



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

Proposals due in Rock County Purchasing Division by **February 11, 2022 – 1:30 p.m.(Local time)**

Proposals received after this date and time will be rejected.

Address Proposal to: Shilo Titus Purchasing Manager
Rock County Courthouse
Purchasing Division
51 S. Main Street
Janesville WI. 53545

MARK SEALED ENVELOPE: #2022-06 STRATEGIC PLANNING PROCESS

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 based on 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 **eleven (11) 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 #2022-06 to Shilo Titus, Purchasing Division, 51 South Main, Janesville, WI 53545. All proposals must be received by **1:30 p.m. (local time), February 11, 2022.** 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 Shilo Titus. Questions must be received by **12:00 noon (local time), January 24, 2022.** Questions received after this date and time will not be answered. Questions shall be e-mailed to shilo.titus@co.rock.wi.us

No verbal explanation or instructions will be given regarding 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.

PROJECTED TIMETABLE

December 28, 2021	Issue Request for Proposal
January 24, 2022 (12 noon)	Proposers Questions Due
January 28, 2022 (5:00 p.m.)	Responses to Questions Due/Addenda Issued
February 11, 2022 (1:30 p.m.)	Proposals Due
February 14-18, 2022	Evaluation of Proposals and Select Firms to Interview
February 21-23, 2022	On-site (or virtual) Interviews
February 24-25, 2022	Background References, etc. (due diligence)
March 7, 2022	Resolution to Governing Committee
March 10, 2022	Proposal Award (County Board meeting)
March 14, 2022	Tentative Contract Execution Date
March 14, 2022	Consultant Project Start
April 19, 2022	County Board Reorganizational Meeting
August 1, 2022	Draft copy of Strategic Plan provided to County
September 1, 2022	Final Report Issued
September 6, 2022	In-person presentation to Governing Committee
September 8, 2022	In-person presentation to County Board/ Project Completion

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 if 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 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 timetable 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 to protect itself and County it will always 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 163,687 (2020 Census), 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 in the County's central portion, and is the largest municipality in the County with a population of 65,615 in 2020. The County's Villages include Clinton, Orfordville, and Footville.

Rock County 2020 US Census demographic data includes: White (82.3%); Hispanic (9.1%); Black (5.3%); More than 1 Race (2.5%), and All Other (0.8%).

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 (1,357 Full Time Equivalents) and an annual budget of \$212 million.

A. BACKGROUND, INTRODUCTION AND PROJECT SCOPE

Background

Rock County conducted an organizational excellence study in 2021 that resulted in a comprehensive series of recommendations, including the need to establish an organization-wide strategic plan. The study (HueLife) report can be found in the following link: <https://www.co.rock.wi.us/reports>

Introduction

A strategic plan is a roadmap for organizational development. It answers the question of what county government does (services), who we do it for (customers) and how we excel at what we do (accomplish). The focus is the entire organization with a 3 – 5-year time horizon.

Project Scope

By use of facilitated processes, Rock County is requesting a consultant to assist the County Board in the development of a comprehensive strategic plan for the county. As a process and eventual working document, the planning process and final document should provide a plan with a three- five-year horizon to address the following:

- Vision, Mission, Core Values, Priorities, Goals and Objectives, Action Plans, Implementation Schedule, and Plan Maintenance Procedures.
- Transform the conceptual goals of the visioning process into realistic, achievable targets.
- Provide a process that allows general alignment and focus to foster a sense of cohesion as to the County's strategic direction.
- Chart an effective, considered, and innovative course of action for the County's future, setting priorities and maximizing innovative opportunities.
- Serve to organize and prioritize County initiatives and resources to achieve specific goals within the next three - five years with specific performance measures.
- Identify and analyze services and programs (both current and new) that support goals, including potential partnerships with other entities (such as public/public, public/private).
- Identify possible funding streams and plan for fiscal sustainability.
- Develop a strategic planning process in collaboration with a team of local stakeholders which may include County Board members, county staff and community members.
- Identify necessary skills for staff to carry out programs.
- Assign leadership responsibilities for areas of focus.

B. 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 if 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).

c. **Proposal Requirements**

1. Demonstrate an understanding of the County's request including deliverables.
2. Outline the steps/processes/elements for the development of a comprehensive strategic plan.
3. Propose a timeline for the completion of the plan with the project completion no later than October 1, 2022 including proposed dates in Project Timetable section.
4. Describe the means and methods to engage the County Board of Supervisors in the development of a strategic plan.
5. Describe the means and methods to identify county priorities as articulated by the County Board of Supervisors.
6. Describe techniques for building consensus among 29 members to identify achievable priorities.
7. Describe the means and methods to measure the Board's commitment to the identified priorities.
8. Provide an estimated number of meetings (facilitations) with County Board of Supervisors to accomplish the development of the desired strategic plan with due regard for Wisconsin's Open Meeting Law requirements. This shall include identifying on-site vs. remote format meetings.
9. Describe the means and methods for seeking input from county stakeholders, citizens, businesses.
10. Explain the process and provide recommendations regarding periodic plan reviews/updates and/or plan maintenance.
11. Describe processes for educating and engaging future County Boards regarding the adopted Strategic Plan

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 60 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.

C. 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 will be required to make presentation (in person or 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 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.

<u>Item No.</u>	<u>Format</u>	<u>Proposal Page</u>
_____ 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 & Local Address
4. Telephone Number
5. Contact Person Name and Title, and Location
6. E-Mail Address
7. Number of years your company has been in business and in providing consulting in this field or similar to that offered in this RFP.
8. Location of office from which service will be provided to the County of Rock.
9. Number of Staff
 - Nationwide
 - Office serving Rock County
10. 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.

C. Proposal Requirements

1. Demonstrate an understanding of the County's request including deliverables.
2. Outline the steps/processes/elements for the development of a comprehensive strategic plan.
3. Propose a timeline for the completion of the plan with the project completion no later than October 1, 2022 including proposed dates in Project Timetable section.
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8. Provide an estimated number of meetings (facilitations) with County Board of Supervisors to accomplish the development of the desired strategic plan with due regard for Wisconsin's Open Meeting Law requirements. This shall include identifying on-site vs. remote format meetings.
9. Describe the means and methods for seeking input from county stakeholders, citizens, businesses.
10. Explain the process and provide recommendations regarding periodic plan reviews/updates and/or plan maintenance.
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APPENDIX C
PRICING

The Proposal Pricing Page shall 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).



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**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