

Rock County, Wisconsin



Strategic Planning Process

RFP No. 2022-06

Submitted to:

Shilo Titus
Purchasing Manager
Rock County Courthouse
Purchasing Division
51 South Main Street
Janesville, WI 53545

Submitted by:

KSA

Tracy Kulik, CEO
Kulik Strategic Advisers
tkulik@kulikstrategic.com
www.kulikstrategic.com
(404) 867-4079

February 10, 2022



Mission-Based and Client-Focused

Tracy Kulik

245 Hickory Nut Trail

Dawsonville, GA 30534

tkulik@kulikstrategic.com

www.kulikstrategic.com

February 10, 2022

Mr. Shiloh Titus, Purchasing Manager
Rock County Courthouse
Purchasing Division
51 South Main Street
Janesville, WI 53545

RE: RFP No. 2022-06

Solicitation Title: *Strategic Planning Process*

Dear Mr. Titus:

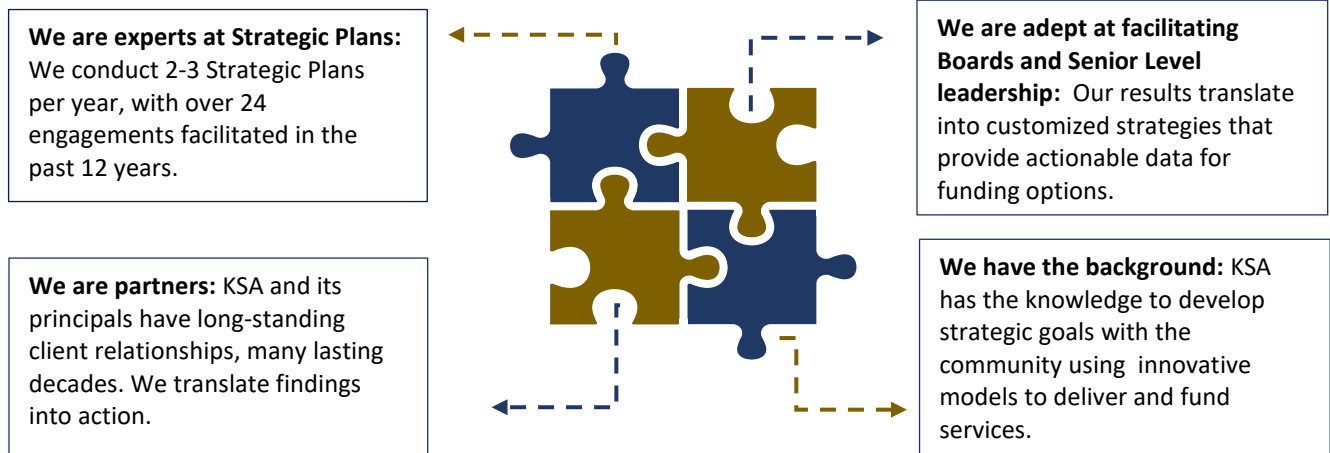
Kulik Strategic Advisers, Inc. (dba KSA) is pleased to submit our proposal in response to the Request for Proposal to support Rock County with Strategic Planning consulting services. We understand that the focus of this study is on developing a comprehensive strategic plan with a three-to-five-year horizon utilizing a facilitated process.

We are enthusiastic about the opportunity to work with Rock County as we have recently completed a Human Services Needs Assessment for the City of Monroe in the Sky Valley region in Washington State. We have been successful with past clients in developing a strong grants infrastructure to provide additional resources for county initiatives and hope to do the same for Rock County.

Key provisions of our proposal include:

- Completion of this engagement in the timeframe requested, starting in March 2022 and finishing by August 2022, a six-month timeframe with adoption by the County Board in September 2022;
- Proven ability to develop a strategic plan at a swift pace with extensive input from elected and administrative officials and key stakeholders including staff, employees and the community;
- Identification of services and programs that support goals, including potential partnerships with other entities;
- Discussion of possible funding streams and plan for fiscal sustainability; and
- Detailed action plans that are developed with input from employee workgroups identifying roles, responsibilities and action steps to accomplish goals in this strategic plan.

As you review our proposal, please note the following expertise which make us the ideal collaborator to meet the desired outcomes for this project:



KSA is a Women and Minority Owned Enterprise and is a non-Wisconsin corporation. We will comply with all work requirements and honor the terms and conditions specified in this RFP. We have applied for a State of Wisconsin business license.

We meet and exceed all work qualifications:

- We have no conflicts of interest related to this RFP.
- KSA does not intend to use any subcontractors for this engagement.

In the following fourteen pages (pages 4 to 17), you will find our project approach, qualifications, work plan, staffing, fee proposal and client references, as requested.

If any questions or clarifications arise, please do not hesitate to contact Tracy Kulik, CEO by phone: (404) 867-4079 or email: tkulik@kulikstrategic.com. The address of KSA is 245 Hickory Nut Trail, Dawsonville, GA 30534-5726. This will be the contact address for any mailings or other correspondence including payment receipt.

Ms. Kulik is authorized to represent KSA and is the person to whom correspondence should be directed.

Regards,

Chief Executive Officer

PROJECT UNDERSTANDING

Rock County, Wisconsin is located just north of the border from Rockford, Illinois and southeast of Madison. It has an estimated population of 163,687 as of the 2020 census comprised of 82% White, 5.3% Black and 2.5% Multi-Race. Nine percent are considered to be of LatinX ethnicity. Rock County's current population continues to rank among Wisconsin's largest counties. Steady-to-moderate population growth is directly attributed to the County's close proximity to larger, metropolitan locations such as Madison, Milwaukee, Rockford and Chicago. Geography, industry and transportation linkages continue to facilitate Rock County's overall positive growth pattern.



Rock County was founded in 1836 and fully organized in 1839. Major employers include:

- Mercy Health System
- Janesville School District
- Beloit School District
- Rock County
- Beloit Memorial Hospital
- Lab Safety Supply, Inc.
- Walmart
- Frito Lay
- Seneca Foods Corporation

Rock County operates under the Board/Administrator form of government. The Rock County Board of Administrators currently number 29 and they are the legislative authority. The County Administrator reports to the Board and has a wide range of responsibilities, including preparation of the annual budget which is currently \$212 million.

Goals for the Strategic Planning Project:

- Develop a comprehensive strategic plan with a three-to-five-year horizon utilizing a facilitated approach with a target date for the draft plan of August 1, 2022.
- Engage the County Board of Supervisors in the development of this plan in a meaningful way that appreciates the value of their time constraints.
- Identify county priorities as articulated by the County Board of Supervisors.
- Build consensus among 29 members to identify achievable priorities and measure their commitment.
- Seek input from county stakeholders, citizens and businesses.
- Recommend periodic plan reviews/updates and maintenance for the final strategic plan.
- Recommend a process for educating and engaging future County Boards regarding the adopted Strategic Plan.

Role of KSA:

- 1) Conduct a strategic planning process for the County;
- 2) Collaborate with staff to coordinate this transparent process with the County Board and Administrator;
- 3) Coordinate the strategic planning process with other stakeholders;
- 4) Engage the community in crafting and communicating this plan with a practical understanding of the resource-constrained realities facing the County; and
- 5) Develop and support staff in creating an Implementation Plan that clearly defines resources required and the expected return of defined goals. This plan will be supported through tracking progress toward reaching these goals over the three-to-five-year period. Annual objectives will be framed by aspirational objectives at the ten-year timeframe.

Deliverables:

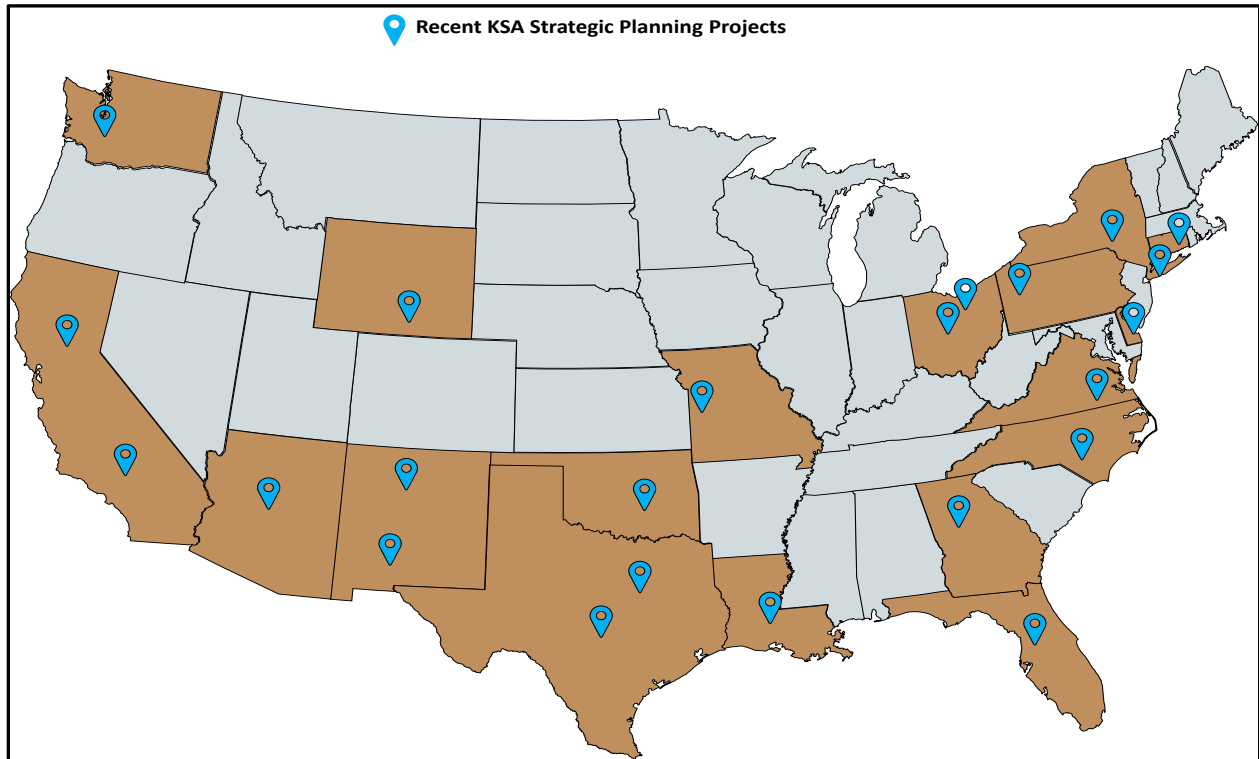
- 1) Facilitated retreat (May/June 2022) to set strategic priorities and goals; Engaged staff in the strategic planning process;
- 2) Transparent process and product to the residents of Rock County;
- 3) Proposed approach to a staff-led community engagement process to communicate the strategic planning process with optimal input from residents and communication of the results;
- 4) Clear awareness of the elements of a Comprehensive Strategic Plan
 - i. Structure of Strategic Plan with embedded Communications strategy and resulting Implementation Plan with metrics to track progress;
 - ii. Tenure of Strategic Plan – five-year plan with one, three and five-year objectives with aspirational strategies outlined at the ten-year period;
 - iii. Method to integrate individual departmental plans;
 - iv. Tools to implement Strategic Plan including metrics that track progress;

- v. Actual Strategic Plan and Implementation Plan;
- vi. Framework for evaluation and performance management of Plan in a five-year period; and
- vii. Final strategic plan in both a written format and Powerpoint presentation, to be delivered in early September to the Governing Committee and County Board.

QUALIFICATIONS

Qualifications of Kulik Strategic Advisers (dba ‘KSA’)

KSA conducts two to three strategic planning projects per year, with regional qualifications in Monroe, Washington and Napa County, California in 2021. Our recent strategic planning engagements from 2015-2021 are displayed.



A. KSA capabilities and experience

KSA has extensive experience in strategic planning, community needs assessments, and gaps analysis. These efforts are grounded in financial realities. We derive high-level return on investments and implementation plans for all planning engagements, with input regarding funding options.

B. KSA similar experience with similar engagements

Similar engagements include the recently completed Community Needs Assessment and Facilitated Program Development project conducted for the City of Monroe, Washington. This engagement covered the entire Sky Valley, a 58,000+ population region experiencing rapid population growth due to gentrification from the Seattle-Redmond-Everett area. Demand for services has rapidly increased in advance of tax revenues. This resource-constrained environment resulted in the need to develop a

tiered system or 'Hub & Spoke' model of calibrated services provided in collaboration with other medium-sized cities and larger referral areas.

C. KSA legal qualifications to perform the work requested

Kulik Strategic Advisers (KSA) is registered as a foreign-corporation with the State of Wisconsin with recent filing as an acknowledged business. All required insurances are held by KSA in addition to cyber-security coverage, an unfortunate reality for governments experiencing information vulnerability.

D. KSA Staff Qualifications

Qualifications of Project Manager

A. Person assigned to manage daily activities of Strategic Planning Consulting Services for KSA

Tracy Kulik, CEO of KSA will oversee this project. She brings extensive qualifications in strategic planning for cities. She recently managed the City of Monroe, Washington and the Napa County, California engagements and has led all KSA strategic planning engagements. Her expertise is in dealing with City Managers, Mayors and City Councils in the assessment, planning, engagement and evaluation of strategic and implementation plans. Her specific competency is in aligning strategic plans with financially solvent solutions. She identifies funding opportunities through collaboration with regional employers and grant funders. She will advise the Project Team with the requisite expertise. Their roles in this project are summarized below.

B. Qualifications and Experience of Project Manager and Key Personnel

The summary of KSA's Project Manager and Team is provided, outlining the qualifications, experience and roles for this engagement. This team has worked together for over five years, successfully producing the deliverables for the three referenced engagements.

Tracy Kulik, MSPH
CEO and Project Manager

Ms. Kulik is the Chief Executive Officer at KSA. Her role during this project will be oversight of this engagement. She is an expert at working with City, County and State governments.

Key Experience: Led the City of Monroe, WA effort to support human service agencies create a Hub & Spoke model to fund and delivery services. Quantified 3-5 and 10-year plan to develop services in a region experiencing rapid growth through gentrification. Led the Los Alamos and Valencia County projects.

Role: Tracy will function as Account Lead, working with the County Board and Administrator. She will be responsible for finalizing all reports and providing financing expertise.

Trish Wampler, MBA
Project Lead & Facilitator

Ms. Wampler is a Principal at KSA over the Business and Strategic Planning service line. She has extensive experience in facilitating and creating Business and Strategic Plans. She interacts with State Agencies, complex organizations and Boards in their creation. Ms. Wampler is an expert in facilitation and in engaging the community.

Key Experience: Led the Mecklenburg County, North Carolina engagement and created business plans for state governments (Arizona Department of Health) and microbusinesses.

Role: In this project, her role will be as a Project Manager and facilitator of Employee and Board listening sessions as well as facilitator of all strategic planning sessions. She will draft the reports and give all presentations.

Organization Chart of Project Staff



There will be no Subcontractors working on this engagement. KSA does not anticipate any contractual issues. KSA will use Rock County's standard professional services contract for this engagement and will work with the County on expected response times. KSA has standard business insurance above the limits expected in the RFP and will furnish a copy naming Rock County as an additional insured party upon award of this contract.

Project Workload of KSA Team and availability. KSA intentionally limits our project work to two-three total engagements at any time to ensure quality focus with our clients.

Tracy Kulik. Strategic Planning for Rock County would entail 20% of Ms. Kulik's time. With two other engagements that requires 40% of her time, her availability is ensured. The remainder (40%) of her schedule is dedicated to firm management and sales.

Trish Wampler. Strategic Planning for Rock County would entail 80% of Ms. Wampler's time. With one other engagement that requires 20%, her availability is ensured.

PROJECT METHODOLOGY

The strategic planning process consists of three phases with individual work steps conducted over a six-month period. Phase I will be an Assessment, where KSA will speak to stakeholders and review all pertinent documentation. We will conduct key informant interviews and develop a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. We will engage the community and other stakeholders through listening sessions. This phase will occur upon contract award.

Phase II will be the Planning Stage, where we bring together the previous learning at a facilitated session with the County Board and other participants deemed necessary. Anticipated timing for this meeting will be mid-May through June, depending on the availability of the Board. This session is key to reviewing the Mission/Vision/Goals for the County and setting priorities. The retreat will be followed by more detailed work on the implementation planning for the strategic plan, with the anticipated date of a final draft by August 1. Virtual meetings will supplement in-person meetings as needed.

Phase III is the Engagement Stage, where the draft plan is reviewed with key stakeholders for their input and then the final plan is presented to the Board. This will be done by September 8.

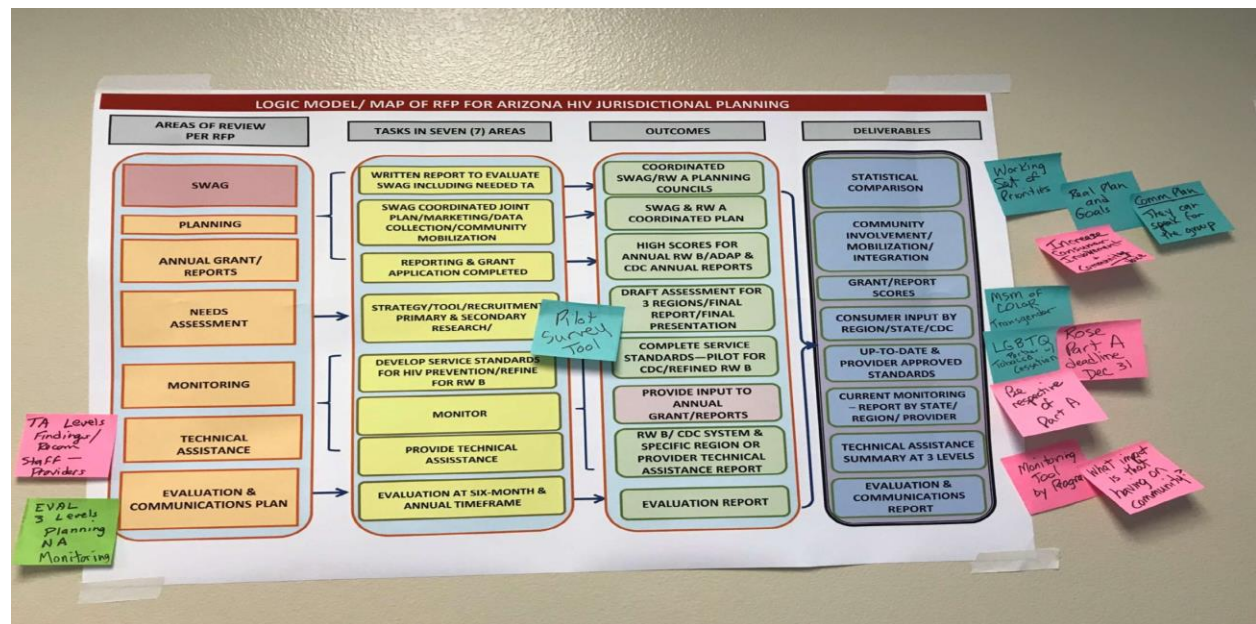
The methodology used by KSA is the use of Visual Facilitation, where ideas are represented on process maps. This method allows for interaction among all present in an expedient and engaging manner. This moves a process such as strategic planning along so that much can be accomplished in a short period of time. The maps serve as a way to easily communicate to others, such as the public and other key stakeholders who may not be able to be present during the actual strategic planning process.

PROCESS OF LISTENING SESSIONS:

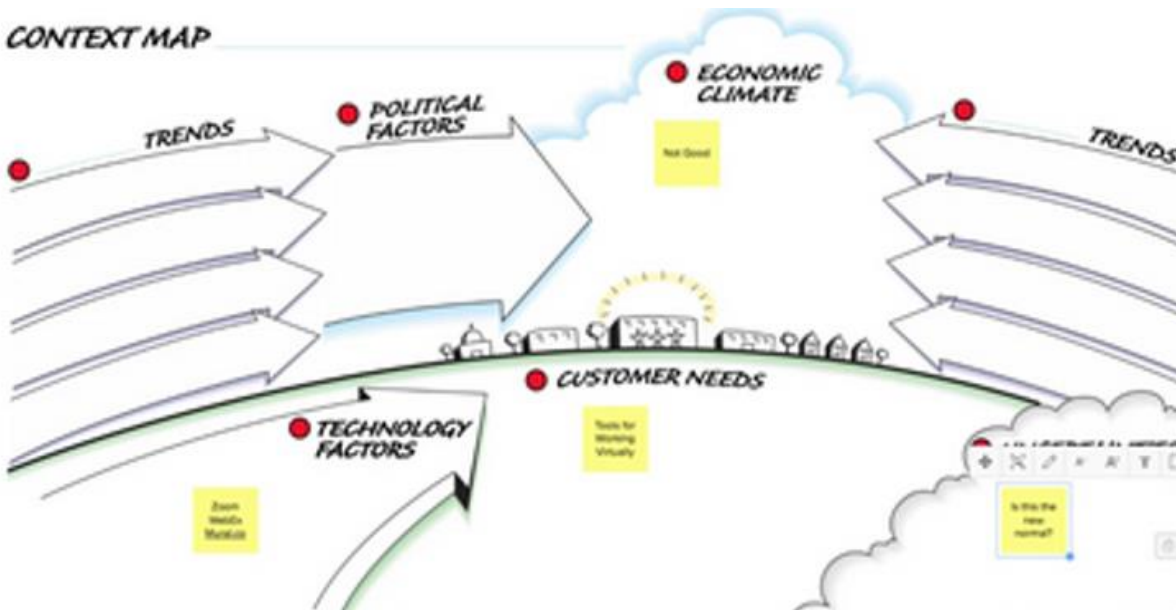
Listening sessions will be facilitated by Trish Wampler, an expert at utilizing graphic recording techniques that allow all participants to be heard and to make the best use of time. Below is an example of the visual facilitation and graphic maps applicable to community engagement. All documentation will be summarized for future review or for viewing by those unable to participate in these sessions.



The photo above shows what a facilitator would be doing while graphically recording a meeting. Participants are engaged and key elements recorded using post-it notes, markers and diagrams. The resulting visual maps can range from the simple to the complex, but they all tell a story. Stories can be powerful in bringing disparate people together to share their thoughts and experiences or to brainstorm solutions.



An example of a simplified graphic displaying the context of a business situation as well as a more complex branding map is shown below.



This Context visual map would be used to capture insights about a particular industry



A more complex visual map detailing results of a meeting on the Women and Girls Foundations

Appendix A

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.

<u>Item No.</u>	<u>Format</u>	<u>Proposal Page</u>
<input checked="" type="checkbox"/> Original + 10 Copies of Proposal	As specified in RFP	_____ X
<input checked="" type="checkbox"/> Proposer Checklist (this form)	Appendix A	_____ 12
<input checked="" type="checkbox"/> Vendor Profile	Appendix B	_____ 13
<input checked="" type="checkbox"/> Pricing	Appendix C	_____ 16-17
<input checked="" type="checkbox"/> Vendor Proposal Certification	Appendix D	_____ 18-19
<input checked="" type="checkbox"/> Project Schedule, Methodology-Approach and Management Summary	Narrative	_____ 9
<input checked="" type="checkbox"/> Contractual Issues	Narrative	_____ 9
<input checked="" type="checkbox"/> Subcontractors and Third- Party Assignments	Narrative	_____ 9
<input checked="" type="checkbox"/> Addenda	Addendum I	_____ 20

Appendix B – VENDOR PROFILE

a. Company Information

Name: Kulik Strategic Advisers (KSA)

Website: <https://www.kulikstrategic.com>

Location of Corporate Office: 245 Hickory Nut Trail Dawsonville, GA 30534

Other Offices: 6202 Penrose Ave., Dallas, TX 75214
235 Appalachian LN, Zion Crossroads, VA 22942

Telephone: (404) 867-4079

Contact Person: Tracy Kulik, CEO; 245 Hickory Nut Trail Dawsonville, GA 30534

Email Address: tkulik@kulikstrategic.com

History: 2.5 years as Kulik Strategic Advisers and 27 years providing relevant consulting to governmental entities (cities, counties, regions, states) and healthcare entities

Location of Office to Serve Rock County: Both the Dawsonville, GA and Zion Crossroads, VA offices

Number of Staff: KSA has three full-time employees and three part-time employees who are employed depending on the subject matter expertise required and business needs.

Project Manager is Tracy Kulik as listed above, who has nearly 30 years of experience with similar projects. Please see body of report for additional background information.

b. Client List and References (Detail on Following Page)

- City of Monroe, WA (population 20,000)
- Coconino County, AZ (population 145,101)
- Napa County, CA (population 138,019)
- Valencia County, NM (population 76,205)
- Mecklenburg County, NC (population 1,115,482)
- Arizona (population 7,276,316)

Recent similar proposals for strategic planning have been made to Gresham, WA; Redmond, WA and Grand Junction, CO.

CLIENT REFERENCES FOR ROCK COUNTY, WISCONSIN (163,687 population-2020)

Napa County, California (138,019 population)

Name: Napa County Health and Human Services Agency (Napa HHSA)

Contact Person: Erin Nieuwenhuijs, Community Health Planner

Phone Number: (707) 253-4297

Email: Erin.Nieuwenhuijs@countyofnapa.org

Nature of Contract: *Data Systems Alignment Analysis for Respect and Social Inclusion*

KSA developed a Respect and Social Inclusion Assessment Tool to respond to the desire of the community to ensure an inclusive and diverse community. These RSI metrics and accompanying assessment tool inform the Community Health Improvement Plan (CHIP) and Community Health Action Plan (CHAP) for the Live Healthy Napa County Community Collaborative. Data alignment occurred by an analysis of current RSI metrics collected from four social sector agencies. Detail was provided by marginalized or under-served groups including LBGTQ, BIPOC, residents living at or below the Federal Poverty Level, the Homeless and Unstably Housed, Elderly and the Disabled. KSA collated existing RSI metrics and benchmark/literature search findings to resolve gaps in metrics or data collection into an Assessment Tool consisting of seven domains that portrays community-wide RSI metrics. KSA is working with Napa HHSA to pilot an agency-specific assessment tool to accompany this community dashboard.

Dollar amount: \$58,600 (over life of contract)

Contract start date: October 2021

Contract end date: February 2022

Coconino County, Arizona (145,101 population)

Name: Coconino County Health and Human Services (CCHHS)

Contact Person: Amy Young, Population Health Division

Phone Number: (928) 679-7366

Email: ayoung@coconino.az.gov

Nature of Contract: *Community Health Improvement Plan & Strategic Plan Facilitation*

Facilitator for the Community Health Improvement Plan (CHIP) required every five-years by the Professional Health Accreditation Board with development of an accompanying Strategic Plan. This five-phase project consisted of review of the prior Community Health Assessment with confirmation of the four priority areas, Community Engagement to determine root causes for these four issues including key informant interviews and focus groups in major cities/towns (Flagstaff, Tuba City, Page and Williams), Action Plan development related to the four issues and development of a CCHHS Strategic Plan, and development of a Final Report.

Dollar amount: \$93,078 (over life of contract)

Contract start date: October 2021

Contract end date: June 2022

Valencia County, New Mexico (76,205 population)

Name: Valencia County Commissioners

Contact Person: Rustin Porter, Project Manager

Phone Number: (505) 866-2005

Email: rustin.porter@co.valencia.nm.us

Nature of Contract: *Market Assessment and Clinical Services Needs study for County with no Healthcare resources*

Developed a clinical services need assessment of the Valencia County health services market based on market assessment through determining usage rates of ambulatory, emergency department and

hospital utilization of the Albuquerque-based health services since Valencia County has no existing healthcare resources. Clinical need was confirmed through data analytics including demographics of Valencia County over a ten-year timeframe, current and projected use rates and level of need by Emergency Severity Index or ESI, inpatient data and projections. This data was used to determine the feasibility of three options for Valencia County within a ten-year timeframe (2020-2030) with facility programming for a destination Ambulatory Services Center, a Freestanding Emergency Department and a Micro-Hospital.

Dollar amount: \$169,176.71 (over life of contract)

Contract start date: April 2021

Contract end date: December 2021

Los Alamos County, New Mexico (19,419 population)

Name: Los Alamos County, New Mexico

Contact Person: Donna Casados, Social Services Manager

Phone Number: (505) 662-8312

Email: donna.casados@lacnm.us

Nature of Contract: Health Services Gap Analysis

Conducted a triennial Health Services Gap Analysis consisting of 3 profiles (demographic-socioeconomic-health) and a resource inventory; 21 Key Informant Interviews; 10 focus groups with 94 participants. Culminated in presentation to the County Council.

Dollar amount: \$48,788 (over life of contract)

Contract start date: January 2020

Contract end date: June 2020

Mecklenburg County, North Carolina (1,115,482 population)

Name: Mecklenburg County Department of Health

Contact Person: Luis Cruz-Melendez, Project Manager

Phone Number: (980) 314-1606

Email: Luis.Cruz@mecklenburgcountync.gov

Nature of Contract: Ryan White Part A Grant, Needs Assessment and Strategic Planning

Assist with annual grant development worth over \$6.2 million. Conducted Needs Assessment in 2019 and have assisted on multiple Strategic Planning projects.

Dollar amount: \$68,995 (over life of contract)

Contract start date: January 2018

Contract end date: Ongoing

Arizona (7,276,316 population)

Name: Arizona Department of Health Services

Contact Person: Chris Garcia, HIV Prevention Program Manager

Phone Number: (602) 364-4758

Email: Christoper.D.Garcia@azdhs.com

Nature of Contract: HIV Jurisdictional Strategic Planning

Conducted statewide HIV Jurisdictional Strategic Planning for the Ryan White Part B (State) and HIV Prevention programs to include: Statewide Consumer Needs Assessment, Clinical Quality Monitoring & support of Statewide Advisory Group (SWAG).

Start date: March 2018

Contract end date: December 2019

Appendix C - PRICING

1. KSA's total fee for Strategic Planning Process Consulting Services for Rock County, Wisconsin. Our total fee is **\$42,587** representing a capped, not-to-exceed price.
2. Fee by Phase, Task and Total Hours

DELIVERABLE	HOURS	FEE	AIRFARE	HOTEL	CAR	MEALS	TOTAL
<i>Basis</i>			\$322/ RT Flight	\$152/ Night	\$90/ day	\$61/ day	
Project Start							
<ul style="list-style-type: none"> • Introduction conference • Scope Refinement • Communications Plan 	12	\$2,400	\$322	\$304	\$180	\$122	\$3,328
Phase One: Assessment							
<ul style="list-style-type: none"> • Assessment (prior documents, Key Informant Interviews including County Board members and Administrator) • Conducting estimated 30 key informant interviews • SWOT Analysis 	50	\$10,000					\$10,000
Plan/Conduct Listening Sessions							
Phase Two: Planning							
Board Retreat							
Draft Mission, Vision, Goals							
1) Draft Plan with Key Strategies (30% review)							
2) Refined Plan with Objectives & Timeframes (60% review)	54	\$10,800	\$322	\$304	\$180	\$122	\$11,728
3) Financial Review							
4) Priority Setting							
Implementation Plan							
Community Engagement Plan							
Community Forum to receive feedback to Plan	29.5	\$5,900					\$5,900
Metrics to Track Progress							
Phase Three: Engagement							
Departments & Staff overview of Plan							
Board Presentation	40	\$8,000	\$322	\$456	\$270	\$183	\$9,231
Final Report (100% review)							
Biweekly updates (twice a month during project)	12	\$2,400					\$2,400
TOTAL BY EXPENSE CATEGORY	197.5	\$39,500	\$966	\$1,064	\$630	\$427	\$42,587
% BY EXPENSE CATEGORY		93%	2%	2.5%	1.5%	1%	100%

3. *Out-of-pocket expenses*
There will be no out-of-pocket expenses. KSA tracks expenses through its business card with all expenses reflecting budgeted items.
4. *Other anticipated fees or costs*
There are no other anticipated fees or costs. Administrative costs are absorbed by KSA.
5. *Fee by Phase of project*

Project Start:	\$3,328 or 7.8% of the total budget
Phase One (Assessment):	\$10,000 or 23% of the total budget
Phase Two (Planning):	\$17,628 or 41% of the total budget
Phase Three (Engagement):	\$11,631 or 27% of the total budget
6. *Proposed schedule of billing dates and payment terms*
The project spans six months (March 2022 through September of 2022). Billing cycles would occur on a progress bill basis, corresponding to completion of work phases with:

Project Start:	March 31, 2022 - \$3,328
Phase One (Assessment):	April 30, 2022 - \$10,000
Phase Two (Planning):	June 30, 2022 - \$17,628
Phase Three (Engagement):	September 8, 2022 - \$11,631

If Rock County would prefer a level billing arrangement, KSA could bill for six payments of \$6,583 each. Expenses would then be billed as incurred, with separate submission of expense documentation. If a level-bill arrangement is preferred, these would occur monthly starting on April 1 and continuing through September 1. Our payment terms are net 30 days (receipt of payment within 30 days of billing).
7. *Method used to charge for special requests, reports or broadening of scope beyond the RFP.*
The method used to charge for special requests, reports or broadening of scope would be a change order. This will be confirmed in a letter proposal to indicate the time required, the scope of work and a signed approval by the County Administrator.

BUDGET NARRATIVE

NARRATIVE BY EXPENSE CATEGORY:

Professional Fees is the majority of expenses at \$39,500 or 93% of the total budget.

Airfare includes three trips for one person, at \$966 or 2% of the total budget.

Hotel assumes seven (7) nights at \$152 per night (lodging plus taxes). This comprises \$1,064 or 2.5% of the budget.

Car Rental assumes three rentals for a total of seven (7) days and is \$630 or 1.5% of the budget. Includes gas.

Meals assumes a per diem of \$61 per day equating to \$427 for seven (7) days, at 1% of the budget.

Appendix D – VENDOR CERTIFICATION

ROCK COUNTY, WISCONSIN
DIVISION

PURCHASING

**FINANCE
DIRECTOR**



**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 **\$42,587**

(see attached pages 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.

A handwritten signature in blue ink that reads "Tracy Kulik".

February 10, 2022

Authorized Signature

Date

Tracy Kulik

Printed Name

President and CEO

Title

Kulik Strategic Advisers

Company

245 Hickory Nut Trail, Dawsonville, GA 30534

Address

(404) 867-4079

Telephone

tkulik@kulikstrategic.com

E-Mail

ADDENDA

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: **Kulik Strategic Advisers**

SIGNATURE: 

DATE RECEIVED: **January 31, 2022**