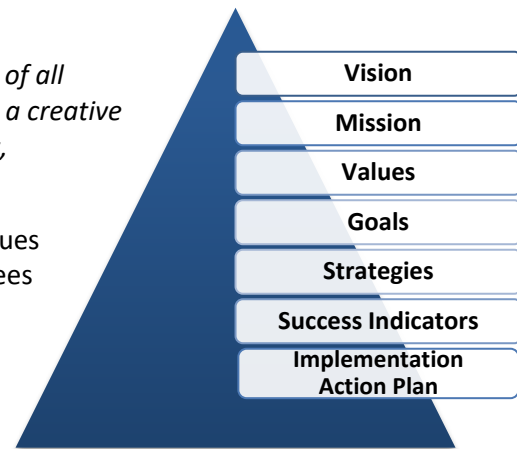
*“To enhance the quality of life, health, safety, and trust of all citizens by providing top quality public services through a creative and responsive team committed to excellence, integrity, accountability, and respect.”*

**Values** are the core operating principles of an organization. Values govern the actions and behaviors of policy makers and employees to effectuate the mission and vision of the organization.

**Goals** are closely aligned with the vision and state the desired outcomes to be achieved. Goals provide the “why” of the specific actions the organization will take. Typically, a strategic plan has four to six goals, which may be achieved over several years.

**Strategies** are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Generally, several strategies are established for each goal.

**Success indicators** express the results that are desired. Indicators (often called metrics) should answer the question: *How will we know if we are successful at achieving what we set out to do?*



An **implementation action plan** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and strategies are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are suited to periodic check-in about progress, changes or challenges. An example of an implementation action plan template is shown below.

Goal:					
Strategy 1:					
Key Tasks	Fiscal Year to Start/Complete	Resources (Staff, Funding, Other)		Lead Manager/ Team Members	Milestones
		Currently Available	Needed		

**Reporting on progress** in implementing the strategic plan is a key element. As part of the process, a reporting structure and timeline is created. It can range from a quarterly update of each goal and strategy, to a semi-annual review, once as part of the budget process and again in six months, with adjustments made to reflect changing conditions and accomplishments.

### Proposed Work Plan

We would be pleased to refine the following framework to address your specific interests.

Based on our experience and our understanding of the needs of the County as outlined in the RFP, we have prepared the following detailed plan of work that will result in a strategic plan document and draft Implementation Action Plan.

The result of the strategic planning effort is that the County will align its current efforts with a focused strategic vision, mission, and goals, and a plan for prioritizing and executing them. This will ensure County leaders are pursuing the goals with intention and purpose and will provide a way to measure achievement them. The shared vision will create consensus among those tasked with moving Rock County forward and reduce effort spent on work that falls outside of the County’s agreed-upon vision.

Rock County staff and leaders will have an important role in preparing the strategic plan, including developing goals and strategies. We will provide expert advice, facilitation, and preparation of the strategic plan document.

### Activity 1 – Start Project

We will begin by meeting in person with the County Administrator, project manager, and any other key staff the Administrator may designate. During the kickoff meeting, we will discuss your objectives, the overall process, detailed schedule, and each of the major tasks. This initial planning meeting will afford the opportunity to share information, establish communication protocols and refine the schedule and approach so it is comfortably integrated with staff’s other work demands during the project.

<b>Deliverables:</b>	Final work plan and schedule
<b>Estimated Vendor Hours:</b>	15 hours
<b>Estimated Client Hours:</b>	One hour per person attending the kickoff meeting One hour responding to the document request

## Activity 2 – Gather and Analyze Information

Next, we will gather information through interviews, online surveys, and review of various documents. Each is described below.

- **Conduct Interviews.** We will conduct individual interviews with each member of the Board, elected officials and each department head both in person and through video conferencing. We anticipate some interviews will be in person, and some will be conducted remotely. The purpose of the interviews is to obtain input for the strategic plan. They will also aid us in developing the online community survey (described below). Examples of interview questions are:
  - What are the strengths, weaknesses, opportunities and threats (SWOT) facing the County?
  - Is the current vision statement relevant or should it be changed?
  - Is the current mission statement relevant or should it be changed?
  - What core values should be discussed for Rock County?
  - What goals would you like to see the County strive for in the next three to five years?
  - Are there goals from prior strategic planning efforts that were not achieved and should be carried forward?
- **Design and Administer Online Employee Survey.** We understand that Rock County employees have taken engagement surveys in the past. If the information garnered from those surveys did not include questions that would be helpful for the strategic planning process, or if they are not recent, we will design a survey specifically for the strategic planning process. Management Partners will design a confidential online survey to seek their input about vision, mission, values, goals and strategies.
  - The County Administrator’s Office will send the link to all employees. It will be important to provide computer access (or hard-copy surveys) for any staff that do not normally have access, so they are encouraged to participate.
- **Design and Administer Online Community Survey.** Seeking input from Rock County community members and businesses in its cities, towns, villages and hamlets will be important in developing the strategic plan. We will design and administer a confidential online survey to obtain their input. Questions will elicit their vision for Rock County and priorities for the future.
  - The County Administrator’s Office will send a link to the survey to a wide variety of individuals for whom there are email addresses (e.g., board and committee members, recreation class participants, volunteers and others), and also place a link on the County’s website (and any other locations the County identifies as helpful for dissemination).
- **Conduct a Gap Analysis.** Management Partners, in consultation with the County Administrator will design a questionnaire to be completed by each city department to identify current strengths, weaknesses and limitations to service delivery. The gap analysis will provide an internal assessment of citywide operations and programs and highlight approved and projected planned projects, resource needs, opportunities, and the use of performance measures for managing current and projected services, program priorities and funding commitments.

We will prepare and provide the internal assessment questionnaire for dissemination to directors. We suggest that department leaders engage his/her staff in completing the internal assessment. Sample questions about departments and programs may include:

  - What are the major strengths, weaknesses, opportunities and threats of the department and its services?



- What professional development requirements and needs are planned for the next 24 months?
- Will operations be impacted by planned or anticipated retirements in the next 12 months?
- What major projects and new initiatives are underway, planned or funded (including equipment)?
- How have recently enacted state or federal mandates affected operations or service delivery within the department?
- What technology is used to manage operations and prioritize work?
- What are the current multi-year initiatives for the department?

- **Review Relevant Documents.** We will review the County’s organizational excellence study and the results from recent employee engagement surveys. We will also review other background materials to understand existing priorities, and other planning initiatives underway that will be important factors and context for developing the strategic plan.

At the conclusion of this activity, we will analyze this information as it will provide important input for the strategic planning workshop (described below). We will provide a summary of the information we gathered.

<b>Deliverables:</b> Memorandum with a summary of themes from interviews, employee and community survey responses	
<b>Estimated Vendor Hours:</b>	101 hours
<b>Estimated Client Hours:</b>	One hour interview per Board member, elected official, county administrator and department director, two hours support staff arranging interviews  One hour for County Administrator to review and email online employee and community surveys, 15 minutes per employee to complete the survey  Two hours per department to complete the gap questionnaire

### Activity 3 – Provide Guidance for Environmental Scan

During this activity, Rock County staff will prepare an environmental scan with advice from Management Partners. An environmental scan will provide important information for discussions in the workshop described in Activity 4. Types of information that could be gathered for the environmental scan include:

- Demographic trends and projections
- Budget information (revenue and expenditure trends over the past five years and any available financial forecasts),
- Existing services provided and how they have changed over the past several years,
- Service demand drivers,
- Infrastructure needs profile, and
- Regional and state mandates and issues of importance to Rock County.

We will provide examples of environmental scans to staff. After staff prepare the scan, we will review it and provide feedback. We suggest Rock County staff compile and present the information during the workshop.

<b>Deliverable:</b> Environmental scan (produced by County staff with our guidance) and summary of the gap analysis survey results	
<b>Estimated Vendor Hours:</b>	Two hours
<b>Estimated Client Hours:</b>	One hour per department contributing to the environmental scan

## Activity 4 – Prepare for and Facilitate Strategic Planning Workshop

Next, we will facilitate an in-person workshop with the County Administrator, County Board of Supervisors and others as desired to review the information gathered in the previous activities and create consensus about the vision, mission, values, goals and strategies. To prepare for the workshop, the following tasks will be completed.

- **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshop, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.
- **Prepare draft agenda and workshop materials.** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. To ensure the time during the workshop is used most productively, we will ask participants to complete work in advance of the session. The agenda will likely include the following components, subject to discussions with project leaders:
  - Review and discuss the results of stakeholder input,
  - Review and discuss the environmental scan,
  - Draft vision, mission, and values statements,
  - Identify goals as well as strategies to achieve the goals, and
  - Identify success factors.

Our strategic planning workshops are engaging and interactive and are designed to ensure full participation. We use a combination of facilitation techniques including small and large group discussions and typically change small groups at least once during the workshop to mix the participants. Because we are former local government practitioners, we are attuned to helping workshop participants clarify issues. We understand how to address sensitive issues in a neutral, non-confrontational manner.

We can conduct one all-day workshop but recommend two half-day workshops.

Our approach to building consensus is based on bringing together the array of information gathered from County leaders and stakeholders, residents, businesses, and staff to inform the Board’s decision making. The strategic plan represents the Board’s policy document for future decision making and budget planning. It is a living document that can be updated and refined annually to reflect current County goals.

<b>Deliverable:</b>	Agenda, workshop briefing document and materials
<b>Estimated Vendor Hours:</b>	75 hours
<b>Estimated Client Hours:</b>	One hour for County Administrator to review the workshop materials One hour per attendee to read and respond to the workshop materials prior to the workshop Six to eight hours per workshop attendee

## Activity 5 – Prepare Strategic Plan

During this activity, Management Partners will prepare a draft strategic plan document. It will be visually pleasing, using photos supplied by the County to illustrate goals and highlight some of the County’s assets. It is likely to contain the following components:

- Description of the process, including how data were gathered;
- Vision, mission, values;
- Multi-year goals;
- Several strategies for each goal;

- Success indicators for each goal; and
- Reporting and accountability mechanisms for the strategic plan.

We will review the draft with the Governing Committee and make modifications based on the feedback we receive. A final strategic plan document will then be prepared. We will present the strategic plan to the Governing Committee and County Board.

<b>Deliverables:</b>	Draft strategic plan, final strategic plan, and two PowerPoint presentations
<b>Estimated Vendor Hours:</b>	36 hours
<b>Estimated Client Hours:</b>	One hour per person to review the draft strategic plan One hour per person to attend each presentation

### Activity 6 – Facilitate Implementation Action Plan Workshop and Prepare Document

We will conduct a half-day workshop remotely using video conferencing with the County Administrator and department directors to develop an Implementation Action Plan (IAP) to guide budgeting and work planning and identify necessary skills to carry out County programs. Our project team has conducted several of these workshops using video conferencing and found that the process works quite well.

We have found it helpful to include key staff as part of developing the Implementation Action Plan so there is a clear path to enact strategic priorities and initiatives once the plan is completed and approved. Successful implementation requires integrating the work involved in the strategies into the regular, ongoing work of the organization and into the organization’s budget process. This action plan workshop will help the staff in formulating a plan of action.

For implementation to occur in an orderly and effective manner, we will help staff identify the following elements:

- Key tasks,
- Timeline (start and completion dates),
- Resources needed and currently available,
- Staff assigned (including a lead person), and
- Milestones.

Additionally, the City leadership team will identify data needed to assess progress for each of the goals and a framework for reporting to the Mayor, City Council members and the public.

<b>Deliverables:</b>	Implementation Action Plan
<b>Estimated Vendor Hours:</b>	31 hours
<b>Estimated Client Hours:</b>	Three to four hours for the County Administrator and each department head

### Optional Activity 7 – Support Implementation

If the County prefers, upon completion of the strategic plan document, Management Partners will prepare a draft Implementation Action Plan instead of facilitating the workshop described in Activity 6. This option will reduce the fee as shown in the Pricing section below.

<b>Deliverables:</b>	Implementation action plan, and identification of data for reporting.
<b>Estimated Vendor Hours:</b>	Nine hours
<b>Estimated Client Hours:</b>	Two hours to review and integrate it into department work plans per department head

## PROJECT SCHEDULE

Management Partners anticipates devoting 260 hours of our staff time to complete the plan of work described above. We estimate completion within 20 weeks. However, we have lengthened the schedule to accommodate presentations to the Governing Committee and County Board in the first week of September. The proposed dates assume receiving a signed contract by March 14, 2022. The proposed schedule will meet the projected timetable in the RFP.

Activity	Schedule
<b>1 – Start Project</b>	March 14 through April 1
<b>2 – Gather and Analyze Information</b>	March 28 through May 27
<b>3 – Provide Guidance for Environment Scan</b>	April 25 through May 20 <sup>9</sup>
<b>4 – Prepare for and Facilitate Strategic Planning Workshop</b>	May 23 through July 1
<b>5 – Prepare Strategic Plan</b>	July 5 through September 9
<b>Draft Copy of the Strategic Plan for Review by County</b>	July 25
<b>Final copy of the Strategic Plan issued</b>	August 19
<b>In-person Presentations</b>	September 6 and September 8
<b>6 – Facilitate Implementation Action Plan Workshop and Prepare Plan</b>	August 22 through September 2
<b>7 – Optional Support Implementation</b>	August 22 through September 2

## CONTRACTUAL ISSUES

A sample professional services contract can be found in Attachment B.

The Management Partners’ contract refers only to when the work will begin: “Time of Performance. Services of Partners shall be available upon receipt of an approved copy of this Agreement and shall be undertaken and completed in accordance a schedule of performance that is satisfactory to the County.”

## SUBCONTRACTORS AND THIRD-PARTY ASSIGNMENTS

Management Partners will not be using subcontractors or a third-party for this project.

## APPENDIX C – PRICING

The total cost of this project is \$49,885, which includes all fees and expenses. If Optional Activity 7 is chosen instead of having a facilitated implementation action plan workshop, the total cost will be \$46,175 including all expenses.

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Expenses	Cost per Activity
<b>1 – Start Project</b>	\$829	\$3,619
<b>2 – Gather and Analyze Information</b>	\$235	\$18,435
<b>3 – Provide Guidance for Environment Scan</b>		\$280
<b>4 – Prepare for and Facilitate Strategic Planning Workshop</b>	\$2,299	\$15,004
<b>5 – Prepare Strategic Plan</b>		\$7,317
<b>6 – Facilitate Implementation Action Plan Workshop and Prepare Implementation Action Plan</b>	\$1,477	\$5,230
<b>TOTAL ACTIVITIES 1 THROUGH 6</b>	<b>\$4,840</b>	<b>\$49,885</b>

Travel expenses are included in the total cost.

Expense	Quantity	Total Cost
<b>Driving 100 miles round trip at \$0.585 per mile, \$58.50 per trip</b>	4 trips	\$235
<b>Airfare at \$475 per round trip flight</b>	5 flights	\$2,375
<b>Hotel at \$175 per night</b>	9 nights	\$1,575
<b>Per diem at \$60 per day</b>	13 days	\$780
<b>TOTAL EXPENSES</b>		<b>\$4,965</b>

Hourly and total cost per job title which is included in the total cost.

Title	Hourly Rate	Hours	Labor Cost
<b>Project Manager</b>	\$220	65	\$14,300
<b>Partner</b>	\$220	49	\$10,780
<b>Senior Manager</b>	\$190	58	\$11,020
<b>Management Analyst</b>	\$90	70	\$6,300
<b>Internal Review</b>	\$140	18	\$2,520
<b>TOTAL LABOR</b>		<b>260</b>	<b>\$44,920</b>

## CONCLUSION

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for Rock County. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Cover photo: Courtesy of the Rock County Clerk's Office Facebook page

## ATTACHMENT A – PROJECT TEAM RESUMES

### JACQUELYN MCCRAY, PH.D., AICP

Jacquelyn McCray, Partner, has been a key staff member on myriad projects creating strategic plans, facilitating community engagement, and analyzing development review processes, performance measurement and organizational review. She is particularly adept at strategic planning, process improvement, benchmarking, performance management, training and development, and focus group facilitation. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn has nearly three decades of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. She is a member of the American Planning Association and the American Institute of Certified Planners (AICP).

#### Relevant Projects

Jacquelyn has extensive experience assisting large and small development and planning departments improve intake and customer service, permitting and interdepartmental operations for land development application review and approval. Her most recent **development process improvement clients** include Mequon, Wisconsin; Fernley, Nevada; Town and Country, Missouri; Redwood City, California; Cape Coral, Delray Beach, Largo, North Port and St. Augustine, Florida; Aurora, Colorado; Redwood City, California; Norman, Oklahoma; Saint Paul, Minnesota; Doña Ana County, New Mexico; and Scarsdale, New York. She has **assisted many organizations with mission and vision setting, the identification of critical environmental indicators, and in crafting goals and objectives in the completion of strategic planning projects.** Specifically, she has assisted the following cities and organizations to develop strategic plans: Cities of Wilton Manors and West Palm Beach, Florida; City of Las Cruces, New Mexico; City of Florence, Kentucky; **Village of McFarland, Wisconsin**; City of Rochester, Minnesota; City of Boulder City, Nevada; Butler County Transportation District, Ohio; Village of Port Chester, New York; Town of Bladensburg, Maryland; City of Newport, Rhode Island; City of West Palm Beach, Parkland, Margate, Port Orange and Lakeland, Florida, Cass County and Ingham County, Michigan; City of Morgantown, West Virginia; the Mansfield Downtown Partnership, Mansfield, Connecticut; Montgomery, Ohio; the Louisville, Kentucky Health Department; the Town of Mansfield, Connecticut; Hamilton County, Ohio Department of Job and Family Services; Lake County, Illinois; and The Advance, a Division of the General Board of Global Ministries of the United Methodist Church; and others.

#### Experience

20+ years in local government consulting, and nine years in local government service

#### Expertise

Strategic and business planning, facilitation, process improvement, organizational development, development review.

#### Education

Jacquelyn completed her doctoral studies at Antioch University in Leadership and Change. She also holds a bachelor's degree in urban planning and a master's degree in public administration from the University of Cincinnati.

**Other**

Jacquelyn previously served as a member and vice chairperson of the Cincinnati City Planning Commission for nine years and is a board member of the Ohio Chapter of the American Planning Association.

## J. MICHAEL CASEY

Mike Casey joined Management Partners in 2006 as a partner. He has more than 35 years of management experience in local government and the private sector and is a recognized regional and national leader in industry professional organizations.

### Relevant Experience

As a consultant, Mike helped **facilitate the McFarland, Wisconsin** Strategic Planning Process and has assisted public and private sector organizations, including the cities of Boston; New Orleans; San Diego, Louisville, Kentucky; and Fulton County, Georgia. He has also assisted cities and counties in recruiting leaders whose skills and experience were well-suited to their specific requirements.

Mike served as city or county manager in Grants Pass and Gresham, Oregon; Mesa County, Colorado; and Middleburg, Virginia. He also worked in local government management positions in Independence, Missouri; Winston-Salem, North Carolina; and Des Moines, Iowa.

### Expertise

Mike is passionate about helping organizations and communities articulate and achieve their goals. He has practical experience in the difficult process of building communities and managing for short-term, as well as long-term, results.

He has direct experience in obtaining cost-effective results for service delivery at both the community and regional level. In the Portland, Oregon, metropolitan area, he was instrumental in delivering fire protection services across community boundaries to a significant portion of the metropolitan area. In Louisville, he evaluated the effectiveness of the merged Emergency Medical Services operation to identify improvements.

### Education

Mike graduated from Coe College with a double major in history and political science and he earned a master's degree in public administration from Pennsylvania State University, where he was the Cappazola Fellow. He also holds a Certificate in Local Government Management from Harvard University.

### Other

He has served as president of the Oregon City Management Association, as regional vice president for the International City/County Management Association, and as fellow of the American Leadership Forum.



## DAVID J. KRINGS

Dave Krings is a partner with Management Partners. After a distinguished career in state and **county governments**, Dave began consulting with local governments in a variety of capacities in 2005. Dave has served in public service positions in Wisconsin, Arkansas, Minnesota, Illinois, and Ohio.

### Relevant Projects

Dave has facilitated process improvement projects for Baton Rouge, Louisiana; **Bernalillo County, Arizona; Butler County Transportation Improvement District and Hamilton County in Ohio**, and Stephenville, Texas.

### Experience

Dave began his career with the State of Arkansas where he worked in the Governor's Office as part of an internal consulting team designed to improve the efficiency of state government. He then took a job with the Lieutenant Governor (later the Governor) of the State of Wisconsin where he served as a management advisor, transition director and advocate for the disabled and elderly. **From there he served in the top levels of Ramsey County (Saint Paul) Minnesota; Peoria County Illinois; and Hamilton County (Cincinnati) Ohio, in the latter two as county administrator.**

In addition to his public service, Dave served as president of several organizations of professional public servants, the International City/County Management Association (ICMA), the National Association of County Administrators (NACA), and several chapters of the American Society for Public Administration (ASPA).

### Education

Dave is an honors graduate of Carroll College in Waukesha, Wisconsin with a political science major and the University of Wisconsin in Madison with a M.A. in public policy and administration. He also attended schools in Denmark and Mexico.

### Awards

He has received the Cincinnati ASPA chapter "Seasongood Good Government Award" and has been named a **life member of both that ASPA chapter and by the National Association of County Administrators**. He holds the International City/County Management Association (ICMA) recognition as a Retired Credentialed Manager and Life Member.

## JAN GOLDSTEIN

Jan Goldstein, Senior Manager, has over 20 years of experience in local government, in senior management or consulting. During her work with Management Partners she has been the project manager or a team member for organization reviews, process improvement projects, strategic planning, management system reviews, shared services studies, and fee studies.

### Relevant Projects

Jan **helped facilitated the strategic planning processes** for Madison, Connecticut, Davie and Port Orange, Florida; Tinley Park, Illinois; Rochester, Minnesota; and Montgomery, Ohio.

### Experience

Consulting engagements include shared services reviews, organizational assessments, facilities assessments, executive recruitment, and process improvement projects. She has experience and expertise identifying best practices. She worked with clients to offer creative solutions within the constraints of the agencies' operations and budgets.

Prior to her work with Management Partners, Jan worked with municipalities, hospitals, universities and airports to incorporate innovative techniques that resulted in enhanced business practices and increased productivity.

Accountable for overseeing every aspect of operations for a federally funded non-profit, including strategic planning, finance, community relations, federal, state and local compliance, fundraising, asset management, human resources, and marketing. She developed documentation and implemented streamlined processes to create staff efficiencies, allowing more time for additional employee responsibilities.

As a department director with the Indianapolis Airport Authority, she successfully planned for long-range department development, including providing training and progressive programs for personnel. She worked with her staff to develop policies and procedures, creating a department with a national reputation for employee training, retention, promotion, and honesty.

### Expertise

Skilled in facilitating workshops and focus groups, training, strategic and long-range planning; process analysis and improvement, and writing operations and personnel manuals. She has expertise in fleet, facilities, contract management, and parking operations and management, including revenue control.

### Education

Received a Bachelor of Science and Master of Science in education from Indiana University, and a management certificate from the American Management Association. She has been a presenter at international conferences and has published articles in several publications.

### Other

Past president and long-time member of Rotary International. Director and officer on several non-profit boards.

## SYDNEY BANNISTER

Sydney Bannister, Management Analyst, has nearly a decade of local government experience. Both her bachelor's and master's degrees are in public administration, the latter with a focus in city and county management. Key areas of interest are organizational development and review, data analysis, and project management.

### Relevant Projects

Sydney was on the teams to **facilitate the strategic planning processes** for Commerce City, Colorado; Orange County Social Services Agency and Santa Cruz, California; West Palm Beach, Florida and Montgomery, Ohio.

### Experience

Sydney's local management experience began at the age of 16 as an umpire with the Manhattan, Kansas, Parks and Recreation Department. During her collegiate experience she worked for the Olathe Parks and Recreation Department as an administrator reporting to the Parks services Manager. She then became a management intern in the City Clerk's Office where she gained expertise developing ordinances, writing and interpreting legal documents, and creating fiscal notes and projections.

During her first year of graduate school, Sydney work with the League of Kansas Municipalities as a policy analysis intern. As the title indicates, she was responsible for analyzing and collecting data for the League. Sydney worked on a variety of projects, ranging from writing press releases and FAQs about the 2020 Census, preparing and delivering testimony at the Kansas State Capitol, writing for the *Kansas Government Journal*, and assisting with municipal training academies.

Sydney became a Cookingham-Noll Fellow with the City of Kansas City, Missouri (KCMO), which is one of the oldest city management fellowships in the country. She began her fellowship with KCMO during the height of the COVID-19 pandemic, which resulted in staff shortages throughout the government. As a result, Sydney filled many roles, including acting as a budget analyst for nine months, which provided her with comprehensive understanding of KCMO's \$1.8 billion budget and the budgetary process. Other projects for KCMO include coordinating the Community Engagement University, assisting with financial quarterly analysis, compiling a Citywide Business Plan, inventorying and analyzing KCMO's boards and commissions, coordinating KCMO's presentation as an All-America City finalist, and assisting in launching the Office of Citizen Engagement.

### Expertise

Data analysis; researching best practices and implementation planning; project management; and leadership development

### Education

Bachelor's in public administration, minors in leadership studies and law & society from University of Kansas; Master's in public administration, Certification in city and county management

### Other

Outstanding Undergraduate in KU Public Administration and Affairs Award Winner; Graduate School City and County Management Cohort Class President '21; Judy Kelsey ICMA Scholarship Winner '21; ELGL, GFOA, and ICMA member

# ATTACHMENT B – REQUIRED FORMS/DOCUMENTS

## Sample Professional Services Contract

### AGREEMENT

THIS AGREEMENT, made this \_\_\_ day of \_\_\_\_\_, 2022, by and between the County of Rock, organized and existing under the laws of the State of Wisconsin (hereinafter referred to as the “County”), and Management Partners, Inc., an Ohio corporation with its principal place of business located at 1730 Madison Road, Cincinnati, Ohio, acting herein by Jerry Newfarmer, its President, (hereinafter referred to as “Partners”).

### RECITALS

WHEREAS, the County is desirous of improving the efficiency and effectiveness of its operations, and

WHEREAS, Partners has unique knowledge of County governments, and a demonstrated ability to assist in accomplishing the objectives of County; and

WHEREAS, County desires to engage Partners to assist in the development of a strategic plan and Partners is willing to provide such services;

NOW THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. **Scope of services.** Partners shall assist the County by executing the project described in the proposal submitted dated February 11, 2022, which is hereby incorporated herein by reference as Exhibit A in a satisfactory and proper manner in accordance with direction provided by the Manager, or his designee.
2. **Time of Performance.** Services of Partners shall be available upon receipt of an approved copy of this Agreement and shall be undertaken and completed in accordance a schedule of performance that is satisfactory to the County.
3. **Compensation and Method of Payment.** Partners will invoice County for services rendered as work is performed on the project, on the basis of the submission of invoices on a monthly basis. The total amount of payment in accordance with this agreement shall not exceed \_\_\_\_\_, including expenses.
4. **Independent Partners.** Neither Partners nor its employees are considered to be employees of the County of Rock, for any purpose whatsoever. Partners is an independent contractor in the performance of the services herein described.
5. **Personnel.** Partners represents that it has, or will secure at its own expense, all personnel required in performing all of the services required under this Agreement. Such personnel shall not be employees of or have any contractual relationships with the County. All the services required hereunder will be performed by Partners or under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state and local law to perform such services.
6. **Discrimination Prohibited.** In performing the services required hereunder, the Partners shall not discriminate against any person on the basis or race, color, religion, sex, national origin or ancestry, sexual orientation, age, physical handicap, or disability as defined in the American With Disabilities Act of 1990, as now enacted or hereafter emended.

**7. Reports and Information.** At such times and in such forms as the County may require, there shall be furnished to the County such statements, records, reports, data and information, as the County may request pertaining to matters covered by this Agreement. Unless authorized by the County, the Partners will not release any information concerning the work product including any reports or other documents prepared pursuant to this Agreement until the final product is submitted to the County.

**8. Establishment and Maintenance of Records.** Records shall be maintained by the Partners in accordance with applicable law and requirements prescribed by the County with respect to all matters covered by this Agreement. Except as otherwise authorized by the County, such records shall be maintained for a period of three (3) years after receipt of final payment under this Agreement.

**9. Assignability.** Partners shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement (whether by assignment or novation), without the prior written consent of the County thereto.

**10. Termination for Convenience of County.** The County may terminate this Agreement at any time by giving at least fifteen (15) days' notice in writing to Partners. If Partners is terminated by the County as provided herein, Partners will be paid for the services actually performed to the time of termination.

**11. Construction and Severability.** If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonably capable of completion.

**12. Entire Agreement.** This Agreement contains the entire agreement of the parties and supersedes any and all other agreements or understandings, oral or written, whether previous to the execution hereof or contemporaneous herewith.

**13. Applicable Law.** This Agreement shall be governed by and construed and enforced in accordance with the laws of the State of Wisconsin, and the laws, rules and regulations of the County of Rock.

IN WITNESS WHEREOF, the County and Partners have executed this Agreement as of the date first above written.

**County of Rock, Wisconsin**

**Management Partners, Inc.**

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
Jerry Newfarmer, President & CEO

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

ROCK COUNTY, WISCONSIN

PURCHASING DIVISION  
FINANCE DIRECTOR



#2022-06  
REQUEST FOR PROPOSALS  
STRATEGIC PLANNING PROCESS  
FOR  
COUNTY OF ROCK  
JANESVILLE, WISCONSIN

**APPENDIX D**  
**VENDOR PROPOSAL CERTIFICATION**

**The following certification must be submitted with Proposal.**

I hereby certify that all prices included in this Proposal are accurate and binding for one hundred twenty (120) days from the Proposal due date.

I further certify that the total costs accurately reflect the total Proposal cost, and that the company which I represent will deliver services per the request for proposal for the total amount of \$49,885 (see proposal for detail).

The contractor to perform services for Rock County shall indemnify, hold harmless, and defend Rock County, its officers, agents, and employees from any and all liability including claims, demands, losses, costs, damages and expenses of any kind and description or damage to person or property arising out of or in connection with or occurring during the course of any agreement between the contractor and Rock County where such liability is founded upon or grows out of the acts or omissions of any agents or employees of the contractor.

<i>Jerry Newfarmer</i>	February 7, 2022
Authorized Signature	Date
Jerry Newfarmer	
Printed Name	
President and CEO	
Title	
Management Partners	
Company	
1730 Madison Road, Cincinnati, Ohio 45206	
Address	
513-861-5400	
Telephone	
jnewfarmer@managementpartners.com	
E-Mail	

ROCK COUNTY, WISCONSIN

PURCHASING DIVISION  
FINANCE DIRECTOR



**#2022-06  
REQUEST FOR PROPOSALS  
STRATEGIC PLANNING PROCESS  
ROCK COUNTY**

**ADDENDUM #1  
QUESTIONS / ROCK COUNTY RESPONSES**

**SIGN AND RETURN THIS FORM WITH BID.**

COMPANY: Management Partners

SIGNATURE: *Serg V. Varganov*

DATE RECEIVED: January 27, 2022