



#2022-06  
Request for Proposals  
Strategic Planning Process



Technical Proposal  
Prepared and submitted  
February 11, 2022  
by



Mark R. Aesch, Chief Executive Officer  
TransPro Consulting, LLC  
11935 Pasco Trails Boulevard Spring Hill, FL 34610  
888-703-09554 ext. 1 Mark@TransProConsulting.com

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

Dear Mr. Titus,

We are excited to submit TransPro Consulting's proposal in response to the Rock County Strategic Plan Update solicitation for consulting services. Like Rock County, we believe that transformational results come from intentional efforts to build a structure and systems aligned with organizational mission, vision, and clearly defined success outcomes.

We understand that Rock County seeks an experienced strategic planning partner with proven experience facilitating large, diverse groups like the 29 member Board of Supervisors. TransPro recently completed a strategic plan for the Denver Regional Transit District, whose 15-member elected Board recently approved the plan unanimously.

As the national thought leaders in public-sector strategic planning, TransPro is helping communities from Los Angeles to New York and Detroit to Tampa develop strategic plans that clearly define the mission, success outcomes, measures, strategies, and owners required to advance a community's vision.

The TransPro team and approach gives Rock County a complete toolbox with every resource necessary to help develop a structure by which staff may stage its work plan and determine agency goals over the next five to ten years, and beyond. It will also provide a foundation for measuring results against the desired outcomes. The TransPro team will provide Rock County with:

- ✓ **Knowledge of Local Government.** From small towns to major metropolitan areas, TransPro has worked with small communities in and around New York to some of the largest cities in the United States. We have recently helped the Town of Sullivan, NY, and the City of Hollywood, FL with very similar scopes of work.
- ✓ **Strategic Alignment.** Our expertise is in ensuring that an entire organization has clarity around its strategic priorities and that all plans and projects consider and deliver outcomes aligned with these priorities.
- ✓ **Performance Management.** We bring a data-driven approach to identifying, prioritizing, and developing recommendations, as well as a framework for evaluating whether the organization has achieved success by year's end.
- ✓ **Action Driven Plans.** With deep expertise in both planning and operations, our plans are implementable and will provide a clear path for implementing high-priority recommendations.

Our team is excited about the opportunity to serve Rock County; we are confident that TransPro is the team to provide you with the experience necessary to advance your strategic vision.



Mark R. Aesch  
Chief Executive Officer  
TransPro Consulting, LLC  
11935 Pasco Trails Boulevard Spring Hill, FL 34610  
888-703-09554 ext. 1  
Mark@TransProConsulting.com

**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><u>Item No.</u></b>	<b><u>Format</u></b>	<b><u>Proposal Page</u></b>
<u>  X  </u> Original + 10 Copies of Proposal	As specified in RFP	<u>          </u>
<u>  X  </u> Proposer Checklist (this form)	Appendix A	<u>      3      </u>
<u>  X  </u> Vendor Profile	Appendix B	<u>    4-15    </u>
<u>  X  </u> Pricing	Appendix C	<u>      24      </u>
<u>  X  </u> Vendor Proposal Certification	Appendix D	<u>      37      </u>
<u>  X  </u> Project Schedule, Methodology-Approach and Management Summary	Narrative	<u>    16-23    </u>
<u>  X  </u> Contractual Issues	Narrative	<u>      29      </u>
<u>  X  </u> Subcontractors and Third Party Assignments	Narrative	<u>      N/A      </u>

## Appendix B

# TransPro Consulting Vendor Profile

**TransPro was formed over a decade ago to help public sector organizations just like Rock County with the development of actionable strategic plans – that is plans that engage every level of the workforce to contribute to the success of their team, department, and ultimately to the citizens of Rock County.**

TransPro Consulting is a leader in strategic performance planning, communications, and customer experience. As a public sector-focused management consulting firm, we deliver thought leadership regarding culture change, performance management, and results-driven solutions. Our team has literally written the book on public sector strategic planning. TransPro CEO, Mark Aesch, is a two-time business best seller of books about public sector performance management.

Working in collaboration with our public sector clients, we provide comprehensive management consulting services to help organizations realize success.

We have facilitated advancement of a culture of excellence through strategic planning and success management in Charlotte, Kansas City, Austin, Tampa, St. Petersburg, Fort Lauderdale, Memphis, and others.

We also assist our client partners' communication strategies that keep their important efforts front and center across all of their pertinent audience groups – from elected officials and board members to staff and customers to community taxpayers. Our aim is to make certain all stakeholders are aware and understand what the agency's efforts mean to them.

Management consulting services come in various shapes and sizes, but only one specializes in the public sector. The TransPro team is loaded with experienced, former public professionals who are industry leaders in management, transformation, operations, planning, and workforce development.

Our knowledge of local government means Rock County has a partner of subject matter experts that understand the opportunities and applications of potential solutions. For example, the TransPro team is helping New Hanover County, NC rethink its approach to mobility with solutions that will offer customers options in their transportation choices and create new partnerships for funding service.

The development of a long-range strategic plan places Rock County in the position of thinking and guiding its future in an organized manner. We understand the expectations for elected leaders and staff of Rock County to deliver increasing community value through improved service are at an all-time high.



Our team has literally written the book on public sector strategic planning. TransPro CEO, Mark Aesch, is a two-time business best seller of books about public sector performance management.



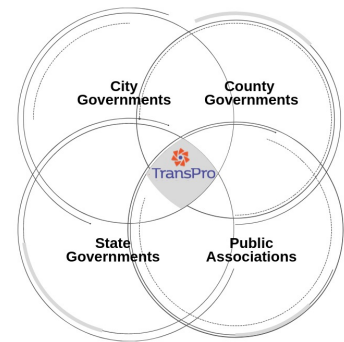
"I've been able to watch the evolution of this performance-based approach to public sector management from up close. Astounding results – sustained success. My team has benefited from incorporating these strategies into our daily management of county government, and taxpayers and consumers of our services a better off for it."

— Maggie Brooks  
Former County Executive  
Monroe County, NY



TransPro works collaboratively with leadership teams to develop operationally executable strategic plans where performance towards established goals can be measured, and a simplified dashboard can be leveraged to effectively communicate results. Our team provides a comprehensive approach utilizing proven strategies such as:

- Mission, vision and values development;
- Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis;
- Workshop facilitation;
- Strategy and goals development;
- Best practice, peer benchmarking and innovation;
- Prioritization and metrics development for varying levels of organization;
- Performance monitoring tools and system development;
- Implementation support, including project management, data and trend analysis, predictive analytics, meeting cadence, training, coaching, evaluation and assessment; and
- Internal and external communication plans to support organizational success.



### TransPro In Action

TransPro facilitated the Broward MPO's annual Board Retreat twice, aligning elected officials throughout the Ft. Lauderdale region around outcomes to inform the County's project prioritization process.

TransPro has been engaged by the following public agencies who turned to our team for transformative strategic guidance and consulting services in our areas of specialty:

- Town of Sullivan, NY
- Broome County, NY
- Madison County, NY
- Livingston County, NY
- Ontario County, NY
- Hillsborough County, FL
- Broward County, FL
- City of Hollywood, FL
- Martin County, FL
- Pasco County, FL
- Sarasota County, FL
- City of Wilmington, NC
- Hanover County, NC
- City of Charlotte
- City of Detroit
- City of Las Vegas
- City of New York
- National Association of Counties
- New York State Association of Counties



TransPro offers expertise from other municipal entities, which means Rock County has a partner with ample experience working in the local policy environment.

## **A. COMPANY INFORMATION**

### **Name**

TransPro Consulting, LLC

### **Website**

www.transproconsulting.com

### **Corporate Address**

11935 Pasco Trails Blvd.  
Spring Hill, FL 34610  
(888) 703-9554

### **Contact Person**

Ehren T. Bingaman,  
Managing Principal  
Indianapolis, IN  
Ehren@transproconsulting.com  
Phone (317) 513-8208

### **Service Years**

TransPro has been in business for 11 years serving governments like Rock County and public sector agencies.

### **Office Location**

TransPro Consulting is fully virtual office with 16 employees nationwide and 4 planned to serve Rock County. We provide our clients agility and access to our people operating from locations all over the United States. The primary resources supporting Rock County on this initiative are based in Chicago, Lansing, MI, and Indianapolis, IN.

### **Project Manager**

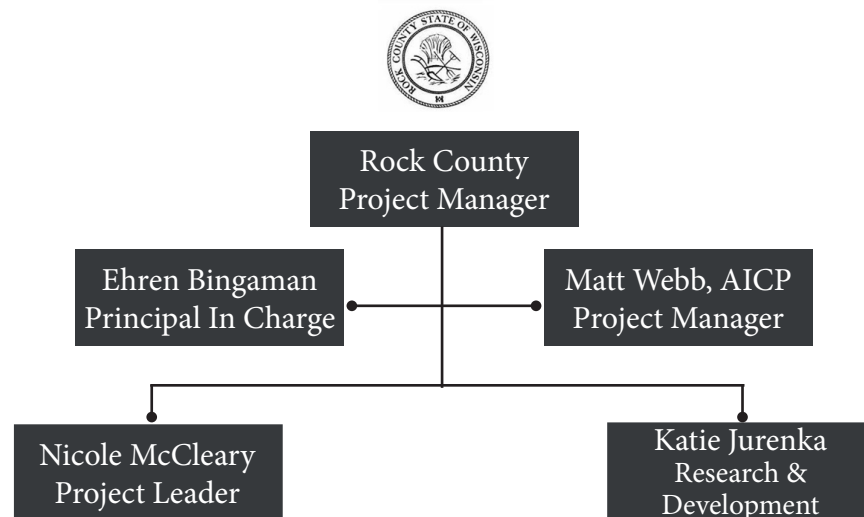
Matt Webb  
Office location: Lansing, MI  
Number of similar projects: 15

Matt Webb has managed small and large scale, multi-disciplinary teams in the public and private sectors. As a Principal with TransPro, Matt brings more than 25 years of experience delivering strategic planning, feasibility studies, project management/program management services for the delivery of high performance service, and extensive public and stakeholder outreach experience for communities large and small. In this role, Matt will bring a “listen-first” approach to understand challenges and priorities and then develop innovative, efficient, and successful solutions to meet Rock County’s needs.

As the project manager, Matt will be responsible for day-to-day management of the resources of the TransPro team, working hand in hand with Rock County staff to assure that the TransPro team delivers quality work, on time, on budget, and to the County’s satisfaction.

# Roles & Responsibilities

**Our team's decades of public sector experience means Rock County will access a network of resources that understands your business, challenges traditional thinking, and achieves results focused on growth and excellence.**



Matt Webb will serve as the Project Manager, leading a team that will efficiently deliver an industry leading Strategic Plan and Report.

## Team Members

### **Matt Webb, AICP >> Project Manager**

The TransPro team will be led by **Matt Webb, AICP** who has managed small and large scale, multi-disciplinary teams in the public and private sectors. As a Principal with TransPro, Matt brings more than 25 years of experience delivering strategic planning, feasibility studies, project management/program management services for the delivery of high performance service, and extensive public and stakeholder outreach experience for communities large and small. In this role, Matt will bring a “listen-first” approach to understand challenges and priorities and then develop innovative, efficient, and successful solutions to meet Rock County’s needs.

As the Project Manager, Matt will be responsible for day-to-day management of the resources of the TransPro team, working hand in hand with Rock County staff to assure that the TransPro team delivers quality work, on time, on budget, and to the County’s satisfaction. Matt has worked extensively with County and regional leaders of elected and appointed officials to achieve consensus on many strategic initiatives; Matt offers Rock County a proven leader with a large toolbox of approaches to facilitate consensus building dialogue.

Previously, Matt served as the General Manager of the Regional Transit Authority of Southeast Michigan (RTA) with a \$4.6 million budget where he worked with multiple agencies, government organizations, community stakeholders, and the public to improve the quality of life for the people of Southeast Michigan.



Matt Webb has facilitated various planning initiatives engaging large and diverse councils and boards of elected officials to successfully aligning on community priorities.

**Nicole McCleary, AICP >> Project Leader**

A seasoned transit and planning professional, Nicole McCleary will share her 18 plus years of experience in public and private sector strategy and planning for this project. Nicole will serve a key role in assuring alignment in Rock County's desire to improve customer experience and delivering core infrastructures. Her unique insights will seek to leverage her experience with the TransPro strategic planning model deployed in Tampa, FL, and the application as a transit planner. Nicole has worked around the country leading data analysis, performance management, Geographic Information Systems, environmental planning, transit planning, and federal compliance. She will provide overall technical support to the strategic plan development process.



**Ehren Bingaman >> Principal In Charge**

TransPro Managing Principal Ehren Bingaman will serve Rock County as the Principal-in-Charge, taking an active role in on-site workshop facilitation and offering the County's leadership assurance that TransPro is delivering resources and tasks with excellence.

Ehren will maintain a dialogue with the County's leadership team in order to assure that the TransPro team is focused at the highest levels. As a big picture thinker who passionately believes that public sector agencies can operate as efficiently and as focused on meeting customer needs as private sector businesses, Ehren brings many years of experience in guiding organizations to new levels of performance excellence with the 7 Steps to Success performance management model. Ehren has extensive experience facilitating meetings and retreats with Boards, management, staff, and community members. He also supports organizations in the development of strategic plans, performance measurement systems, incentive compensation programs, and programs to improve service.

Ehren's 23 years of consensus building facilitation and problem solving expertise has helped County elected bodies in over 7 States including Indiana, Illinois, and Michigan reach alignment around common goals for transformational, county focused solutions.



**Katie Jurenka >> Research & Development Support**

Katie Jurenka is a talented research analyst who supports TransPro's numerous deep-dive analysis projects. Her background includes data management, visualization, and spatial analysis involving numerous urban land use initiatives. She will support work around the research and development requirements and help our team to deliver data-driven scenarios organizational development and performance management solutions. The results of her work improves taxpayer value without sacrificing customer experience. Katie has led strategic planning for Livingston County and Cortland County, NY, is part of our KCATA team in Kansas City, and leads performance management for CATS in Charlotte.





## B. CLIENT REFERENCES

### Madison County, NY

#### Community Engagement & Performance-Based Strategic Planning

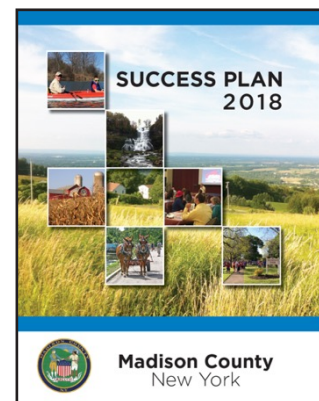
Madison County, NY, engaged TransPro to develop a comprehensive strategic plan. Central to this project was gathering employee and community input. In developing the plan, it was important to establish existing impressions and perceptions of county services.

TransPro conducted two internal focus groups and two community focus groups to gather and assess opinions about service delivery. TransPro also surveyed Madison County residents to obtain community perceptions about service provided by the County's 30 departments. The survey was deployed online and on paper, and over three weeks achieved the target sample size of 600. Survey results were tabulated and presented to the management team and the county's governing Board of Supervisors.

Data gathered through the survey was converted into valuable information that helped guide strategic plan development. Additionally, the survey provided a baseline of community impressions that will be used by the County for a community wide satisfaction survey.

#### Following the implementation of the strategic plan, Madison County:

- Achieved a community satisfaction rating of over 75%
- Increased engagement of staff through culture of ownership,
- Earned the distinction as second in the state for value to taxpayers



### Madison County Strategic Plan, Community Survey & Communications

**Agency Name:** Madison County, NY

**Agency Address:** 138 N Court Street, Wampsville, NY 13163

**Contact Name:** Mark Scimone, County Administrator

**Phone:** (315) 366-3071

**Email:** mark.scimone@madisoncounty.ny.gov

**Organization Size & Description:** Madison County, New York has a population of 70,000. The County employs approximately 220.

**Project Timeline:** July - January 2018

**Denver Regional Transportation Authority, Denver, CO  
Strategic Plan and Performance Scorecard**



TransPro was engaged to develop an actionable, outcomes-focused five-year Strategic Plan that clearly aligned with the General Manager and CEO's annual performance appraisal. The Strategic Plan process also involved extensive Board engagement, including the facilitation of a Board and Senior Leadership Team retreat.

After extensive collaboration in multiple workshops with the senior leadership team and Board of Directors, TransPro guided the revamp of the agency's Mission and Vision statements, and the development of new core values. After the identification of four key pillars of success – Community Value, Customer Excellence, Employee Ownership, and Financial Success – the leadership team created work plans that highlight the activities that will be executed to deliver the defined outcome. TransPro also worked with the team to develop organizational and departmental performance scorecards; these scorecards reflected a refined list of prioritized metrics and associated goals that will allow RTD to measure what matters most to overall organizational success.

The TransPro team developed an appraisal and compensation framework for the GM/CEO that clearly aligned with the outcomes of the Strategic Plan.



**Agency Name:** Denver - Regional Transit District

**Agency Address:** 1660 Blake Street, BLK-35 Denver, CO 80202

**Contact Name:** Debra Johnson, Chief Executive Officer

**Phone:** (303) 299-2300

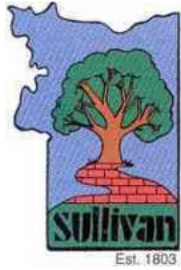
**Email:** Debra.johnson@rtd-denver.com

**Organization Size & Description:** RTD is the transportation authority serving the City of Denver and surrounding region. The organization employs approximately 2,800.

**Project Timeline:** March – August 2021

## **Town of Sullivan, NY**

### **Strategic Plan, Community Survey & Community Presentation**



Town of Sullivan leadership engaged TransPro Consulting to guide the development of a strategic plan. The planning process involved a community engagement survey and multiple community outreach events.

TransPro conducted focus group sessions with employees and members of the community to gain deeper insights on work performed by the town. A community survey was developed and deployed online and through direct mail to every household. TransPro shared survey results at a community-wide meeting assembled at the local high school.

Like all of the strategic plans developed by TransPro, work activities outlined in the plan were aligned with financial resources so that the work could actually be completed. The plan defined three strategic areas of focus tied to measurable outcomes for the fiscal year. Actionable tactics and a performance scorecard aligned to the three strategic areas were also developed. The pillars of focus related to:

- Financial Strength
- Community Outreach
- Employee Engagement

The strategic plan provides the Town of Sullivan with a new way of doing business and provides leadership with a powerful reporting tool to keep town residents informed of their work and their progress on projects and goals.

**Agency Name:** Town of Sullivan, NY

**Agency Address:** 7507 Lakeport Rd, Chittenango, NY 13037

**Contact Name:** John Becker, Town of Sullivan Supervisor

**Phone:** (315) 687-9190

**Email:** jbecker@townofsullivan.org

**Organization Size & Description:** The Town of Sullivan in Upstate New York has a population of 15,339. The town employs approximately 50.

**Project Timeline:** January 2019 - October 2019

## **Cortland County, NY**

### **Strategic Planning Identifies \$5M in Savings**



Cortland County, NY faced declining sales tax revenue and criticism from a 2019 Comptroller's report, indicating "The County experienced significant deficiencies with its records and reports because the Legislature did not fulfill its fundamental responsibility of providing oversight and leadership of County finances... In addition, its failure to act on recommendations from previous audits only served to exacerbate these deficiencies and allowed them to become a routine aspect of daily operations." The Cortland County Legislature

engaged TransPro to conduct a Diagnostic review and identify areas within the County where high-level cost savings could be found.

TransPro's approach involved:

- Conducting a detailed review of financial records, labor contracts, staffing levels, types of services offered, comptroller's reports, contracts and Department-specific materials
- Interviews of 4 peer counties and collected relevant data from 11 peer counties for comparison
- Engaging with Department heads and conducted follow-up conversations to gain insight into how each Department operated
- Conducting a community survey to better understand what Cortland residents value most
- Peer comparisons and best practice data to complete a deep-dive evaluation of Cortland's performance across 12 key areas

As a result of TransPro's work, Cortland County has the opportunity to realize cost savings across multiple departments totaling more than \$5 million over a 5 year period to provide a more efficient and effective county government as it seeks to be the most affordable county in New York state.

**Agency Name:** Cortland County, NY

**Agency Address:** 60 Central Avenue Cortland, NY 13045

**Contact Name:** Paul Heider, Board Chairman

**Phone:** (607) 261-8012

**Email:** pheider@cortland-co.org

**Organization Size & Description:** Cortland County's population is 50,000.  
The County employs approximately 1,500.

**Project Timeline:** March 2020 – September 2020

## City of Charlotte, NC

### Strategic Planning | Understanding Successful Outcomes for Residents



The City of Charlotte, a leader in performance management and early public sector adopter of the balanced scorecard, engaged TransPro to lead an effort designed to understand how residents define success for themselves and their neighborhoods, measure how well the City is delivering services and meeting residents' needs, and provide a foundation for the City to best support Charlotte resident success.

As part of this project, TransPro undertook a thorough review of over 25 of the City's plans and reports across transportation, housing, economic development, environment, water, safety, performance measures, and other topics to identify common themes and gaps.

We also worked with City of Charlotte to conduct focus groups with a diverse cross-section of Charlotte residents to identify and prioritize the factors that contribute most to their personal, family, and neighborhood success. This engagement led to discussion of community priorities that had not been addressed in the City's existing strategy documents, plans, or initiatives.

This important initiative has provided key community insights that allow the City of Charlotte to make investment decisions and prioritize resources in the short, mid, and long-term for services that most support residents in their pursuit of success.

**Agency Name:** City of Charlotte, NC

**Agency Address:** 600 East 4th Street, Charlotte, NC 28202

**Contact Name:** Karen Whichard, Former Strategic Initiatives Manager  
Karen is now the Assistant Town Manager for the City of Davidson, NC

**Phone:** (704) 940-9602

**Email:** [kwhichard@townofdavidson.org](mailto:kwhichard@townofdavidson.org)

**Organization Size & Description:** City government, which employs approximately 8,200.

**Project Timeline:** 2019 - 2020



## **Kansas City Area Transportation Authority, Kansas City, MO Strategic Plan and Performance Scorecard**

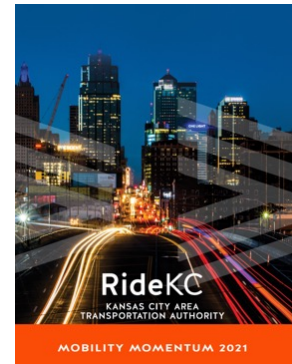


TransPro worked extensively with KCATA senior management, Board, and staff to guide the organization through multiple projects as part of the transit agency's strategic planning process.

Through collaborative engagement of staff members and a workshop with the Board, TransPro worked with KCATA to develop a new mission, vision, and definition of success to guide the agency through a transformation and alignment of work projects with a performance scorecard.

Like all the strategic plans developed by TransPro, work activities outlined in the plan were aligned with financial resources so that the work could actually be completed. KCATA ultimately defined 3 strategic areas of focus tied to measurable outcomes were developed along with 25 work tactics for the year and 24 metrics in the agency's new performance scorecard.

Along with the strategic plan, KCATA ushered in a new way of doing business and culture change that began with leadership at the management level. TransPro facilitated DiSC profile assessments and held on-site workshops with the KCATA leadership team to align them on how to effectively integrate use of the strategic plan and performance scorecard in daily, weekly, monthly, and quarterly workflow and meetings.



**Agency Name:** Kansas City Area Transportation Authority

**Agency Address:** 1200 E. 18th Street Kansas City, MO 64108

**Contact Name:** Robbie Makinen, Chief Executive Officer

**Phone:** (816) 221.0660

**Email:** JLeverich@kcata.org

**Organization Size & Description:** KCATA is the Kansas City regional transportation provider. KCATA employs approximately 600.

**Project Timeline:** July 2018 - March 2019

## Additional Work Examples



### **Operational Efficiencies for the City of Wilmington and New Hanover County, NC**

TransPro was jointly engaged by the City of Wilmington and New Hanover County to review operational efficiency of a key community service and make recommendations balancing quality of customer experience with taxpayer value. Our team compiled and reviewed data on efficiency of service delivery and benchmarked against peers. As part of this process, we conducted interviews with elected officials and key community stakeholders.

TransPro delivered a data-driven report outlining operational and financial performance across several metrics, as well as recommendations with quantifiable financial impact. Our team provided an assessment of current governance model and recommendations.

TransPro offers expertise from other municipal entities, which means Rock County has a partner with ample experience working in the local policy environment.



### **Strategic Planning for the State of North Carolina**

TransPro was engaged by the State of North Carolina to revamp the five-year planning process, replacing a “one size fits all” approach with one that factors in agency size and complexity. This new structure emphasizes performance by tying traditional planning elements, such as service planning, asset management, and financial planning, to ongoing performance management activities.

Increased levels of communication and coordination across its staff and the over 80 community transit systems it oversees. The new structure also connects communities through regional coordination and provides PTD staff with an actionable guide and timeline for managing the Community Connectivity Plan process.

### **Strategic Plan for Eugene, Oregon’s Public Transit**



After conducting a successful Leadership Team Retreat in Fall 2020, TransPro was engaged by Lane Transit District to facilitate the development of their first-ever Strategic Business Plan. Due to the COVID-19 pandemic, the entire planning process was undertaken virtually.

Despite operating in a virtual environment, we maintained a highly collaborative process that included two half-day workshops with leadership, meetings with each department, monthly Strategic Planning Committee meetings with community partners, Board work sessions, and meetings with other key groups, such as ATU and the Diversity Council. All staff had opportunities to participate in a Values exercise and provide feedback on the Plan during all-hands “Inside the Bus” meetings.

The team aligned around refreshed Mission, Vision, and Value statements that inspire and represent the core “Why” of LTD. After robust debate and discussion, overarching success outcomes were identified in the areas of Customer Satisfaction, Employee Engagement, Community Value, Financial Performance, and Sustainability.

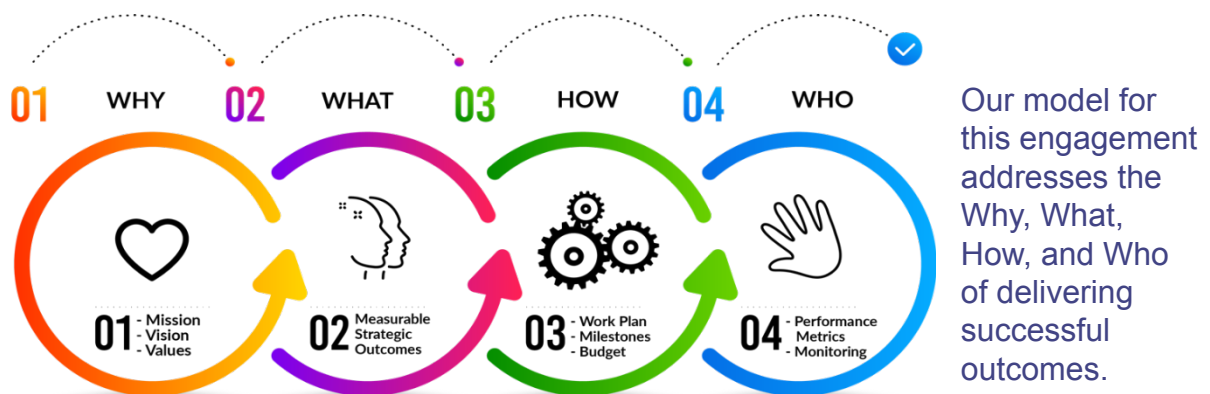
The final plan includes an organizational Scorecard for transparently measuring and reporting performance on a quarterly basis, as well as over 30 tactics containing quarterly milestones for projects and initiatives designed to move the needle on strategic priorities.

## C. PROPOSAL REQUIREMENTS

**Rock County is developing an updated Strategic Plan that will guide the agency to the year 2033. TransPro's proven strategic planning process is the perfect partner to guide this framework for Rock County's future.**

TransPro understands that Rock County currently would like to develop a collaborative Strategic Plan that will guide decisions about policy, operations, facility planning, and budgeting over the next five to ten years. The Strategic Plan needs to be actionable and provide well-defined outcomes defined in short, medium, and long range views. As advisors to communities around the country, we have seen firsthand the catalytic effect that clear definitions of success and performance management systems mean to advancing the goals and objectives of communities like Rock County. Furthermore, TransPro understands the importance of conducting a collaborative process as the Strategic Plan is intended to guide decisions and policy making in years to come. TransPro understands that Rock County currently deploys a robust performance management program and looks forward to working with the community to hone and focus the culture of performance management in driving results that matter.

TransPro's collaboration with Rock County will provide clear direction to the elected leadership and staff to follow as it embarks on this transformational journey. It will also provide a foundation for measuring results against the desired outcomes.



Through active listening and bi-weekly engagement with Rock County Project Manager, Matt Webb will work to ensure delivery of high-quality recommendations.

The TransPro approach will leverage industry best practices and the engagement of thought partners to assure our team is bringing insight through collaboration. Many members of the TransPro team are former public servants, which means our approach respects Rock County's objective to deliver its mission with limited fiscal resources. All work products go through a multi-step quality control, quality assurance process to confirm factual basis, accuracy, and clarity are brought to work products.

In addition to right sizing resources, leveraging best practices, engaging thought partners, managing resources and quality, TransPro pressure tests ideas and concepts with stakeholders and industry benchmarks to assure thoughtful, practicable success in project and service delivery.

## Project Management

TransPro approaches every project with a highly collaborative methodology both internally and externally. This methodology is grounded in five principles, including direct access to TransPro's management team, clear lines of regular transparent communications, agility, and flexibility to respond to changing project dynamics, strong budgetary and time management, and exceptional quality control for all deliverables.

At the onset of the project, TransPro hosts a project kickoff to establish a consistent and collaborative communication channel with the County's project management staff throughout the duration of the project. TransPro will also present the County with a preliminary project schedule for discussion. TransPro will utilize any feedback to ensure that key milestones meet project management staff expectations. In addition to the project schedule, TransPro will host bi-weekly project meetings and present written bi-weekly reports.

Direct Access to  
Management Team

Open Communications &  
Transparency

Agility & Flexibility

On-Time & Budget

Exceptional  
Quality Control

## Strategic Engagement

TransPro facilitates strategic engagements through listening, discovery, and facilitation. Our overall process is based on best practices and our experience having conducted similar work with agencies around the country and consists of:

- Helping your organization know what its data knows
- Establishing a working hypothesis based upon fact-driven analysis
- Collaboratively engaging with the project team on best answers to core questions while maintaining integrity and fact-based analysis

### TransPro Identifies \$4 Million In Savings for Sarasota County



This is a big innovative step we're taking here and that's exciting for our community... It's a big step for our county and it's a good one.

— Christian Ziegler, Commissioner  
Sarasota County, Florida

## Task 1: Initial Discovery

To best understand the context for the strategic work to be undertaken as part of this project, we will conduct a scan of relevant studies, evaluations and reports regarding the current organizational structure and administration of Rock County. This review will equip our team with an understanding of existing conditions and plans, including the County's current Strategic Plan.

The TransPro team will review and evaluate the County's Comprehensive Plan along with the current key performance metrics, and quarterly and annual reporting. It is important for our team to understand what your data knows about your organization. Our team's review of your current information will help us to deliver meaningful insights in defining success and creating a strategic plan that is purpose driven, actionable, measurable, and builds ownership through delivery.

Our approach to discovery focuses on answering key questions that will help guide the overall project effort, which we will align upon during the kickoff meeting. This ensures that our review is targeted and that insights drawn from existing documentation are relevant and lead to actionable insights.

### Deliverable

✓ Summary of key themes and insights regarding organizational performance and direction.

### Team Members

Matt Webb, Nicole McCleary, and Katie Jurenka



#### TransPro In Action

In working with the City of Charlotte to identify successful outcomes for residents, we conducted a scan and synthesized over 25 plans and reports across transportation, housing, economic development, environment, and safety to identify common themes and gaps.

## Task 2: Community Outreach & Survey

After reviewing the existing materials discovered, TransPro will work to capture input from employees and County residents. Our goal is to identify what both employees and residents define as success. This process includes focus group conversations followed by a county-wide survey.

### Employee & Citizen Focus Groups

The first step in the outreach process is to conduct two focus group sessions – one with employees and one with residents. Both focus groups will be comprised of up to 12 citizens, who will help articulate expectations of a successful County and County government. We will meet with the employee group and the citizen group at a County facility, asking specific questions to elicit responses that will inform our process. Focus group results will help narrow issues that matter most to residents, which will in turn be converted to questions in a meaningful community survey.



#### TransPro In Action

In working with the Town of Sullivan, TransPro developed and deployed a community survey online and through direct mail to every household. TransPro shared survey results and incorporated community priorities into the metrics of the Strategic Plan.

### Community Survey

The second step involves the development of a survey instrument that will seek to obtain a deeper understanding of residents' expectations of their county government, services, and the intrinsic value of their government. At the same time, the survey will be used to develop a critical baseline measurement of customer satisfaction which can be used by the county to monitor and



report on resident satisfaction going forward. In fact, a follow up community survey could be developed and deployed in the months following implementation of the strategic plan to track and measure progress against the established baseline. The survey will be constructed for on-line distribution. Traditional paper versions of the survey will be made available in such key locations as DMV counters, libraries, and County offices.

Availability of the survey will be promoted on the county's website, social media platforms and through news releases developed by TransPro.

Citizens will have 3 weeks to complete the survey.

Survey results will be tabulated and analyzed by TransPro and will be used to inform the strategic planning process which continues in Task 3 with an on-site workshop with the County Manager and Department heads.

#### **Deliverables**

- ✓ Survey tool
- ✓ Survey deployment
- ✓ Survey results tabulation and summary report

#### **Team Members**

Matt Webb, Nicole McCleary, and Katie Jurenka

### **Task 3: Executive Management Team Workshops**

The objective of this task is to engage the Rock County Board of Commissioners, Elected Officials, Department Heads, staff, and County boards in interactive, collaborative workshops to align around why Rock County exists (mission and vision) and what success looks like over the next 3-5 years.



Beginning with an interactive exercise to uncover “Why” Rock County exists, we will facilitate an evaluation of the current agency mission, values, and goals (operational and administrative) to determine alignment with defined areas for improvement based on initial discovery in Task 1 and discussions stemming from the “Why” exercise.

This exercise leads into the discussion to define the County's definition of success, by the department as well as the overall mission, as it relates to external customers, internal staff, and partners.

These workshops will also provide a forum to discuss and work through past practices, current protocols, and future options for goal setting and milestone achievement work plans in accordance with Rock County's mission and objectives. **We have found that a prioritized SWOT (Strengths, Weaknesses, Opportunities, Threats) focused around the definition of success for the agency is a productive method for eliciting feedback from leadership teams.**

We have successfully used outputs of SWOT exercises to inform the development of work plans with milestones for public agencies in Charlotte, Kansas City, Cleveland, and others.



#### **TransPro In Action**

We recently facilitated a “Why” exercise with Sacramento Regional Transit's Executive Team, which uncovered key themes that we leveraged to refresh and modernize their Mission and Vision statements.

We will conduct a second workshop after the Board Engagement (Task 4) to discuss their feedback and refine Success Outcomes, Mission, and Vision statements.

#### **Deliverables**

- ✓ Two on-site workshops
- ✓ Draft Success Outcome definitions
- ✓ Refreshed Mission & Vision statements

#### **Team Members**

Matt Webb, Nicole McCleary, and Katie Jurenka

### **Task 4: Board of Supervisors Engagement**

The objective of this task is to ensure a collaborative environment and buy-in from the Board of Trustees in preparation for potential realignment and culture change, which we will accomplish through direct engagement with Board members. Specifically, we will obtain their views on Rock County's mission, vision, and success outcomes through one-on-one interviews.

Whether facilitating discussions in workshop settings, presenting on behalf of the agency, or conducting one-on-one interviews, TransPro understands how to navigate Board interactions in a manner that is productive to all parties involved. We have a deep understanding of how Boards operate and the balancing act that the executive staff must play between the Administration and the Board. We have supported numerous organizations in involving their Boards in strategic discussions – seeking their direction on overall goals but maintaining the organization's control over how to accomplish them.

#### **Deliverable**

- ✓ Summary of one-on-one Board feedback.

#### **Team Members**

Matt Webb, Ehren Bingaman, Nicole McCleary

**TransPro's SWOT model is a collaborative brainstorming session that will allow the Rock County team to identify the:**

- ✓ **Strengths** inside the agency that will help the team deliver success as they have defined in their success moments;
- ✓ **Weaknesses** inside the agency that need to be addressed to ensure success;
- ✓ **Opportunities** that exist externally that the team can take advantage of to deliver success; and
- ✓ **Threats** outside the agency that leadership must guard against to deliver success.

The focused nature of TransPro's SWOT exercise will ensure productive discussion and actionable recommendations.



#### **TransPro In Action**

For the City of Denver's public transit system's 15 member elected Board, TransPro facilitated a process for unanimous approval of Strategic Plan and alignment with chief executive. The approach included:

- ✓ Surveying
- ✓ One on one meetings
- ✓ Special briefings via committees
- ✓ Two Board retreats
- ✓ Over-communicating to achieve alignment with staff, customer, stakeholder, and community priorities

### **Key to Consensus – Expert Facilitation**

TransPro deploys a diverse set of tools in developing consent in a strategic planning process: surveys; data analysis; SWOT; Start Stop and Continue; breakout sessions; forced ranking and more, but the key to know which tool to use requires a skilled craftsman.

TransPro's leaders on this project, Matt Webb and Ehren Bingaman and TransPro CEO Mark Aesch are seasoned experts in artful, collaborative facilitation that brings in multiple points of view drawing participants to alignment around the most important things. In the end, our team provides over 85 years of workshop facilitation experience, which means there are no surprises, a keen ability to read the room, and the comfort, confidence, skills, and abilities to make every conversation productive and collaborative.

## Task 5: Align on Success Outcomes



The objective of this task is to align and finalize the definition of success outcomes in key areas (e.g. Customers, Community, Workforce, and Financial) based on the review of pillar studies and other relevant reports and studies, feedback from Executive Management Team workshops, and the Board engagement. This alignment will set a strong foundation for future strategic work efforts and staff performance goals, including but not limited to: redefined key performance indicators and customer satisfaction metrics and outputs, communications/media strategem, community partnership activities, and overall agency administrative oversight.

We pride ourselves on helping teams to create sustainable programs that will serve the organization for years to come and contribute to a culture of excellence, results-orientation, and ownership. We are excited for the opportunity to be considered to work with Rock County on this transformative journey.

### Deliverables

- ✓ Board Success Definition Workshop
- ✓ Final 1-5 year Success Outcome definitions.

### Team Members

Matt Webb, Nicole McCleary, and Katie Jurenka

## Task 6: Strategic Tactics, Partnership, and Opportunity Analysis

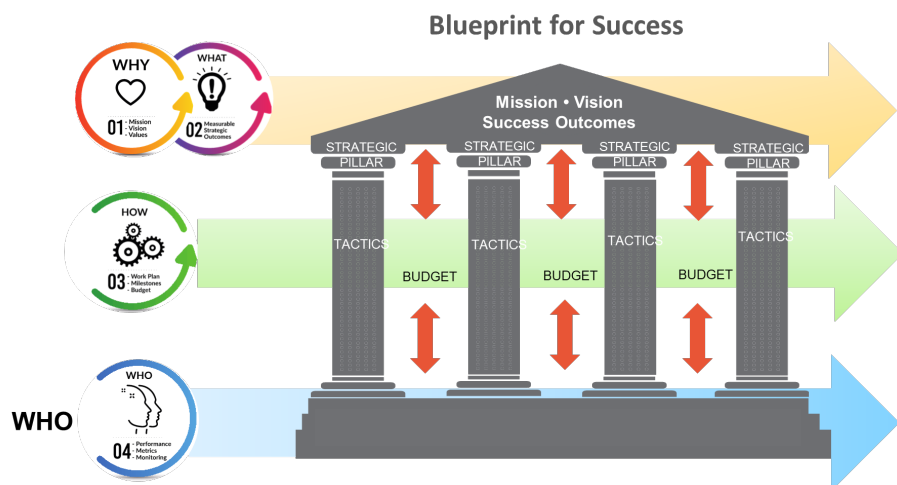


With success outcomes clearly defined, the County's Why and What being established, the TransPro team will advance the work of engaging department staff to define How the County will deliver success. The tactics – the work the County does – are the activities, services and programs that make success possible. Defining the tactics will help prioritize budget and resource allocation decisions to assure universal alignment around the objective of fulfilling the goals of the strategic plan.

TransPro will lead a data driven analysis of opportunities and lead collaborative dialogue with staff and stakeholders to seek logical partnerships essential to helping the County achieve organizational success and optimize limited resources.

### Deliverable

- ✓ On-site engagement with department heads to identify and align tactics with success outcomes.



### Team Members

Matt Webb, Nicole McCleary, and Katie Jurenka

## Task 7: Organizational Capacity



With clarity around organizational success and a road map of tactics and strategies defined with milestones, TransPro will conduct an assessment of County staff to assess the skills needed to implement the strategic plan. TransPro will work with staff to identify the necessary skills required to deliver the work plan and support evaluations of staff capacity with consistent rubrics and language

to assure a clear understanding among employees to build meaning in how their role contributes to organizational success.

TransPro has helped countless public organizations build depth and capacity through training, coaching, mentoring, hiring, recruitment programs.

In 2019, TransPro helped one of the largest public agencies in Tampa, FL realign and fill skill gaps to drive implementation of their strategic plan. And in February of 2022, the City of Greensboro, NC engaged TransPro for this same set of services.

We wholeheartedly believe that organizational excellence requires alignment and action from the top-down and from the bottom-up. Individuals must possess the tools and understanding of how their performance drives department performance and overall organizational results. Similarly, the organization must hold accountable and recognize employees for their contributions.

### Deliverables

- ✓ Organizational Skills Gap Analysis
- ✓ Organizational Staffing and Training Recommendation

### Team Members

Matt Webb, Nicole McCleary, and Katie Jurenka



### TransPro In Action

#### Organizational Assessment, Restructuring, and Job Descriptions

For Broward County MPO in Florida, TransPro conducted an organizational assessment, which involved interviewing all staff and working closely with the management team to develop a new organizational structure and job titles that reflected the organization's strategic direction, enhanced accountability, and provided staff with a clear sense of roles and responsibilities. To support this transition, TransPro developed job descriptions for the Chief Executive Officer, management team, and staff positions.

#### Performance Evaluation Process

TransPro was also engaged to redesign the MPO's performance evaluation process. Leveraging industry best practices, the new system measures an employee's contributions to organizational success (results-based criteria) and their embodiment of the Broward MPO's Values (values-based criteria). The MPO Board embraced the new process for its transparency, accountability, and alignment with organizational goals.

## Task 8: Presentation of the Strategic Plan

Once the final draft version of the Strategic Plan is prepared, TransPro will present the Plan to the Board for consideration during a regular meeting of the Board. TransPro will develop presentation materials that will:

- >> Provide an overview of the strategic planning process
- >> Inform the Board of the results of the town-wide survey and how the results are reflected in the Strategic Plan
- >> Walk the Board through how the plan will be used to report performance on a quarterly basis to the community

### Deliverables

- ✓ Draft Strategic Plan
- ✓ Public Presentation of Strategic Plan
- ✓ Final Strategic Plan

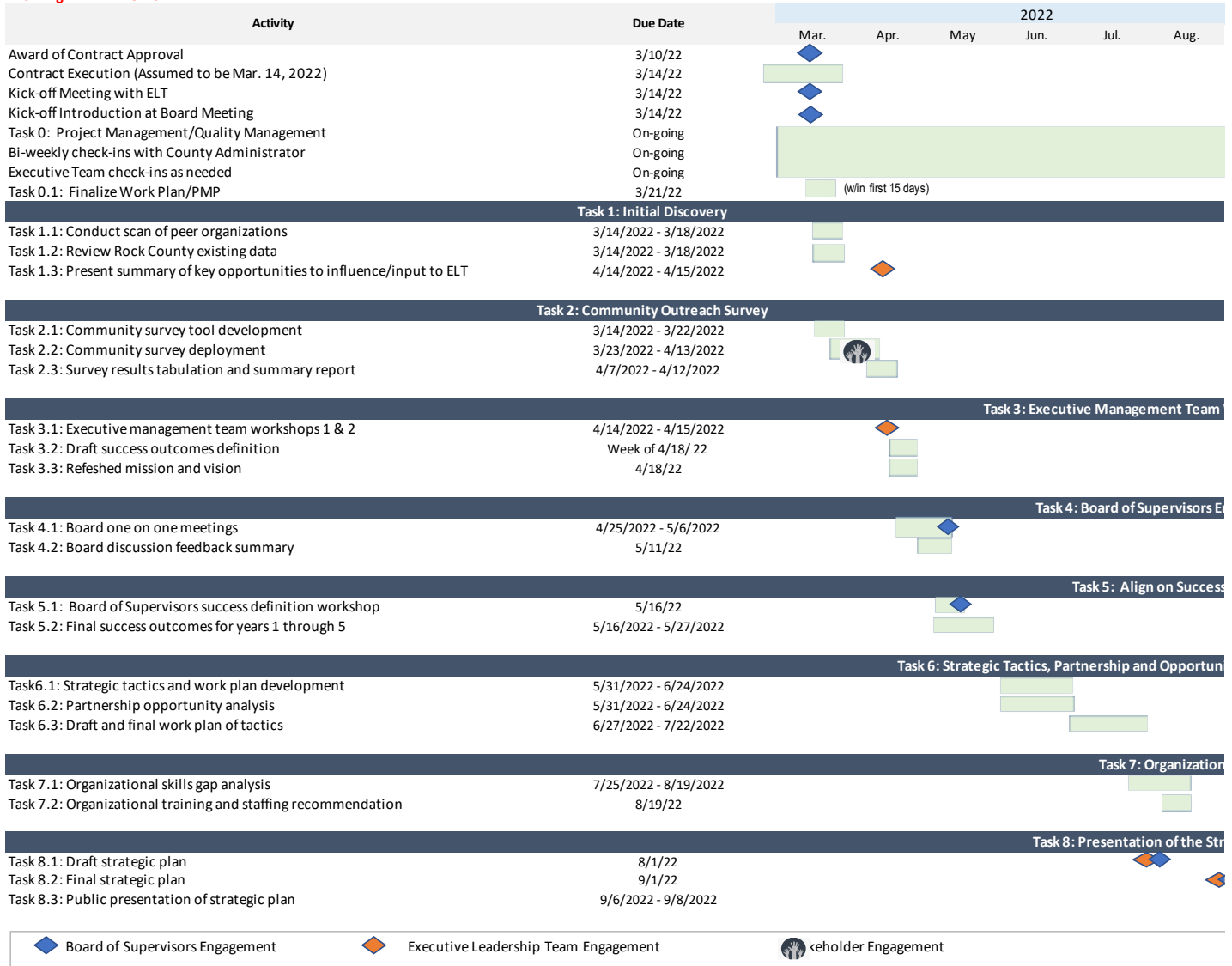
### Team Members

Matt Webb, Nicole McCleary, and Ehren Bingham

## Project Timeline

### ROCK COUNTY STRATEGIC PLAN UPDATE - PROPOSED WORK PLAN

Working DRAFT - 2.3.2022





## Appendix C

# Pricing

Tasks	Hours	Cost
Project Management	25	\$12,240
Task 1: Initial Discovery	55	\$3,700
Task 2: Community Outreach Survey	52	\$7,400
Task 3: Executive Management Team Workshops	54	\$22,503
Task 4: Board Engagement	54	\$6,384
Task 5: Align on Success Outcomes	65	\$6,280
Task 6: Department Strategies and Tactics	90	\$15,984
Task 7: Performance Scorecards	90	\$18,040
Task 8: Presentation of the Strategic Plan	100	\$5,820
<b>Total</b>	<b>585</b>	<b>\$98,351</b>

The total proposed, not-to-exceed budget for this project is \$98,351.

This fee proposal includes expenses such as the cost of airfare, lodging, meals, and ground transportation for on-site workshops, interviews, and presentations.

The project will be invoiced in 5 monthly installment payments of \$19,670 over the duration of the project (approximately 5 months), with the first being invoiced at Notice to Proceed. Payment is due 30 days from the date of invoice.

Should the project extend beyond the proposed schedule (due to no fault of TransPro), TransPro will continue to work with Rock County until the tasks outlined have been completed, however, the invoicing and payment schedule will remain as stated above. Your consideration of this proposal is greatly appreciated. We look forward to hearing from you and answering any questions that you may have.

# Team Resumes

## Matt Webb, AICP // Project Manager

Matt Webb is a passionate transportation leader who always strives to bring thought leadership and value to his clients and the communities he serves. During his career, he has worked for both private and public agency interests and has delivered a wide range of transportation and feasibility studies as well as transit (FRA & FTA) and highway (FHWA) projects. Matt has also led multiple owner's representative programs, including the M-1 RAIL streetcar project in Detroit.

Prior to joining TransPro, Matt served as the general manager for the Regional Transit Authority of Southeast Michigan. In this role, he was responsible for running the day-to-day operations, advising the 10-member board of directors on policy matters. He represented the agency to external stakeholders, organizations, and community interests and helped launch a regional connector service between Ann Arbor and Detroit. Matt also spent 10 years working for the Michigan Department of Transportation serving in multiple capacities.

### Representative Experience

#### **Innovate Mound Success Management Workshop (April 2020 - July 2020)**

Led the planning and facilitation efforts for a Success Management workshop held for the Innovate Mound reconstruction project in Macomb County. Effort included conducting 15 pre-workshop interviews with key team members including Macomb County, City of Sterling Heights, City of Warren, and MDOT leadership.

#### **D2A2 Express Bus Service (October 2019 - April 2020)**

Served as the RTA lead for the development of a new pilot program providing hourly commuter express bus service between Ann Arbor and Detroit, MI. The new service launched in March of 2020 and included the development of a full media blitz strategy.

#### **Southeast Michigan Regional Master Transit Plan, Macomb, Oakland and Washtenaw Counties and the City of Detroit (April 2015 - July 2017)**

Deputy Project Manager/Project Manager for the development of a Regional Master Transit Plan (RMTP), which will serve as the roadmap for the authority's decisions that will guide the region's transit future, including coordinating and enhancing existing services and delivering rapid transit as a new service. A sophisticated financial cash flow model was used throughout the plan development process to inform decisions about the trade-offs between the capital projects included in the program, transit service levels on individual lines, timeframe for implementation, and the local funding needed to maintain sustainable agency finances. The plan also included a robust public engagement strategy to get the people of southeast Michigan involved in the planning conversation about the region's transit future and educate them on the values and benefits of investing in a regional transit system.

#### **M-1 RAIL Streetcar System Owner's Representative Services, Detroit (May 2013 -October 2017)**

Program manager for owner's representative team. Matt was responsible for day-to-day delivery of consultant services on the M-1 streetcar program, interfacing with the Michigan Department of Transportation, City of Detroit, public and private utilities, FTA, FHWA and other stakeholders on this innovative public-private project. Matt worked closely with both owners to develop the four unique procurement packages, oversaw the design review, federal and state safety and security oversight and other daily program management responsibilities, including budget modifications and invoice approvals. The \$197 million project, which used a hybrid construction manager/general contractor (CM/GC) and design-build alternative delivery approach, also required extensive coordination with the project's final designer, CM/GC and design-build teams.

### Employment History

August 2021 – Present  
Principal, TransPro

April 2020 – August 2021  
Deputy Program Manager,  
HNTB Michigan, Inc.

April 2018 - April 2020  
General Manager/COO, RTA  
of Southeast Michigan

Nov. 2017 - Apr. 2018  
Client Service Leader, CDM  
Smith Michigan, Inc.

Apr. 2012 - Oct. 2017  
Michigan Transit Leader,  
HNTB Michigan, Inc.

2001-11  
Michigan Department of  
Transportation

1999-2001  
Wilbur Smith Associates,  
Lansing Michigan

1998-99  
Snell Environmental Group/  
DLZ Michigan

1996-98  
Antrim County  
Coordinator/Planner's Office,  
Michigan

### Education

Michigan State University,  
B.S. Resource Development

### Areas of Expertise

- Strategic Planning
- Success Planning
- Project Management
- Program Management
- Transportation Planning
- Stakeholder Engagement
- Facilitation

## Nicole McCleary, AICP // Planning Leader

### Representative Experience

**Hillsborough Area Regional Transit Authority (August 2019 – September 2021)** Senior Project Planner who served as project manager and performs advanced professional work related to a variety of transit projects within Hillsborough County

- Lead Planner in developing Federal, State, and Local grants for submission in coordination with Planning Staff
- Participates in the development of system plans for the agency, including the Transit Development Plan, Long Range Transportation Plan, Title VI update, and Facility plans
- Develops project work scopes and monitors consultant work efforts on planning projects
- Develops supply and demand models of healthcare workforce professions to assess shortages and build forecasting models
- Participates in the development, recommendation of, or assistance in formulating policy and strategies for implementing plans and planning services, and assists in securing capital funds from diverse sources
- Responds orally and in writing to requests from the public, staff, governmental agencies, advisory committees, and community groups, for information regarding existing services and funding, suggested service adjustments, long-range planning, and grants related issues
- Makes oral presentations on planning-related issues to the governmental agencies, advisory committees, and community groups.
- Conducts technical analysis using economic, demographic, and ridership data to advise on current issues and trends that may affect ridership and service
- Uses GIS to analyze data on current transit services and future transit needs, translating data into customized maps

#### **Wilbur Smith Associates (February 2005 - October 2011)**

- Served as lead environmental planner for complex land use, environmental and transportation planning projects
- Prepared environmental documentation required under the National Environmental Policy Act for transportation projects
- Performed and supervised the use of Geographic Information Systems to evaluate impacts of proposed solutions to the community
- Facilitated client meetings providing detailed project information such as the financial and demographic impact of the project as well as timeline
- Provided training, professional development, and evaluation input to all subordinate planning professionals
- Efficiently and effectively developed and managed relationships of stakeholders and clients
- Interpreted and evaluated legal documents and relevant legislation to assess impact on projects
- Completed excellent, high quality written proposals and reports
- Delivered clear and concise presentations of complex studies to various groups
- Developed and coordinated public participation through a variety of community involvement techniques including open houses, focus groups, stakeholder meetings, workshops and charrettes

#### **Rich and Associates (June 2004 - February 2005)**

- Transportation planner for municipal parking and transportation studies
- Prepared proposals with limited supervision; assisted in preparation of large-scale proposals
- Formulated planning studies and conducted field research, data collection, and

### **Employment History**

2021-Present  
TransPro Consulting  
Tampa, FL  
Project Leader

2019 - 2021  
Hillsborough Area Regional  
Transit Authority  
Tampa, FL  
Senior Project Planner

2012 - 2019  
Office of Healthcare Workforce  
Analysis and Planning  
Charleston, SC  
Research Associate

2005 - 2011  
Wilbur Smith Associates  
Columbia, SC  
Environmental Planner

2004 - 2005  
Rich and Associates  
Southfield, MI  
Transportation Planner

### **Education**

University of Windsor,  
B.A. Psychology

Wayne State University, M.A.  
Urban Planning

### **Certifications**

American Institute of Certified  
Planners

Michigan State University,  
Geographic Information  
Systems

### **Areas of Expertise**

- Strategic Planning
- Transportation Planning
- Environmental Planning
- Geographic Information Systems
- Data Research and Analysis

## Ehren Bingaman

Principal, TransPro Consulting  
Indianapolis, Indiana  
Office: 888.703.9554 ext. 6 Cell: 317.513.8208  
Ehren@TransProConsulting.com

Ehren Bingaman is a passionate executive leader driven to improve lives and communities through collaboration and high performing organizations. A results-oriented public manager, Ehren has helped organizations achieve breakthrough results in the public, private, and nonprofit sectors.

### Representative Experience

#### **Denver RTD: Strategic Plan, Project Manager – Denver, CO**

Project manager for the development of a strategic plan for one of the largest transit agencies in the United States. Supporting the new CEO, Ehren led the team that navigated an elected board and set the stage for the CEO's vision of organizational transformation. The process engaged board, stakeholders, and the executive management team in the development of mission, vision, values, success outcomes, and performance scorecards. The project was completed in just under four months with the finale of unanimous board approval.

#### **MATA: Blue Ribbon Commission – Memphis, TN**

Senior advisor providing thought leadership and workshop facilitation to a Blue Ribbon Commission of business and civic leaders in the Memphis region. The Commission was empaneled by the CEO to advise MATA forward on a preferred operating model, following turnover in the agency's contracts. Ehren contributed industry insight, communications strategy, analysis, and development support to operating models and the change management strategy to support MATA's long-term success.

#### **Yuma County Intergovernmental Public Transportation Authority – Yuma, AZ**

Project manager for a five-year strategic plan. Project will collaborate with YCIPTA staff, board, and stakeholders to define organizational success. Project will create organizational and department scorecards creating clear metrics tied to actionable strategies that build a culture of ownership throughout. Project will define long-term success for YCIPTA, a small growing transit agency in a rapidly growing community.

#### **Toledo Area Regional Transit Authority – Toledo, Ohio**

Program Manager for multiple work orders providing strategic planning, operations, organizational development, customer experience, technical capacity, and human capital development. Projects include the development of near-term strategic plan, safety and security plans, a new organizational model, business process efficiency and compliance, and project management for comprehensive operational analysis.

#### **Greater Cleveland Regional Transit Authority – Cleveland, OH**

Project manager that facilitated the collaborative development of organizational and division success outcomes for one of the largest legacy transit systems in the United States. Through our work, RTA is now focused on measuring what matters to achieve breakthrough results through a culture of ownership and the development of information systems to manage performance. As part of the engagement, Ehren supported a new CEO through her first year of transformation, helping to redefine RTA's focus around customers, community, finance, and employees. TransPro facilitated the annual retreat for the board with the CEO.



### **Employment History**

2019-Present  
TransPro Consulting  
Indianapolis, Indiana  
Principal

2015-19  
HNTB Corporation  
Atlanta, GA  
Director of Transportation  
Planning  
2013-15  
Planning and Project  
Development Section Manager

2007-13  
Central Indiana Regional  
Transportation Authority  
Indianapolis, IN  
Executive Director

2004-07  
Fort Harrison Reuse Authority  
Indianapolis, IN  
Executive Director

### **Education**

Ball State University, B.U.P.D;  
B.S., Political Science;  
Environmental Design

Harvard University, John F.  
Kennedy School of Government,  
Executive Education –  
Driving Government  
Performance Certificate

### **Areas of Expertise**

- Strategic Planning
- Master Planning
- Transit Planning
- Organizational Development
- Talent Search and Development
- Performance Management
- Organizational Optimization
- Strategic Communication
- Transportation Demand Management

## Katie Jurenka // Strategic Planning Support

Katie Jurenka is a project analyst with experience harnessing data to produce insights for public sector organizations. She has experience managing and analyzing geospatial data, conducting qualitative and quantitative research, and creating compelling visualizations. Previously, Katie helped innovate transportation and land use planning processes by creating interactive geospatial tools and techniques. At TransPro, Katie has contributed geospatial analysis and visualization to network redesign and corridor studies, establishing existing conditions and drafting alternatives, as well as providing support for customer satisfaction, performance measurement, and strategic planning projects.

### Representative Experience

#### **Kansas City Area Transportation Authority**

Katie is currently supporting the planning activities for a regional transit and funding plan, including developing scenarios using geospatial analysis and techniques.

#### **Livingston County, NY**

As a project analyst, Katie led efforts to develop a mobility management strategy for a county in upstate New York. The effort included stakeholder engagement with county departments and providers, existing conditions and needs assessment analysis, and developing recommendations based on national best practices and peer benchmarking.

#### **Charlotte Area Transportation System**

Katie supports the development, calculation, and quarterly reporting for performance scorecards. She also supports the development and execution of community value, employee engagement, and customer satisfaction surveys.

#### **UZURV**

Katie conducted a comparative analysis of costs, operational characteristics, and service quality among traditional paratransit and UZURV's adaptive Transportation Network Company model. She developed a model that calculates costs, travel time savings, and impact on productivity when replacing paratransit trips with the UZURV model.

#### **Lane Transit District**

Katie supports the Lane Transit District's strategic business plan development by refining tactics and creating metrics to include on department scorecards.

#### **Cortland County, NY**

Katie led analysis for an organizational assessment of Cortland County through stakeholder engagement with county departments, peer benchmarking analysis on a variety of financial and operational metrics.

### **Employment History**

2019-Present

TransPro Consulting  
New York, New York  
Project Analyst

2018-19

Corporation for Supportive  
Housing,  
New York, New York  
Research Assistant

2016-18

TKDA  
St. Paul, Minnesota  
GIS and Planning Analyst

### **Education**

Macalaster College, B.A.,  
Geography and Urban  
Studies

### **Areas of Expertise**

- Data Analysis
- GIS Mapping
- Financial Analysis



## Contractual Issues

TransPro works extensively with public organizations around the country and has delivered this exact scope of work for almost 100 different partners. One of the ways TransPro stays ahead of potential issues is through proactive, bi-weekly project management. Through our cadence of bi-weekly engagement with the project management team, issues like delivery dates, scheduled reviews, contract, and budget issues can be addressed when they are needed through our regular dialogue.

One of the most common challenges is timely client reviews. TransPro manages this by making sure we deliver quality work when we say we will. With a detailed schedule plan shared at the project kickoff, the County and TransPro have clear expectations around when and what will be needed. In addition to the planned workshops, the County project manager will engage in 30-minute, bi-weekly meetings for the duration of the project, support presentations with the Board of Supervisors, and conduct reviews. TransPro estimates 15 – 20 total hours required from County Executive team members and approximately 10 hours of Board of Supervisors engagement for the entirety of the project.

The County has created expectations for the project to be completed by September. The key to success is mutual commitment between the County and TransPro to meet deadlines and proactively communicate and follow through on those commitments.

## AGREEMENT

**THIS AGREEMENT**, entered into this 14<sup>th</sup> day of March, 2022, by and between \_County of Rock, WI, with offices at 51 S. Main Street, Janesville, WI, and

**TransPro Consulting, LLC**, (the “CONTRACTOR”), with offices located at:

Contractor name

11935 Pasco Trails Blvd.,  
street address

**SAMPLE**

Mark Aesch  
contact name

888-703-9554 x1  
phone number

\_\_ Spring Hill, FL 34610  
city/state/zipcode

\_\_\_\_\_ mark\_@transproconsulting.com \_\_\_\_\_  
email address

**WITNESSETH**, that the COUNTY and the CONTRACTOR, for the consideration hereafter named, agree as follows:

### ARTICLE 1. WORK TO BE DONE AND CONSIDERATION THEREFORE

The CONTRACTOR shall perform the following service(s):

*(Describe the work to be done; if a proposal for the work exists, attach same as an exhibit and cite said exhibit herein.)* **Providing consulting services for strategic planning, organizational assessment and leadership development for the County**\_\_\_\_\_

### ARTICLE 2. TERM

The CONTRACTOR agrees to perform the services and/or supply goods beginning March 14th, 2022 and ending December 1st, 2022.

### ARTICLE 3. ACCEPTANCE AND FINAL PAYMENT

In consideration of the services to be performed by the contractor as set forth above, the County agrees to pay the Contractor the sum of **\$98,351** upon receipt by the County of a verified account of the disbursements made, with verified or certified vouchers attached, showing that the sums advanced were disbursed for the services outlined in this agreement. In the event that any portion of the funds so advanced are not used for the purpose of this agreement, the Contractor agrees that it shall refund to the County said amount.

The COUNTY shall pay the CONTRACTOR within the period of the term of this contract. The CONTRACTOR will be invoice in seven (7) equal payments, with the first being invoiced at Notice To Proceed and the second upon completion of the retreat session, with payment due 30 days from date of invoice.

#### **ARTICLE 4. CONTRACTOR'S INSURANCE**

The CONTRACTOR shall not commence work under this Contract until he/she/it has obtained all insurance required under this paragraph, at the CONTRACTOR'S own expense, and the COUNTY has approved such insurance. The COUNTY requires the following insurance coverage and amounts:

- (A) Comprehensive General Liability, including personal injury coverage of \$1,000,000.00 per occurrence and \$2,000,000.00 in the aggregate and property damage coverage in the amount of \$500,000.00 per occurrence and \$1,000,000.00 in the aggregate.
- (B) Automobile coverage with a combined single limit of \$1,000,000.00.
- (C) Statutory Worker's Compensation Coverage
- (D) Professional Liability Insurance in the amount of \$1,000,000.00, if commercially available for the CONTRACTOR'S profession.

Such policies are to be in the broadest form available on usual commercial terms and shall be written by insurers of recognized financial standing satisfactory to the COUNTY and who have been fully informed as to the nature of the services to be performed. Except for Worker's Compensation and professional liability, the COUNTY shall be an additional insured on all such policies with the understanding that any obligations imposed upon the insured (including without limitation, the liability to pay premiums) shall be the sole obligations of the CONTRACTOR and not those of the COUNTY. The CONTRACTOR irrevocably waives all claims against the COUNTY for all losses, damages, claims or expenses resulting from risks commercially insurable under the insurance described in this paragraph. The provision of insurance by the CONTRACTOR shall not in any way limit the CONTRACTOR'S liability under this agreement.

The CONTRACTOR shall submit at the time of the execution of this agreement, certificates of insurance

properly executed by an authorized representative of its insurance underwriter, evidencing such insurance policies to be in full force and effect, naming the COUNTY as an additional insured.

## **ARTICLE 5. REPRESENTATIONS OF CONTRACTOR**

The CONTRACTOR represents and warrants:

- (A) That he/she/it is financially solvent and that he/she/it is licensed, to the extent required by law, and/or is experienced in and competent to perform the services as described in Article 1 above,
- (B) That he/she/it is financially solvent and that he/she/it is licensed, to the extent required by law, and/or is experienced in and competent to perform the services as described in Article 1 above,
- (C) That he/she/it has not been convicted of a crime under the laws of the United States or of any state,
- (D) That he/she/it has not been disqualified from performing any contract funded by the United States or the State of \_\_\_\_ and that there is no proceeding pending or threatened against the Contractor by either government,
- (E) That no officer or employee of the County has an interest in this agreement, which would disqualify the CONTRACTOR from performing this agreement and receiving payment.

## **ARTICLE 6. APPROPRIATIONS**

If this agreement is funded by a grant or contract between the COUNTY and the State or Federal government or is otherwise subject to legislative appropriation, the COUNTY shall not be liable beyond the funds authorized by such legislation or provided by the COUNTY, State or Federal governments.

In the event that such funding shall be terminated or reduced, this agreement shall end on the effective date of notice of termination.

The COUNTY shall remain liable for all charges and expenses incurred prior to the date of termination.

If funding is reduced below the level authorized by the COUNTY and the parties do not desire to terminate this agreement, funding shall be deemed to have been reduced to the amount authorized by the State or Federal government as set forth in notice given by the COUNTY to the CONTRACTOR.

## **ARTICLE 7. COUNTY'S RIGHT TO STOP WORK OR TERMINATE CONTRACT**

The COUNTY shall have the right to stop work or terminate the Contract if:

- (A) The CONTRACTOR is adjudged bankrupt or makes an assignment for the benefit of creditors;  
or
- (B) A receiver or liquidator is appointed for the CONTRACTOR or for any of his/her/it's property

and is not dismissed within twenty (20) days after such appointment or the proceedings in connection therewith are not stayed on appeal within said twenty (20) days; or

- (C) The CONTRACTOR refuses or fails to prosecute the work or any part thereof with due diligence; or
- (D) The CONTRACTOR fails to make prompt payment to persons supplying labor for the work; or
- (E) The CONTRACTOR fails or refuses to comply with all applicable laws, regulations or ordinances applicable to the performance of this agreement; or
- (F) The determination that any representation or certification made under this agreement is untrue; or
- (G) The CONTRACTOR violates any provision of the Contract;
- (H) In any event, the COUNTY, without prejudice to any other rights or remedy it may have, may by seven (7) days notice to the CONTRACTOR, terminate this contract pursuant to the grounds stated herein. In such case, the CONTRACTOR shall not be entitled to receive any further payment until the work is complete. If the unpaid balance of the compensation to be paid to the CONTRACTOR hereunder exceeds the expense of completing the work, such excess shall be paid to the CONTRACTOR. If such expense exceeds such unpaid balance, the CONTRACTOR shall be liable to the COUNTY for such excess.
- (I) COUNTY may terminate this contract upon thirty (30) days written notice to the CONTRACTOR if deemed in the best interest of the COUNTY.
- (J) COUNTY may terminate if the contract is not funded.

Upon termination of this agreement, the CONTRACTOR shall comply with all County close-out procedures, including but not limited to:

- (A) Accounting for and refunding to the COUNTY within 30 days, any unexpended funds which have been paid to the CONTRACTOR pursuant to this agreement;
- (B) Not incur any further obligations pursuant to this agreement after the termination date; and
- (C) Furnishing within 30 days an inventory to the COUNTY of all equipment, appurtenances and property purchased by the CONTRACTOR through or provided under this agreement, and carrying out any COUNTY directive concerning the disposition thereof.

If the COUNTY terminates this agreement for cause, the COUNTY may procure, upon such terms and in such manner as it deems appropriate, services similar to those so terminated, and any services so procured by the COUNTY to complete the services herein will be charged to the CONTRACTOR and/or set off against any sums due the CONTRACTOR.

If the CONTRACTOR defaults, the COUNTY may at its option:

- (E) Terminate this agreement;



- (F) Recover counsel fees and all costs incurred to enforce this agreement;
- (G) Obtain replacement goods or services and hold the CONTRACTOR responsible for the replacement costs or expenses;
- (H) Pursue such other remedies as may be available under law or this agreement;
- (I) These remedies are cumulative.

Notwithstanding any other provisions of this agreement, the CONTRACTOR shall not be relieved of liability to the COUNTY for damages sustained by the COUNTY by virtue of the CONTRACTOR'S breach of the agreement or failure to perform in accordance with applicable professional standards, and the COUNTY may withhold payments to the CONTRACTOR for the purpose of set-off until such time as the exact amount of damages due to the COUNTY from the CONTRACTOR is determined. The rights and remedies of the COUNTY provided herein shall not be exclusive and are in addition to any other rights and remedies provided by law or by this agreement.

#### **ARTICLE 8. INDEMNIFICATION / HOLD HARMLESS**

The CONTRACTOR shall indemnify, defend and hold the COUNTY, its Departments, and its officers, employees, contractors, representatives and agents harmless from and against any and all claims, fines, demands, losses, damages and expenses, including attorney's fees, relating to or arising out of any negligent or intentional acts and/or omissions of the CONTRACTOR or any of its directors, officers, employees, subcontractors, representatives, or agents.

#### **ARTICLE 9. INDEPENDENT CONTRACTOR**

The CONTRACTOR, including all its officers, employees and agents agrees that their relationship to the COUNTY and any of its Departments or units, is that of an independent contractor, and said CONTRACTOR covenants and agrees that they will not conduct themselves as, nor hold themselves out as, nor claim to be an officer or employee of the COUNTY by reason hereof and that they will not claim, demand or make an application to or for any right or privilege applicable to an officer or employee of the COUNTY, including, but not limited to, Worker's Compensation coverage, Unemployment Insurance benefits, Social Security coverage, medical and/or dental benefits, or retirement membership or credit. As an independent contractor, the CONTRACTOR shall be solely responsible for determining the means and methods of performing the services and shall have complete charge and responsibility for the CONTRACTOR'S personnel engaged in the performance of the services. However, if any personnel of the CONTRACTOR act in a manner that is detrimental to the COUNTY, the COUNTY may require the CONTRACTOR to remove or replace such personnel with respect to the performance of services under this agreement.

#### **ARTICLE 10. ASSIGNMENT**

Neither party may assign or sub-contract this contract or any portion thereof, without prior written consent of the other party hereto.

#### **ARTICLE 11.**

## REMEDIES

The remedies specified herein shall be cumulative and in addition to any other remedies available of law or in equity. Waiver of a breach of any provision of this Agreement shall not constitute a waiver of any other or future breach of the same provision or any other provision of the Agreement.

**SAMPLE**

## ARTICLE 12. MODIFICATION

This Agreement constitutes the complete understanding of the parties. No modification of any provisions thereof shall be valid unless in writing and signed by both parties.

## ARTICLE 13. EXECUTORY CLAUSE

The COUNTY shall have no liability under this Agreement to the CONTRACTOR or to anyone else beyond funds appropriated and available for this Agreement.

**IN WITNESS WHEREOF**, the parties hereto have executed, or caused to be executed by their duly authorized officials, this Agreement shall be deemed an original on the date written.

**SAMPLE**

**COUNTY OF ROCK, WISCONSIN**

DATE: \_\_\_\_\_

**CONTRACTOR**

**COUNTY**

TransPro Consulting, LLC

County of Rock, Wisconsin

\_\_\_\_\_  
By: Mark Aesch, CEO

\_\_\_\_\_  
By: \_\_\_\_\_

DATE: \_\_\_\_\_

DATE: \_\_\_\_\_



**#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 \$98,351 (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.



**2/08/2022**

Authorized Signature

Date

**Mark R. Aesch**

Printed Name

**Chief Executive Officer**

Title

**TransPro Consulting, LLC**

Company

**11935 Pasco Trails Boulevard Spring Hill, FL 34610**

Address

**888-703-09554 ext. 1**

Telephone

**Mark@TransProConsulting.com**

E-Mail