

ROCK COUNTY, WISCONSIN

**NOTE: This is a Teleconference**



**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE  
TUESDAY – MARCH 9, 2021 - 6:00 P.M.**

**CALL: 1-312-626-6799**

**MEETING ID: 834 3985 6862**

**PASSCODE: 892448**

Join Zoom Meeting

<https://us02web.zoom.us/j/83439856862?pwd=dzgwQlZPUExQUdHTR3dFMWx0VDJtQT09>

Meeting ID: 834 3985 6862

Passcode: 892448

One tap mobile

+13126266799,,83439856862#,,,,\*892448# US (Chicago)

+13017158592,,83439856862#,,,,\*892448# US (Washington DC)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 301 715 8592 US (Washington DC)

+1 929 205 6099 US (New York)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 834 3985 6862

Passcode: 892448

Find your local number: <https://us02web.zoom.us/j/kquW3xHw7>

Join by Skype for Business

<https://us02web.zoom.us/skype/83439856862>

If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Tuesday, March 9, 2021. To submit a public comment use the following email: [tracey.vanzandt@co.rock.wi.us](mailto:tracey.vanzandt@co.rock.wi.us).

**Join from a telephone:**

- On your phone, dial the phone number provided above
- Enter the meeting ID number when prompted, using your dial-pad.
- Please note that long-distance charges may apply. This is not a toll-free number.

➤ Please mute your phone when you are not speaking to minimize background noises

Instructions for the hearing impaired –

<https://support.zoom.us/hc/en-us/articles/207279736-Getting-started-with-closed-captioning>

**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE**  
**TUESDAY – MARCH 9, 2021 - 6:00 P.M.**

**Agenda**

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes from February 23, 2021
4. Citizen Participation and Announcements
5. Review of Proposed Request for Proposal:
  - a. Comparison of Member Input to RFP
  - b. Timeline
  - c. Overview of Rock County
  - d. Background and Project Scope
  - e. Proposal Requirements
  - f. Proposal Evaluation and Award
  - g. Appendix B Vendor Profile
  - h. Bidders List (To be distributed at meeting)
6. Set Next Meeting Date and Time
7. Adjournment

The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail [countyadmin@co.rock.wi.us](mailto:countyadmin@co.rock.wi.us) at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.



## **BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE**

### **Minutes – February 23, 2021**

**Call to Order.** Chair Knudson called the meeting of the Blue Ribbon Commission on Organizational Excellence to order at 6:00 P.M. on Tuesday, February 23, 2021 via teleconference.

**Committee Members Present.** Supervisors Knudson, Peer, Beaver, Aegerter, Wilson; Kristin Fillhouer (UW-Whitewater at Rock County); and Marc Perry (Community Action).

**Committee Members Absent:** None.

**Staff Members Present.** Josh Smith, County Administrator, Randy Terronez, Assistant to the County Administrator; Annette Mikula, Human Resources Director; and Amy Spoden, Assistant Human Resources Director.

**Others Present:** Supervisor Wes Davis.

**Approval of Agenda.** Supervisor Beaver moved approval of the agenda, second by Supervisor Peer. ADOPTED.

**Approval of Minutes from January 19, 2021.** Supervisor Beaver moved approval of the minutes from January 19, 2021, second by Supervisor Aegerter. ADOPTED.

**Introduction/Welcome New Member: Sup. Bill Wilson.** Supervisor Bill Wilson gave a brief remark on his background.

**Discussion on following questions:**

- a. **What does organizational excellence look like?**
- b. **How do you envision organizational excellence playing a role in the future?**
- c. **How can we utilize organizational excellence in building a strong employee/management culture?**
- d. **At what point in organizational excellence journey, do we accept that our mission is complete and we know that we have met our goals?**

Committee members responded to each question and provided additional clarification. (See attached notes.)

**Review of Project Scope for Request for Proposal.** Members suggested adding the following:

1. County's mission, vision and core values statement;
2. A summary of the resolution creating the Commission
3. Organizational excellence
4. Coaching and training background
5. Inclusivity

6. Working with diverse organizations
7. Working with community or non-profit organizations
8. Policy review through an equity lens
9. Experience with larger organizations and complex organizations
10. Community data
11. Willingness to try
12. Actionable
13. Not too detailed of request for proposal but a summary and allow bidders to propose approach
14. County staff as a microcosm of the community it serves
15. Need enough description to get meaningful but not tie the hands of the bidders.
16. Allowing for more than one consultant given the expansiveness of the preliminary project scope.
17. Encourage team approach
18. Difficulty in finding a consultant that is versed in all aspects
19. A description of the County organization as complex and the services it provides as comprehensive.
20. Make language broad and allow consultants to propose approach
21. Community and stakeholder involvement
22. Trust-building and community building (based upon the WCA Diversity, Equity and Inclusivity workshop speakers from LaCrosse County)
23. Data-driven
24. References of similar organizations
25. Revise the last sentence in the draft scope language: "The report recommendations...." To not be an end but to be the beginning of a long journey and allow the organization to continue to grow.
26. Consultant's report would be actionable
27. Consultant report would be the beginning, not the end that would sit on the shelf

The project scope/RFP document will be updated to incorporate members input. Randy Terronez noted that there will be several iterations over the next several weeks before the document is in final form.

Chair Knudson encouraged getting language, revisions, etc. to Randy Terronez promptly so progress can be made.

**Discussion of Request for Proposal Timeline.** Randy Terronez reviewed various steps in timeline and added the development of a consultant list that the RFP would be sent to, Commission recommendation on the preferred bidder, etc. Specific dates would be determined as the final RFP language is completed.

**Set Meeting Date and Time.** The Committee decided on Tuesday, March 9, 2021 at 6:00 P.M. for the next meeting.

**Citizen Participation, Communications, Announcements, Information.** No public comments were received.

**Adjournment.** Supervisor Beaver moved adjournment at 7:03 P.M., second by Supervisor Aegerter. ADOPTED.

Respectfully submitted,

Randy Terronez  
Assistant to the County Administrator

**NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.**

## Notes from Agenda Item 5a - d

### **5a. What does organizational excellence look like?**

Depends on the community/county make up; Communication is key; keep dynamics and feedback/adapting

Citizens feeling they are represented in organization

Teamwork to get to vision/mission of organization; need to feel supported against repercussions; develop themselves; encouraging people to move forward; change can be difficult; need built-in support to accomplish mission/goals.

Strive towards mission/vision/core values; people that it serves feel being equitably treated

Googled the term – on-going effort to establish internal framework – and leads to innovation (forward-thinking); change and customer requirements within business expectations; have something in place and have employees feel having pride in doing their job

Respect, framework of both supervisor and employee are respected and leads to innovation (forward-thinking); change and innovation are easier when employees feel respected and willing to take risks

A set of principles and attitudes based on our values, vision and mission; that shows up in the everyday behavior and actions of our people

For us, it looks like a place where transparency and communication create a safe environment for our staff and those we serve. There is cooperation, creativity, diversity and inclusion

### **5b. How do you envision organizational excellence playing a role in the future?**

Departments make decisions on values of the County as a whole, with norms and accountability

Attract and retain good people and lift them up

Mission-vision-core values; does everybody have equitable access to opportunity

Have equitable access to services; do employees feel valued; following your department goals/expectations; when improve culture, reach goals – acknowledge achievement

Aspirational - never quite get there; OK to strive and improve without feeling that once the goal is attained, we can relax; what's next? What can we do better? customer-driven; understand real needs of clients;

A continuation, never done; without it – you don't know where you are heading; sets standard; trust and verify; can change (department to department or co-worker to co-worker); data-driven/measurable

Meeting the needs of the future 5-10-15 years out; preparing for the future; Staff that mirrors the County population

### **5c. How can we utilize organizational excellence in building a strong employee/management culture?**

### **5d. At what point in organizational excellence journey, do we accept that our mission is complete and we know that we have met our goals?**

Some things will be maintained but need to create culture to allow staff to move forward; clear and consistent goals; training is a big component;

RE: meeting Goals, at each meeting set objectives but work is never done - an on-going effort

Inclusion as part of changes; staff input/ -in; Staff should have a say

Re: Meeting Goals, always evolving

Similar to leadership selection and if leader is fair, then employees feel they are treated fairly; rewards building through experiences and takes a while to build trust; cream rises to the top; good morale; may not agree but respect one another and understand; Have best interests at hand, but never really done Making sure there are no barriers either from staff or client from being successful; policy, practice and appearance in doing its best (any service organization that serves people); what is end game? Come out with world class organization in policy, practice and appearance; And then community can be confident; can't be afraid to let go of people

When implement practices and change; scares some people and result in turnover/attrition which isn't a bad thing; people may pull themselves out; not necessarily a bad thing

When train is moving, not everybody is going to join;

Some people are not wired to want to achieve organizational excellence – then share with the competition; creating safe environment for staff who are engaged to be innovative

Work is done when we see engagement and buy-in with staff and management trust; movement, trust (innovation), fulfill role of organization finances, environment, etc.

From all levels of employees –know what their piece of the organization is about and how it fits into the big picture; individuals being connected to outcome, how they can contribute, and the impact it has on those we serve

# MEMBER INPUT INCORPORATED INTO RFP

**Review of Project Scope for Request for Proposal.** Members suggested adding the following:

1. County's mission, vision and core values statement; (Exhibit 2, Background and Project Scope Item #2)
2. A summary of the resolution creating the Commission (Exhibit 1, Background and Project Scope 1<sup>st</sup> paragraph)
3. Organizational excellence (Background and Project Scope 3rd paragraph)
4. Coaching and training background
5. Inclusivity (Proposal Requirements, Vendor Profile – Appendix B, C. Client List and References, 3<sup>rd</sup> bullet)
6. Working with diverse organizations (See #5 above)
7. Working with community or non-profit organizations (Proposal Requirements, Vendor Profile – Appendix B, C. Client List and References, 2nd bullet)
8. Policy review through an equity lens (Background and Project Scope 2nd paragraph; Proposal Requirements, Vendor Profile – Appendix B, C. Client List and References, 4th bullet)
9. Experience with larger organizations and complex organizations (Proposal Requirements, Vendor Profile – Appendix B, C. Client List and References, 2nd bullet)
10. Community data (Overview of Rock County, Summary, 2<sup>nd</sup> paragraph)
11. Willingness to try
12. Actionable (Background and Project Scope 3rd paragraph)
13. Not too detailed of request for proposal but a summary and allow bidders to propose approach (Proposal Requirements, Project Schedule, Methodology/Approach and Management Summary - Narrative)
14. County staff as a microcosm of the community it serves (Background and Project Scope 3rd paragraph)
15. Need enough description to get meaningful but not tie the hands of the bidders. (Throughout RFP)
16. Allowing for more than one consultant given the expansiveness of the preliminary project scope. (Background and Project Scope 4th paragraph; Proposal Requirements, Last paragraph)
17. Encourage team approach (See #17 above)
18. Difficulty in finding a consultant that is versed in all aspects (See #17 above)
19. A description of the County organization as complex and the services it provides as comprehensive. (Overview of Rock County, Summary, 3<sup>rd</sup> & 4th paragraph)
20. Make language broad and allow consultants to propose approach (Proposal Requirements, Project Schedule, Methodology/Approach and Management Summary - Narrative)
21. Community and stakeholder involvement (Proposal Requirements, Project Schedule, Methodology/Approach and Management Summary - Narrative)



22. Trust-building and community building (based upon the WCA Diversity, Equity and Inclusivity workshop speakers from LaCrosse County) (See #5 above)
23. Data-driven (Throughout RFP)
24. References of similar organizations (Proposal Requirements, Vendor Profile – Appendix B, C. Client List and References, 2nd bullet)
25. Revise the last sentence in the draft scope language: “The report recommendations....” To not be an end but to be the beginning of a long journey and allow the organization to continue to grow. (Background and Project Scope 3rd paragraph)
26. Consultant’s report would be actionable (See #12 above)
27. Consultant report would be the beginning, not the end that would sit on the shelf (Background and Project Scope 3rd paragraph)



**#2021-XX  
REQUEST FOR PROPOSALS  
ORGANIZATIONAL SYSTEMS REVIEW  
FOR  
COUNTY OF ROCK  
JANESVILLE, WISCONSIN**

Proposals due in Rock County Purchasing Division by:  
**April XX, 2021 – 12:00 noon (Local time)**

Proposals received after this date and time will be rejected.

Address Proposal to: Jodi Millis, Purchasing Manager  
Rock County Courthouse  
Purchasing Division  
51 S. Main Street  
Janesville WI. 53545

**MARK SEALED ENVELOPE: #2021-XX ORGANIZATIONAL SYSTEMS REVIEW**

Rock County reserves the right to accept or reject any or all proposals; to waive any technicality or error in any proposals or part therein, and to accept the same or combinations, in whole or in part, whichever is deemed to be in the best interest of Rock County.

Contracts are awarded to the lowest, most qualified, responsible and responsive Proposer on the basis of the base Proposal and full consideration of any or all alternatives, as may be in the best interest of Rock County. In determining the award of contract, Rock County will consider the scope of the work involved, timeliness of delivery, competency of Proposer, Proposer's ability to render satisfactory service, and past performance. If two or more Proposers submit identical Proposals, Rock County will make award to Proposer of its choice and such decision will be final.

## INSTRUCTIONS FOR PROPOSAL

The proposer is required to submit **ten (10) copies of their proposal (one original marked as such and ten copies) and one .pdf file submitted on a thumb drive** in a sealed envelope marked RFP #2021-XX to Jodi Millis, Purchasing Division, 51 South Main, Janesville, WI 53545. All proposals must be received by **12:00 noon (local time), April XX, 2021**. Any proposal submitted after this date and time will be rejected. No faxed or electronic Proposals will be accepted

Vendors are responsible for ensuring that the above office receives their proposal before the deadline. Proposal "packets" must be clearly labeled with vendor name, return address, proposal title, date and the name of the vendor's primary contact for proposal questions.

Proposals shall be signed with name typed below signature. Where Proposer is a corporation, Proposal must be signed with the legal name of the Corporation followed by the legal signature of an officer authorized to bind the Corporation to contract.

## INQUIRIES

All questions concerning this Request for Proposal must be submitted **in writing** to Jodi Millis. Questions must be received by **12:00 noon (local time), April XX, 2021**. Questions received after this date and time will not be answered. Questions may be faxed to (608) 757-5539 or e-mailed to [jodi.millis@co.rock.wi.us](mailto:jodi.millis@co.rock.wi.us).

No verbal explanation or instructions will be given in regard to the meaning of the drawings or specifications during the proposal period. Bidders shall bring inadequacies, omissions or conflicts to Rock County's attention in writing by the question cut-off date and time. If necessary, answers to questions will be provided to all specification holders in the form of an addendum. Addendum will include a list of each question received and Rock County's response.

## ADDENDA

All changes in or interpretations of the specifications prior to Proposal due date will be made by written addenda issued by the Owner to each recipient of the specifications on record. All addenda will be issued no later than 72 hours prior to Proposal due date and time. All addenda or notice of addenda will be posted on Rock County's website, [www.co.rock.wi.us](http://www.co.rock.wi.us).

## PROJECTED TIMETABLE

Issue Request for Proposal	03/15/21
Questions Due	04/9/21 - 12 noon
Addenda Issued by	04/16/21 - 5:00 p.m.
Proposals Due	04/28/21 - 12 noon
Evaluation of Proposals	04/29/21 - 05/4/21
Interviews	05/10/21 - 05/15/21
Governing Committee Approval	06/07/21
County Board Approval	06/10/21
Contract Execution	06/18/21

Vendors not involved in the final selection process will be notified in writing. The above schedule is for informational purposes only and is in no way binding upon Rock County.

## **VENDOR SUPPLIED DOCUMENTATION AND MATERIALS**

All vendor-supplied materials, including the vendor's proposal, become the property of Rock County. We will work with vendors to meet their confidentiality requirements, provided that they are within reason. All vendor confidential material must have each page clearly marked as confidential. Rock County's determination to treat matters as public or confidential under the Wisconsin Open Records Law shall be final.

## **PROPOSAL AND PRESENTATION COSTS**

Rock County will not be liable in any way for any costs incurred by the offerors in the presentation of their proposal in response to this Request for Proposal nor for the presentation of their proposal and/or participation in any discussions or negotiations.

## **COMPLIANCE WITH THE REQUEST FOR PROPOSAL**

Proposals submitted must be in strict compliance with the Request for Proposal. Failure to comply with all provisions on the RFP may result in disqualification. The County reserves the right to reject any and all submittals or to waive minor defects or irregularities in the submittal. The County further reserves the right, without prior notice, to supplement, amend or otherwise modify this RFP or otherwise request additional information from any and or all respondents. By submitting a proposal, the consultant thereby agrees that the County's decision concerning any submittal in any respect is final, binding and conclusive upon it for all purposes, and acknowledges that the County in its sole and unqualified discretion may waive or deviate from the procedures and/or time table outlined.

## **IMPLIED REQUIREMENTS**

Products and services that are not specifically addressed in this Request for Proposal, but which are necessary to provide functional capabilities proposed by the offeror, must be included in the proposal.

## **NON-DISCRIMINATION**

In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability as defined in s.51.01 (5)(a), sexual orientation, national origin, or military service as defined in §111.355(1), Wis. Stats. This provision shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor further agrees to take affirmative action to ensure equal employment opportunities. The contractor agrees to post in conspicuous places, available for employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of the non-discrimination clause (Wisconsin Statutes S.16.765 (2)).

## **INDEMNIFICATION**

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.

## **INSURANCE REQUIREMENTS**

The Contractor further agrees that in order to protect itself and County it will at all times during the term of this agreement keep in force and effect worker's compensation, comprehensive general, and auto liability insurance policies by a company or companies authorized to do business in Wisconsin with limits of:

Personal and bodily injury:	Per person	\$1,000,000
	Per accident	\$2,000,000
Property damage:	Each Occurrence	\$500,000
	Aggregate	\$500,000

Coverage shall apply as primary with County named as an added insured. Contractor shall furnish satisfactory proof of insurance to County prior to the date of Contract Execution, or commencing work for the County.

## **REQUEST FOR CLARIFICATION**

All requests by Rock County for clarification of proposals will be in writing. Such requests shall not alter the offeror's pricing information contained in its cost proposal.

## **PROOF OF COMPETENCY OF PROPOSER**

Any Proposer may be required to furnish evidence satisfactory to Rock County that the Proposer and proposed subcontractors have sufficient means, expertise, financial ability, and experience in the types of work proposed to assure completion of the Contract in a satisfactory manner.

## **AGREEMENT DEVELOPMENT**

Rock County reserves the right to negotiate with one or more offerors.

## **MODIFICATION AND WITHDRAWAL**

Proposals may not be modified after submittal. Proposers may withdraw their Proposal at any time before Proposal due date and time, but may not resubmit them. No Proposal may be withdrawn or modified after opening except where the award of Contracts has been delayed for more than 60 days from the due date.

## **DISQUALIFICATION**

Rock County reserves the right to disqualify Proposals, before and after opening upon evidence of collusion with the intent to defraud or other illegal practices upon the part of the Proposer.

**AWARD**

Award will not be made to any Proposer in default of a Contract with Rock County, or to any Proposer having as its agent or employee, any individual previously in default or guilty of misrepresentation.

**NOTICE TO PROCEED**

Written notice of award to the successful Proposer shall be in the form of a Purchase order from Rock County mailed or delivered to the address shown on the Proposal and will be considered sufficient notice of acceptance of Proposal, intent to award the Contract, and "Notice to Proceed" with the work.

## **OVERVIEW OF ROCK COUNTY**

### **Summary**

Rock County, population 160,120 (2020 Estimate), is a political subdivision of the State of Wisconsin. Rock County is comprised of six Cities, three Villages, 20 Towns, and multiple unincorporated hamlets. The County's Cities include Janesville, Beloit, Edgerton, Milton, Evansville, and Brodhead. The City of Janesville serves as the County seat, is located in the County's central portion, and is the largest municipality in the County with a population estimated at over 63,575 in 2010. The County's Villages include Clinton, Orfordville, and Footville.

Rock County demographic data includes (2019 US Census): White (82.3%); Black (5.3%); Hispanic (9.1%); American Indian (0.6%); Asian (1.3%); Other (1.4%).

Rock County operates under the Board/Administrator form of County government. The elected Rock County Board of Supervisors (29) is the legislative authority. The County Administrator, who reports to the County Board, has a wide range of responsibilities, including preparation of the annual budget. Elected officials serving Rock County include the Clerk of Circuit Court, County Clerk, County Treasurer, District Attorney, Register of Deeds, Sheriff and seven (7) Circuit Court Judges comprising the 5th Judicial Circuit.

Rock County provides a wide range of programs and services to its citizens, including public safety, human services, health, public works, conservation and development. Additional Rock County facilities include the Fairgrounds, Southern Wisconsin Regional Airport and more than 1,000 acres of park land. Rock County also owns the land and buildings for UW Whitewater at Rock County

### **County Staffing and Budget**

The County currently has approximately 1,600 full and part time employees and an annual budget of \$212 million.

## **BACKGROUND AND PROJECT SCOPE**

Rock County is seeking proposals to conduct an organizational systems review per Resolution #19-9B-327. (See Exhibit 1.). This resolution outlines – describes the circumstances that have led up to needing an organization-wide analysis of Rock County's operations and include the following:

1. Rock County's personnel ordinance, policies, procedures, practices, and departmental work rules have not been systematically reviewed in many years.
2. Many County departments have created mission statements that should be in alignment with the County's Mission, Vision, and Core Values. (See Exhibit 2.)
3. Rock County's Diversity and Inclusion Workgroup has identified that a review of human resources policies is necessary to ensure these policies are free from bias.
4. Policies that do not incorporate best practices, inconsistent application of policies, unaligned mission statements and goals can be a barrier to ensuring the public is

receiving the best services possible.

5. A regular external analysis of human resources policies can ensure compliance with ever-changing laws, help to avoid costly lawsuits and penalties, and enhance excellence in human resources.
6. A third-party review would help to recognize strengths, identify areas of improvement and establish a baseline from which to measure future improvement.
7. A review could ensure consistency and fairness in the application of human resources policies across departments, resulting in a more satisfied and productive workforce that could reduce expenses and costly turnover.
8. This review would serve as "due diligence" for County taxpayers and help to instill a sense of confidence in management and Rock County's human resources functions.
9. An external review would benefit the County Board and County administration identifying future needs and possible budgetary savings.
10. It is common practice for large organizations to conduct quality management reviews, such as ISO 9001, to ensure compliance with standards, focus on continuous improvement, and establish a culture of excellence.
11. Such a review would ensure that Rock County remains an organization of excellence and enhances its reputation in the community as an employer.

The consultant would evaluate, make recommendations, compare and contrast with best practices, and conduct work using an equity lens of the following:

- personnel ordinance, policies, procedures, practices, and departmental work rules
- departments mission statements and alignment with the County's Mission, Vision, and Values

The report recommendations will assist the County in beginning a journey towards attaining organizational excellence and create a more diverse, inclusive environment that positively impacts employees in order to best serve the community.

**Given the expansiveness of the request for proposal, Rock County will allow for more than one consultant in a team response.**

## **PROPOSAL REQUIREMENTS**

### **1. Vendor Profile – Appendix B**

Proposal shall include a complete vendor profile presenting topics relevant to the selection process. Appendix B is furnished as a template, but a narrative is acceptable as long as it includes, but not be limited to the following:

#### **a. Company Information**



- Location of the corporate office.
- Number and location of support offices nationwide and worldwide (if applicable).
- Total number of years in business and in providing relevant consulting.

**b. Client List and References**

- A minimum of three references.
- At least one reference shall represent a client of similar size to Rock County.
- At least one client reference in the State of Wisconsin (if possible).
- Describe how project incorporated evaluation from a diversity, equity and inclusiveness lens.

**2. Pricing Information – Appendix C**

Proposal shall contain an itemized outline for all costs associated with the project.

Proposals shall include a complete and full inventory of expenses for project management and all support services. Expenses must be presented in an un-bundled fashion by itemizing each expense as a separate line item.

**3. Vendor Proposal Certification – Appendix D**

Proposal must be certified accurate for 120 days from the Proposal Due Date. **Appendix D shall be signed and submitted with Proposal response.**

**4. Project Schedule, Methodology/Approach and Management Summary - Narrative**

Proposal shall include a description of the:

Project schedule showing major tasks, time frames, vendor staffing, client staffing, expenses

Methodology/approach to the project,

Management summary.

**5. Contractual Issues – Narrative**

Proposal shall include a complete standard professional services contract.

Proposal shall include a description of how vendor will handle contract clauses such as response times.

Notwithstanding the above, Rock County is not obligated to use the vendor's standard contract and reserves the right to further negotiate the terms of said agreement with successful vendor. All contracts shall be reviewed by Rock County's Purchasing Division, Finance Director and Corporation Counsel. The Proposal received from the successful vendor along with this RFP document and any addenda will be attached to and become part of the final contract.

**6. Subcontractors and Third Party Assignments**

Proposals shall include full disclosure of subcontractors and third party assignment used for preparation of the Proposal, support for existing software and hardware, implementation, training and any other supplies or services.

**Given the expansiveness of the request for proposal, Rock County will allow for more than one consultant in a team response.**

### **PROPOSAL EVALUATION AND AWARD**

Award shall be made to the Proposer whose Proposal is determined to be in the best interest of Rock County, taking into consideration cost and the other evaluation factors listed in the RFP.

A Proposal Evaluation Committee has been established and will independently review each Proposal received. After written Proposals have been reviewed, vendors may be invited to make presentation (via zoom) and may be requested to provide supplementary materials. An unsatisfactory presentation may be grounds for rejection of a Proposal.

Each response will be evaluated on the vendor's ability to satisfy the requirement as presented in this RFP. Consequently, each vendor shall attempt to present the information in response to this RFP that will instill confidence in the vendor's ability to fulfill the requirements at the lowest possible cost. However, Rock County is not obligated to select the least cost vendor. The evaluation criteria will include any or all of the following:

1. Responsiveness to the requirements set forth in this proposal (25%)
2. Experience with like or similar projects, including samples of previous projects (25%)
3. Project Schedule, methodology and approach (25%)
4. Project cost (25%)

## **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>
_____ Original + 10 Copies of Proposal	As specified in RFP	_____
_____ Proposer Checklist (this form)	Appendix A	_____
_____ Vendor Profile	Appendix B	_____
_____ Pricing	Appendix C	_____
_____ Vendor Proposal Certification	Appendix D	_____
_____ Project Schedule, Methodology-Approach and Management Summary	Narrative	_____
_____ Contractual Issues	Narrative	_____
_____ Subcontractors and Third Party Assignments	Narrative	_____

## **APPENDIX B**

### **VENDOR PROFILE**

Include the following information in your Proposal response marked as Appendix B:

#### **A. Company Information**

1. Company Name
2. Website
3. Corporate Address
4. Local Address
5. Telephone Number
6. Contact Person Name and Title
7. Contact Person Location
8. Contact Person Telephone Number
9. Contact Person Fax Number
10. E-Mail Address
  
11. Number of years your company has been in business and in providing consulting in this field or similar to that offered in this RFP.
  
12. Location of office from which service will be provided to the County of Rock.
  
13. Number of Staff
  - Nationwide
  - Office serving Rock County
  
14. Project Manager Information
  - Name
  - Office location
  - Number of similar projects completed
  - Experience of the project manager and project team in handling projects similar in scope to this one.

#### **B. Client/References**

Please provide the following information for a minimum of three (3) clients for which Proposer has provided a comparable service during the past five (5) years.

- Agency Name
- Department Name
- Agency Address
- Contact Name/Title
- Contact Telephone Number
- Contact E-Mail Address
- Organization Size and Description
- General Description of Scope of Work

- Time Frame for Provision of Services from Date of Contract Award to Completion
- Completion Date for Services Provided

References may or may not be reviewed or contacted at the discretion of Rock County. Rock County reserves the right to contact references other than, and/or in addition to, those provided by Proposers. Rock County shall not provide information received from references to Proposers.

**Given the expansiveness of the request for proposal, Rock County will allow for more than one consultant in a team response.**

## **APPENDIX C**

### **PRICING**

The Proposal pricing page must itemize the cost to the County for all services to perform the scope of services outlined in the RFP. A narrative shall be attached to clarify any pricing data submitted (e.g. hourly rates).

**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 \$\_\_\_\_\_ (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.

\_\_\_\_\_  
Authorized Signature Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
E-Mail

RESOLUTION  
ROCK COUNTY BOARD OF SUPERVISORS

Supervisor Brian Knudson  
INITIATED BY

County Board Staff Committee  
SUBMITTED BY



Supervisor Brian Knudson  
DRAFTED BY

August 8, 2019  
DATE DRAFTED

**To Create a Blue Ribbon Commission on Organizational Excellence**

- 1 WHEREAS, Rock County's personnel ordinance, policies, procedures, practices, and departmental  
2 work rules have not been systematically reviewed in many years; and  
3  
4 WHEREAS, many County departments have created mission statements that should be in alignment  
5 with the County's Mission, Vision, and Values; and  
6  
7 WHEREAS, Rock County's diversity and inclusion workgroup has identified that a review of human  
8 resources policies is necessary to ensure these policies are free from bias; and  
9  
10 WHEREAS, policies that do not incorporate best practices, inconsistent application of policies, and  
11 unaligned mission statements and goals can be a barrier to ensuring the public is receiving the best  
12 services possible; and  
13  
14 WHEREAS, regular external analysis of human resources policies can ensure compliance with ever-  
15 changing laws, help to avoid costly lawsuits and penalties, and enhance excellence in human resources;  
16 and  
17  
18 WHEREAS, a third-party review would help to recognize strengths, identify areas of improvement,  
19 and establish a baseline from which to measure future improvement; and  
20  
21 WHEREAS, a review could ensure consistency and fairness in the application of human resources  
22 policies across departments, resulting in a more satisfied and productive workforce that could reduce  
23 expenses and costly turnover; and  
24  
25 WHEREAS, this review would serve as "due diligence" for County taxpayers and help to instill a  
26 sense of confidence in management and Rock County's human resources functions; and  
27  
28 WHEREAS, an external review would benefit the County Board and County administration by  
29 identifying future needs and possible budgetary savings; and  
30  
31 WHEREAS, it is common practice for large organizations to conduct quality management reviews,  
32 such as ISO 9001, to ensure compliance with standards, focus on continuous improvement, and  
33 establish a culture of excellence; and  
34  
35 WHEREAS, such a review would ensure that Rock County remains an organization of excellence and  
36 enhances its reputation in the community as an employer; and  
37  
38 WHEREAS, an ad hoc committee of the County Board would best be able to provide oversight and  
39 advice to a contracted third-party expert who would conduct this review.  
40  
41 NOW, THEREFORE, BE IT RESOLVED, that the Rock County Board of Supervisors, duly  
42 assembled this \_\_\_\_ day of \_\_\_\_\_, 2019, does hereby create a Blue Ribbon Commission on  
43 Organizational Excellence to oversee a third-party consultant's development of a report and  
44 recommendations regarding the County's human resources functions.

19-9B-327



## To Create a Blue Ribbon Commission on Organizational Excellence

Page 2

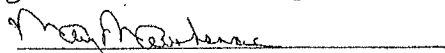
45 **BE IT FURTHER RESOLVED**, that this Commission be composed of seven members, including five  
 46 County Board members and two members of the public with demonstrated experience in continuous  
 47 improvement or quality management. The Commission's term will expire upon submittal of its report to  
 48 the County Board.

49  
 50 **BE IT FURTHER RESOLVED**, that the County Administrator is directed to include funding in the 2020  
 51 budget for consulting services to conduct this review.

Respectfully submitted,

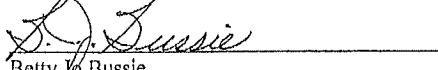
## COUNTY BOARD STAFF COMMITTEE

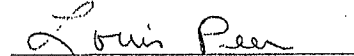
  
 J. Russell Podzilni, Chair

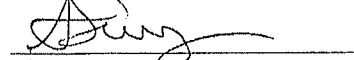
  
 Mary Mawhinney, Vice Chair

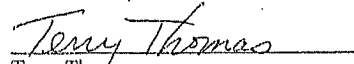
  
 Richard Bostwick

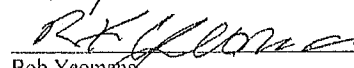
  
 Henry Brill

  
 Betty Bussie

  
 Louis Peer

  
 Alan Sweeney

  
 Terry Thomas

  
 Bob Yeomans

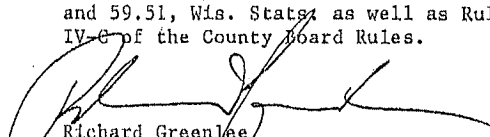
FISCAL NOTE:

Per County Board Rule IV-C, County Board Supervisors who are members of additional special, single purpose or ad hoc committees are eligible for per meeting allowances and mileage reimbursement. Citizen members of such committees shall be eligible for mileage reimbursement only.

  
 Sherry Oja  
 Finance Director


LEGAL NOTE:

The County Board is authorized to take this action pursuant to sections 59.01 and 59.51, Wls. Stats. as well as Rule IV-C of the County Board Rules.

  
 Richard Greenlee  
 Corporation Counsel

ADMINISTRATIVE NOTE:

Annually, and following input from County employees, revisions to the Personnel Ordinance are presented to the County Board for consideration, and revisions to the Human Resources Policies are presented to the County Board Staff Committee. However, a comprehensive review of these ordinances and policies, as well as a more comprehensive review of departmental practices, has not been conducted in many years. If the County Board prioritizes this, an external evaluation would provide valuable feedback that would likely lead to improved consistency and equity, but may also include recommendations that are not seen as positive by all employee groups.

  
 Josh Smith  
 County Administrator



## **Rock County Mission Statement**

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

### **Core Values**

Honesty - Integrity - Respect

### **Vision**

- **SERVICE** to the public is our fundamental reason for being. We strive to treat citizens with courtesy and as valued customers.
- **COOPERATION** among our staff and departments creates a smooth running organization. These collaborative attitudes and efforts are reflected in our working relationships with other public entities, the business community, nonprofit organizations, and citizens.
- **DILIGENCE** is the foundation of our work ethic. We challenge and inspire all staff to be efficient and effective in carrying out day-to-day tasks and activities.
- **ACCOUNTABILITY** is vital to maintaining public trust. We ensure accountability for our actions by adopting and enforcing policies, procedures, and processes that withstand the test of public review and scrutiny.
- **FISCAL RESPONSIBILITY** is fundamental to the way we conduct business. We maximize our human, physical, and financial resources in order to provide effective stewardship of public funds.
- **COMMUNICATION** and an informed citizenry are essential to the democratic process. We are committed to providing citizens with relevant, accurate, and timely information about our goals, services, and the decisions that will affect the public.
- **INNOVATION** and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development in order to respond to changing needs in our community.
- **SAFETY** is critical to a high standard of living. We protect the citizenry through prevention, early intervention, treatment services, and enforcement of the law.
- **ENVIRONMENT** is central to our community. Preservation of our natural environment ensures that generations to come will enjoy the resources we value and preserve. Caring for our social environment ensures that community remains a vital part of our culture.
- **DIVERSITY & INCLUSION** - Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice.