

ROCK COUNTY, WISCONSIN

**NOTE: This is a Teleconference**



**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE  
TUESDAY – MAY 4, 2021 - 6:00 P.M.  
CALL: 1-312-626-6799  
MEETING ID: 823 2436 3727  
PASSCODE: 329125**

Join Zoom Meeting

<https://us02web.zoom.us/j/82324363727?pwd=V0svSEc0NnB1VFRieXRBRQjNBZ2drUT09>

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**If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Tuesday, May 4, 2021. To submit a public comment, use the following email: [countyadmin@co.rock.wi.us](mailto:countyadmin@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 – MAY 4, 2021 - 6:00 P.M.**

**Agenda**

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes from March 9, 2021
4. Citizen Participation and Announcements
5. Review of Request for Proposal (s)
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 – March 9, 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, March 9, 2021 via teleconference.

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

**Committee Members Absent:** None.

**Staff Members Present.** Randy Terronez, Assistant to the County Administrator and Annette Mikula, Human Resources Director.

**Others Present:** Supervisors Rich Bostwick and Wes Davis.

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

**Approval of Minutes from February 23, 2021.** Supervisor Peer moved approval of the minutes from February 23, 2021, second by Supervisor Aegerter. ADOPTED.

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

**Review of Proposed Request for Proposal.** Members reviewed the materials sent out prior to the meeting, including:

- a. Comparison of Member Input to RFP – Randy Terronez noted that he attempted to incorporate the 27 comments given at the last meeting relative to project scope into the updated request for proposal. He was able to do so with the exception of two comments.
- b. Timeline – reviewed.
- c. Overview of Rock County – reviewed.
- d. Background and Project Scope – reviewed and Committee members added clarifying language to the bidders being allowed to bid on a component but encourage partnering with other consultant (s).
- e. Proposal Requirements – reviewed.
- f. Proposal Evaluation and Award – reviewed.
- g. Appendix B Vendor Profile – reviewed.
- h. Bidders List (To be distributed at meeting) – not reviewed.

Sup. Wilson left the meeting at 6:30 p.m.

The RFP document will be updated and sent to all Committee members by Thursday, March 11. Per the timeline, the RFP will be sent out on Monday, March 15.

**Set Meeting Date and Time.** As bids are due on April 28, the Committee decided on Tuesday, May 4, 2021 at 6:00 P.M. for the next meeting.

**Adjournment.** Supervisor Beaver moved adjournment at 6:45 P.M., second by Supervisor Aegerter. ADOPTED.

Respectfully submitted,

Randy Terronez  
Assistant to the County Administrator

**NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.**

EVALUATOR # \_\_\_\_\_

DATE \_\_\_\_\_

**#2021-16  
ORGANIZATIONAL SYSTEMS REVIEW  
EVALUATION FORM**

**A. 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:

**FIRM:** \_\_\_\_\_

	<b>POINTS GIVEN</b>
Responsiveness to the requirements set forth in this proposal (25%) <b>(10 POINTS MAXIMUM)</b>	
Experience with like or similar projects, including samples of previous projects (25%) <b>(30 POINTS MAXIMUM)</b>	
Project Schedule, methodology and approach (25%) <b>(30 POINTS MAXIMUM)</b>	
Project cost (25%) <b>(30 POINTS MAXIMUM)</b>	
NOTES:	
<b>TOTAL POINTS</b>	



**#2021-16  
REQUEST FOR PROPOSALS  
ORGANIZATIONAL SYSTEMS REVIEW  
FOR  
COUNTY OF ROCK  
JANESVILLE, WISCONSIN**

Proposals due in Rock County Purchasing Division by:  
**April 28, 2021 – 12:00 noon (Local time)**

Proposals received after this date and time will be rejected.

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

**MARK SEALED ENVELOPE: #2021-16 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 **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 #2021-16 to Shilo Titus, Purchasing Division, 51 South Main, Janesville, WI 53545. All proposals must be received by **12:00 noon (local time), April 28, 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 Shilo Titus. Questions must be received by **12:00 noon (local time), April 9, 2021**. Questions received after this date and time will not be answered. Questions shall be e-mailed to [shilo.titus@co.rock.wi.us](mailto:shilo.titus@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	03/16/21
Questions Due	04/09/21 - 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.

## **A. 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.

## **B. 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 a consultant to bid on a component of the proposal but encourage complete proposals or complete partnership proposals.

### **C. 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 a consultant to bid on a component of the proposal but encourage complete proposals or complete partnership proposals.**

## **D. 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 & 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.

**Given the expansiveness of the request for proposal, Rock County will allow a consultant to bid on a component of the proposal but encourage complete proposals or complete partnership proposals.**



## **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).

**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

# Exhibit #1

RESOLUTION NO. 19-9B-327

AGENDA NO. 12.F.(1)

## RESOLUTION ROCK COUNTY BOARD OF SUPERVISORS

Supervisor Brian Knudson  
INITIATED BY



Supervisor Brian Knudson  
DRAFTED BY

County Board Staff Committee  
SUBMITTED 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

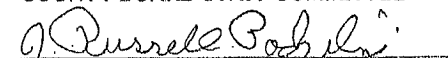
Page 2


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

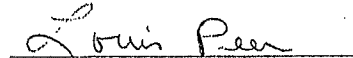
  
J. Russell Podzilni, Chair

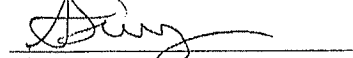
  
Mary Mawhinney, Vice Chair

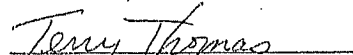
Absent  
Richard Bostwick


  
Henry Brill

  
Betty Jo 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, Wis. 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

# Exhibit #2



## 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.

HueLife, LLC  
5775 Wayzata Blvd. #700  
St. Louis Park, MN 55416  
Submitted April 26, 2021

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# HUELIFE COLLABORATIVE MODEL FOR HUMAN RESOURCES AND ORGANIZATIONAL TRANSFORMATION IN ROCK COUNTY

RFP #2021-16

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Primary Contacts:

Jeremy Kautza – Project Lead and Engagement Facilitator

Phone: 608-575-6195

Email: [Jeremy.Kautza@Hue.Life](mailto:Jeremy.Kautza@Hue.Life)

Judy McDonald – Human Resources Consultant

Phone: 651-245-8760

Email: [Judy.McDonald@Hue.Life](mailto:Judy.McDonald@Hue.Life)

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# HUELIFE COLLABORATIVE MODEL FOR HUMAN RESOURCES AND ORGANIZATIONAL TRANSFORMATION

## INTRODUCTION

Dear Rock County Leaders

Thank you for the opportunity!

HueLife is grateful for the opportunity to propose professional consulting services to Rock County, WI. Our organization runs off the power of people, values, and community. We believe our organization can provide an inclusive, participatory, and engaging approach specifically designed to work with Rock County employees from various departments, individually, and as collaborative teams to achieve real and lasting positive change.

If HueLife is selected for the project, we will partner with Rock County in preparing a plan to continue to perform as an organization of excellence and enhance its reputation in the community as an employer of choice. Ultimately the report recommendations will assist Rock County in enhancing its' journey as an organization of excellence by creating a highly diverse, inclusive work environment that positively impacts employees who, in turn, will deliver optimal service to the community.

By submitting this solicitation response, we acknowledge our understanding and acceptance of the terms and conditions as stated in Request for Proposal #2021-16 – Organizational Systems Review for County of Rock in Janesville, Wisconsin.

Note: During the past five years, no claims have been made against HueLife, its subcontractors, or the proposed project team members.

Thank you for your consideration of our proposal!

Best Regards,  
Jeremy Kautza  
HueLife Project Lead  
Jeremy.kautza@hue.life  
Phone 608-575-6195



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# MANAGEMENT SUMMARY



As you are aware, Rock County is embarking on an organizational system review designed to gather and analyze data for the purpose of continuing forward on their journey as an organization of excellence and to enhance its reputation in the community as an employer of choice.

The project work will be structured to gain detailed information that will recognize strengths, identify areas for improvement, and establish baseline data in two key areas:

- Systemic review of Human Resources (HR) policies, practices, work rules, and personnel ordinance to assure compliance, consistency, and equity.
- Alignment of departmental strategic information (mission, vision, and core values) with the organizational vision, mission, and core values to better coordinate priorities, decision-making, and activities.

This project will help Rock County to incorporate best practices as they continue to build and retain a diverse and highly engaged and committed workforce while ensuring compliance with ever-changing laws, avoiding costly lawsuits, and incorporating best practices in HR. Working through an equity lens, we will evaluate, compare, and contrast best practices to generate information around departmental performance and develop recommendations that will assist Rock County along their journey towards building a positive, diverse, and inclusive workplace where all employees are thriving within a culture of excellence.

As a result of our current reality around the COVID crisis it is even more essential than ever before that the HR department become more adaptable and flexible to transform itself to function successfully in this new reality. We know that the COVID crisis has increased the prevalence of employees working remotely and we fully anticipate that trend will continue. As a result, significant translation of pre-existing work rules, schedules, communications, and equipment will be necessary. The development of new talent acquisition programs and strategies designed to keep the applicant pipeline flowing will become more and more critical as the county aspires to recruit applicants for employment. Employee retention strategies must also be enhanced while HR and operational processes and procedures must be evaluated and restructured to align with this new reality.

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# MANAGEMENT SUMMARY



Because of the significant scope of the project and the resulting impact to all employees in the system, an approach and methodology that revolves around securing stakeholder input and feedback is absolutely essential. By conducting a systemic analysis of HR through a collaborative framework the resulting initiatives and decisions will have the greatest potential for success when stakeholders have had the opportunity to provide input and to commit to the work.

Collaborative work, planning, and decision-making are exactly what we value at HueLife. In fact, the core of our name “Hue” in HueLife stands for Human Understanding and Engagement. We are change agents and professional problem solvers who understand the ins and outs of employee engagement, the importance of building positive and lasting relationships, and the intricacies of organizational development. We will partner with Rock County to create a pathway to a work culture where employees are productive, motivated, and committed to the mission and values.

The collaborative framework will provide the opportunity for us to bring diverse stakeholders together to share their perspectives, their individual experience as employees, and ideas for improvement. The ultimate result of the collaborative approach will position Rock County with the greatest potential for success.

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# METHODOLOGY & APPROACH

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HueLife believes that bringing diverse groups of employees and stakeholders together to provide individual perspectives, information and suggestions for improvement is central to the approach and methodology that will be used for the project. Through this collaborative approach we will obtain detailed insights into effectiveness and efficiencies in specific HR functional areas from a multitude of diverse stakeholders. Rock County employees are an invaluable source of knowledge and expertise and their viewpoints and opinions will be incredibly useful in making effective decisions and implementing transformational change.

Information, perspectives, and suggestions will be gathered and analyzed around the following HR functional areas (See Appendix E for details):

- Human Resources & Organizational Strategic Management: Partnering in the development of the organization's strategic and HR plans, and fulfilling the organization's mission, vision, and strategic goals is essential to success. Information will be gathered and analyzed in the areas of Planning, Finances, Organizational Policies & Procedures, Succession Planning, Change management, Employee Satisfaction, and Commitment to the Mission
- Workforce Planning and Selection: Workforce planning includes planning, implementing, and evaluating the process of obtaining and selecting qualified candidates from internal and external sources for positions throughout the organization to fulfill the organization's performance requirements is focus. Information will be gathered and analyzed in the areas of recruitment and retention programs and strategies, applicant screening and selection processes, new employee onboarding processes, job posting and accessibility, and workforce planning.

*Note: If applicable, there may be an opportunity to assess progress on the County Board's February resolution that requires the development of a partnership with Blackhawk Regional Technical College to expand the Certified Nursing Assistant workforce.*

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# METHODOLOGY & APPROACH

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- **Training and Organizational Development:** The Training and Organizational Development functional area includes providing employee performance-required skills and knowledge training, facilitating career development to meet both current and future organization needs, and assisting the organization in managing change. Information will be gathered and analyzed in the areas of employee training, needs identification, programming and alignment with organizational needs and projections, and employee and organizational development.
- **Total Rewards:** The Total Rewards functional area includes developing and implementing employee compensation and benefits that are in line with the organization's strategic plans and objectives. Information will be gathered and analyzed in the areas of benefits and compensation and focused on consistency, equity, communication, and effectiveness.

*Note: If applicable, there may be an opportunity to assess progress on the County Board's December 2020 resolution around COVID Emergency Family Leave and other leave provisions and the June 2020 County Board resolution on hazard pay.*

- **Employee and Labor Relations:** The activities and functions in Employee and Labor Relations involve maintaining an effective relationship between the organization and its employees including collective bargaining process and union relations. Information will be gathered and analyzed in the areas of employee relations, work rules, employee discipline, and negotiations.
- **Diversity and Equal Employment Opportunity:** This functional area covers the activities of developing and implementing workforce programs to maximize the employment of productive people with different backgrounds, qualifications, and talents while (1) recognizing the legal requirements and social responsibilities of equal treatment for all employees and (2) the actions necessary to ensure that those requirements are met.

*Note: There may be an opportunity to measure progress in the following Rock County Board resolutions:*

- *Employee knowledge and understanding of the existence of systemic racism within Rock County as described in the June 2020 Rock County Board resolution prohibiting anyone within the County systems from practicing bias and perpetuating systemic racism*
- *Employee commitment and responsibility to "create and maintain a culture in which employees respect the diverse values, beliefs, and behaviors in the workforce and the community they serve" as recognized by the Rock County Board in the Public Health Crisis resolution June 2020*

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# METHODOLOGY & APPROACH

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- Human Resources Environment, Staff, Structure and Service Delivery Model: This category includes the HR department structure; workplace, internal relationships, relationships with other functions, departments, and employees of the organization. Information will be gathered and analyzed in the areas of workplace design, department organization, service delivery model, work roles, and benchmarking.

This project includes two\* phases, Listening & Learning and Responding. The Listening and Learning phase consists of four steps: (1) General information gathering, (2) Employee survey development and deployment, (3) Interviews & listening sessions, and (4) supplemental data gathering and report generation. The Responding phase consists of two steps: (1) information review & recommendation development, and (2) Generation of final report and presentation.

*Note: HueLife offers a third phase (action planning) that would naturally follow after completion of phases 1 and 2. Action planning is outside the scope of this Request for Proposal; however, upon completion of phases 1 and 2, HueLife would then be ready and available to facilitate the final (third) phase on the Human Resources continuous improvement journey.*

## Phase 1: Listening & Learning

### **General Information Gathering:**

We will begin by spending some time understanding Rock County. For example, we will review the overall organizational background (e.g., strategic plan, structure, scope of HR services, budget, facilities, and other pertinent county data). Then we will turn to gathering specific HR information (e.g., workforce metrics, Personnel Ordinance, HR policies/practices, employee handbook, labor relations information, employment contract(s), departmental priorities, performance evaluations, job descriptions, etc.) The general information gathering process is completed first to better focus the upcoming listening & learning activities and to educate the team on matters that might need special attention during the listening sessions.

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# METHODOLOGY & APPROACH

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## **Employee Survey Development and Deployment:**

After completion of the general information gathering, HueLife will facilitate one listening session with the HR staff. The purpose of this listening session is to develop an online employee survey that will be deployed at the very beginning of the project. The survey will be designed to evaluate specific practice areas in HR in terms of gauging employee satisfaction with HR, their understanding of HR practices and policies along with information about organizational climate and culture. Special attention will be paid to workplace diversity and inclusion. The results of the survey will assist us in identifying strengths and need for improvement in the previously outlined human resources functional areas as well as providing an initial baseline for future progress measurement.

## **Interviews and Listening Sessions**

The Interviews and Listening Sessions are designed to obtain individual and collective perspectives around the performance of the HR department, current county workforce issues, current gaps, and future needs. Specific feedback on HR strengths, vulnerabilities, and strategic alignment with the organization will be solicited as well as whether HR policies, practices, and procedures are understood, practiced, and accepted.

*Note: The listening sessions and interviews described below are suggestions. We will work with Rock County leadership to design the final number of listening sessions and interviews.*

- **1 Listening Session – Survey Development:** HueLife will facilitate one listening session with the HR work group for the purpose of obtaining input and guidance around the development of the initial employee survey. Once the listening session is complete, the employee survey will be developed and deployed in collaboration with HR staff. Once the survey results are compiled the information will be analyzed to provide a baseline for future measurement and to guide the work in the upcoming focus group listening sessions.

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# METHODOLOGY & APPROACH



- **10 Focus Group Listening Sessions:** The Focus Group Listening Sessions are convened to look deeper into the survey results and to provide additional input and suggestions for improvement. Providing space for stakeholder voices to share their perspectives and ideas is essential to the success of the project. Questions and content focus will be customized and potentially expanded for certain focus groups to assure all the essential information and perspectives are gathered. The profile of each focus group can be based on individual positions within the organization, the stakeholders they serve, and employees who are considered members of a protected class. In this proposal we are suggesting ten focus groups however the number and size of the focus groups can vary. We will work with Rock County leaders to determine the final number and profile of the focus groups. (See Appendix F for suggested focus groups)
- **3 Interviews:** After the listening sessions, three key leaders will be interviewed. The purpose of the interviews is to obtain individual perspectives from these key leaders around all the data gathered. We will discuss opportunities and challenges the leaders are currently facing and assess readiness for change in the County's leadership and workforce. Time will also be spent discussing the upcoming analysis of the information gathered thus far and identifying areas for more intense focus. In this proposal we suggest the three individuals to be interviewed could be the County Administrator, Human Resources Director, and the Director who is responsible for the largest employee group. Those are simply suggestions we will work with Rock County to determine who will be the three key leaders to be interviewed.

## Supplemental Data Gathering and Analysis

In addition to survey data and information gathered from interviews and listening sessions, we will complete the collection of any remaining information and data that is needed and then begin to analyze the result in terms of departmental efficiencies and effectiveness. We will:

- Gather and analyze available HR metrics around key performance indicators (e.g., number of unfilled positions, time it takes to fill a new position, turnover, employee satisfaction, internal grievances filed, absenteeism rates, etc.)
- Analyze the information and compare the findings to industry standard benchmarks, where applicable. This process will offer insight into how the findings compare to other similarly-sized organizations, national standards, and internal organizational data (e.g., ratio of HR professionals to total employees, cost per new employee hired, ratio of dollars spent on HR function comparison, etc.)
- Analyze alignment of HR culture and practices with HR mission and organizational mission.

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# METHODOLOGY & APPROACH



## Phase 2: Responding

In the second phase of the project, the analyzed results and recommendations are developed to be included in the final report. The work will be done in two workshops with the first workshop focused on HR and other key stakeholders in the development of the final recommendations and the second workshop to review the report and to initiate the planning process.

**Workshop 1 - Information review and recommendation development (audience to be determined by the outcome of the prior activities):** The HueLife team will facilitate a workshop with a group of key individuals who have surfaced as integral to the future success of the implementing the recommendations. All the information gathered and analyzed from the survey, interviews, and listening sessions will be reviewed and considered. During the workshop potential issues will arise around the proposed recommendations so we will spend time developing solutions to those issues. After reviewing all the information compiled and analyzed, workshop participants will develop final recommendations for change along with implications for budgeting. A significant portion of this workshop will also be spent analyzing and making recommendations for alignment of mission, vision, and core values between the organization and respective departments.

### **Workshop 2: Presentation of final report and next steps**

The HueLife team will facilitate the last workshop where the final report will be reviewed by County leaders and key stakeholders. During this time project approach, background, scope, and results will be shared, discussed, and the recommendations contained in the report will be considered for future action. This workshop provides ample time and space for a lively discussion of the findings and recommendations helping to make sure everyone will have an opportunity to provide input and will be prepared to support the continuing work of improvement going forward. If time allows, participants will begin to discuss next steps around actual implementation.



# PROJECT SCHEDULE & STAFFING

## Potential Timeline

Dates in 2021	Tasks
June 15 to June 30	General information gathering
June 30 to July 15	Employee survey listening session with HR staff
July 15 to July 30	Employee survey development and deployment
August 1 to August 30	Listening sessions development and facilitation
September 1 to 15	Individual interviews and supplemental data gathering and analysis
September 16 to 30	Workshop 1 - Information review and recommendation development
October 1 or later	Workshop 2 - Presentation of report and findings

## Staff

Three individuals from HueLife, LLC will comprise the project team including the project lead, a HR consultant, and a Organization Development Consultant. The profile of the team delivers a wealth of expertise in HR administration in the public sector, strategic planning, organizational development, and meeting facilitation and planning. Even though our home office is in the State of MN, we are fortunate to have our project lead, Jeremy Kautza, physically located in Waunakee, WI. The proximity of Jeremy to Rock County will be immensely helpful in terms of accessibility and understanding of the unique characteristics and culture of the local area.



**Jeremy Kautza** (Project Lead) will provide oversight for the project as well as overseeing and assisting in the design and facilitation of the collaborative listening sessions and workshops. Jeremy lives in Waunakee, WI and is well versed in designing and facilitating inclusive and participatory activities and discussions around strategy, organizational & leadership development, process improvement, policy development, and change leadership. Jeremy brings with him 25 years of experience in facilitating learning, development, and growth in educational settings including his current role as an internal consultant for the University of Wisconsin-Madison.

**Judy McDonald** (HR Consultant) will provide the subject matter knowledge, operational, and strategic experience required to analyze HR operations, policies, and metrics. Judy brings with her over 30 years of HR experience in the public sector. She has served in multiple leadership roles throughout her career in HR and has been instrumental in transforming multiple HR departments from transactional and compliance-based entities to becoming critical strategic partners in supporting the mission of the organization.



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# CONTRACT, SUBCONTRACTORS, AND THIRD-PARTY ASSIGNMENTS

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**Dr. Irina Fursman** (Organization Development Consultant) will be responsible for supporting the design and facilitation of the listening sessions and workshops. Irina has been serving the public sector for the last 14 years in the consultant and facilitator capacity. Her expertise and background are in designing engagement strategies, facilitating a process of transformational learning, development of new cultural norms, and strategic change initiatives.

## **Contractual Issues - Narrative**

- A professional service contract is included in this proposal for your review. Jeremy Kautza, Project Lead, will be responsible for resolving any issues or concerns around the project. Considering that HueLife has an interest in establishing a positive and mutually supportive partnership in the County's transformational change work going forward, we are prepared to make every effort to resolve problems in a timely and effective manner.

## **Subcontractors and Third Party Assignments**

- HueLife does not anticipate using sub-contractors or making any third-party assignments for this proposal.

# 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.

Completed	Page Number	Item
<input checked="" type="checkbox"/>	N/A	Original + 10 Copies of Proposal as Specified in the RFP
<input checked="" type="checkbox"/>	14	Proposer Checklist (this Form) Appendix A
<input checked="" type="checkbox"/>	15	Vendor Profile Appendix B
<input checked="" type="checkbox"/>	18	Pricing Appendix C
<input checked="" type="checkbox"/>	19	Vendor Proposal Certification Appendix D
<input checked="" type="checkbox"/>	12, 4, 5	Project Schedule, Methodology, Approach and Management Summary Narrative
<input checked="" type="checkbox"/>	13	Contractual Issues Narrative
<input checked="" type="checkbox"/>	13	Subcontractors and Third-Party Assignments Narrative

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# APPENDIX B VENDOR PROFILE

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## A. Company Information

**Company Name:** HueLife, LLC

**Website:** www.hue.life

**Corporate & Local Address:**

HueLife, LLC

5775 Wayzata Blvd. #700

St. Louis Park, MN 55416

**Primary Contacts:**

Jeremy Kautza – Project Lead and Engagement Facilitator

Phone: 608-575-6195

Email: Jeremy.Kautza@Hue.Life

Located in Madison, WI

Judy McDonald – Human Resources Consultant

Phone: 651-245-8760

Email: Judy.McDonald@Hue.Life

Located in North St. Paul, MN

**Number of years your company has been in business and in providing consulting in this field or similar to that offered in this RFP:** HueLife has been in business since 2006, providing consulting services in the field of organization development, leadership development and change facilitation.

**Location of office from which service will be provided to the Rock County:** Madison, WI

**Number of Staff:**

• **Nationwide:** 9

• **Office serving Rock County:** Jeremy Kautza, Project Lead, will coordinate the project activities from Waunakee, WI.

**Number of similar projects completed:** HueLife has worked with public, private and government sectors in organization development, strategic planning, public and in-house facilitation training, consulting, executive search, community engagement, and leadership/team development for many years. The number of similar projects is over 100.

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# APPENDIX B VENDOR PROFILE

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## **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.

- Milwaukee Area Technical College  
Office of Human Resources  
700 W. State St.  
Milwaukee, WI 53233  
Richard Busalacchi, Campus Executive Director  
414-297-6969  
busalacr@matc.edu

Please see <http://www.matc.edu/who-we-are/reports-facts-data/fast-facts-102620.pdf> for more information on Milwaukee Area Technical College

The work performed for MATC focused on employee compensation and benefits particularly related to faculty within the organization. Compensation philosophies, values, and policies were explored with administration (including HR), full- and part-time faculty, and support staff (including membership from the various employee association groups) participating in the process. The work spanned the course of May 19, 2019 through December 15, 2019

- Osseo Area Schools  
Office of Human Resources  
11200 93rd Ave N  
Maple Grove, MN 55369  
Kate Maguire, EdD (Superintendent - Retired)  
763-486-5639

The work performed at Osseo Area Schools was focused on bringing school district leaders in an engaging and collaborative setting to develop a plan for expanding cultural responsiveness district-wide. Our Human Resources Consultant (retired from public service on 06/30/2018) was employed at the school district for over 10 years and served on the cabinet of the superintendent as Executive Director of Human Resources for five years leading transformational change in both HR and district-wide.

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# APPENDIX B VENDOR PROFILE

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- Fridley Public Schools
  - Office of Human Resources
  - 6000 W Moore Lake Dr NE
  - Fridley, MN 55432
  - Dr. Kim Hiel
  - 763-502-5002

The work performed at Fridley Public Schools was a temporary assignment (4 months) and consisted of overseeing the operations of the HR department and teacher contract negotiations.

- Other projects include:
  - Swift County, MN: Organization Development Strategies—Structural Re-design
  - Polk County, MN: Employee and Board Development
  - Stearns County, MN: Strategic Planning and realigning services in COVID times
  - City of Woodbury, MN: Police Leadership Structural Alignment
  - Hennepin County, MN: Medical Center, HR Department Formation
  - Ramsey County, MN: Health Department, Action Planning
  - Ramsey County, MN: County Board Leadership Development
  - City of Chaska, MN, Parks and Recreation New Organization Structure
  - Facilitation of over 200 Strategic Planning retreats. Examples:
    - Cities across the USA and Ukraine
    - Minnesota Counties
    - National Guard
    - World Bank
    - US ARMY Leadership Training Team

# APPENDIX C PRICING

Facilitation and Engagement Services: \$15,000 to \$20,000\*

To include

- Preparation and facilitation of listening sessions
- Administration of individual interviews
- Workshops and final presentation

Note: A substantial portion of this work can be completed virtually. We will work with Rock County to determine which activities will be conducted in-person and which will be done remotely. Because of this, travel expenses have not been included in the pricing range and may impact the overall cost of the project.

Consultative and HR-related services: \$10,000 to \$15,000

To include

- Analysis of Personnel Ordinance, HR policies, procedures, and systems with a focus on improving consistency in administration and removing any inherent bias in language, interpretation, and implementation
- Administration of individual interviews
- Analysis of data and benchmarking
- Comparisons to best practices
- Report generation and preparation for final workshop

\*An hourly rate is also an available option for mini-assignments, support, and assistance. The hourly rate could be adjusted during the duration of the contract, based on the changing needs and individual readiness. Hourly rates vary depending on the consultant or facilitator qualifications and the nature of the work, ranging from \$150 - \$250/hour. Meetings are billed at a 2-hour minimum. Preparation and set up time are billed at ½ the above hourly rate.

Other services available at additional cost, (below are a few examples):

- Action Planning Phase 3: The next steps in the project would be to create an action plan for implementing the recommendations. HueLife is also available to facilitate the action planning process; however, that service is not included in this proposal as it was not included in the request.
- Strategic Planning
- Comprehensive review of the employee training program, curriculum, and instruction
- Comprehensive review of job descriptions, banding, and grading
- Development of a diverse workforce recruitment and retention plan

# APPENDIX D VENDOR PROPOSAL CERTIFICATION

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 \$30,000 (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.

*Jeremy Kautza*

04/20/2021

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Authorized Signature

Date

Jeremy Kautza  
Project Lead

HueLife, LLC  
5775 Wayzata Blvd. #700  
St. Louis Park, MN 55416  
Phone:608.575.6195  
Jeremy.Kautza@Hue.life



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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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**Human Resources & Organizational Strategic Management:** Partnering in the development of the organization's strategic plans and HR plans and role in fulfilling the organization's mission, vision and objectives/goals is essential to success. Areas of focus can include:

- Planning
  - Mission, Vision and Core Values alignment between organization and individual departments
  - Human Resources Strategic Plan (or action plan/goals information)
  - Stakeholder awareness and commitment to Mission
- Financial
  - Return on Investment (ROI) of HR budget on departmental performance
- Organization Policies and Procedures
  - Alignment with organization's values and ethical behaviors
  - Employee training and accountability
  - Policy compliance
- Succession Planning
  - Existence of management/workforce succession chart and frequency of updates
  - Potential internal replacements identification for all key positions
- Change Management - HR role in...
  - Identifying need for change and/or changes impacting the organization
  - Implementing and managing organizational change
  - Developing strategies to deal with change affecting the organization
- HR employees' understanding of the HR strategic plan/goals/priorities and perception of how successful they have been

**Workforce Planning and Selection:** Planning, implementing and evaluating the process of obtaining and selecting qualified candidates from internal and external sources for positions throughout the organization to fulfill the organization's performance requirements. Areas of focus can include:

- Recruitment programs and strategies (external and internal)
- Applicant screening & selection process
- Onboarding/offboarding process and information materials (e.g., employee handbook, forms)
- Job posting accessibility and notifications
- Workforce planning and projections plan
- Decision-making process and workflow around the hiring process including responsibility areas and authority

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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**Training and Organizational Development:** Providing employee performance-required skills and knowledge training, facilitating career development to meet both current and future organization needs, and assisting the organization in managing change. Areas of focus can include:

- Training Needs Identification
  - Determination of individual training needs
  - Projected future workforce skills and abilities requirements
  - System for regular assessment of training needs
  - Training programs and work requirements alignment with organizational mission and strategic plan
  - Performance appraisal system influence in training opportunities
- Training Program
  - Training offered in skills unique to the organization (e.g., customer service training)
  - Review of foundational and mandatory employee training and management training
  - Communications, follow-thru and employee awareness of training opportunities
  - Training for remedial skills (e.g., English, Math, etc.)
  - Feedback and improvement process
  - Training delivery model and trainers
  - HR responsibility and accountability
- Employee Development
  - Support for employee career planning and career management
  - Existence of job families/career ladders/career paths with appropriate requirements
  - Cross training
  - Incentives for employee training
  - Accountability in HR for supporting the employee performance management process
- Organizational Development
  - Scope of HR responsibility
  - Definition of organization's current culture
  - Definition of desired culture
  - Management training alignment with mission and desired culture
  - Terms and conditions of employment alignment with mission and desired culture

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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**Total Rewards:** Developing and implementing employee compensation and benefits that are in line with the organization's strategic plans and objectives. Areas of focus can include:

- Benefits
  - HR administration of benefit programs, consistency and reliability
  - Communications and support
  - Employee feedback process
  - Fringe benefits (flexible hours, work at home, job sharing, day care, wellness)
  - Leave processing and decision-making
  - Procedure for requesting a workplace accommodation
  - Return to work programming
- Base Compensation
  - HR administration of compensation model
  - Communications and support
  - Position evaluations
  - Process for market analysis
  - Parameters for initial salary placement and salary progression

**Employee and Labor Relations:** Maintaining an effective relationship between the organization and its employees including collective bargaining process and union relations. Areas of focus can include:

- Employee Relations
  - Resources available for supervisors and managers around administration of policies/procedures
  - Required related training for supervisors and managers
  - Tracking system for decisions involving policy interpretation
  - Employment related counseling services
  - Employee Assistance program
- Employee Opinion Surveys
  - Methods used to obtain and share employee opinion on workplace climate, culture, and morale
  - Tracking of actions/decision-making resulting from feedback processes
- Exit Interviews
  - Deployment and processing parameters
  - Distribution of exit interview results to supervisors

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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- Work Rules
  - Guidelines and regulations regarding employee behavior
  - Consistency of rules, and related decision-making across departments
- Employee Discipline
  - Performance improvement and disciplinary procedures
  - Guidelines for appropriate disciplinary action
  - Manager and supervisor training on employee discipline
  - Periodic review of major disciplinary actions (suspension, demotion, transfer and termination) for compliance, consistency and trending.
- Grievances
  - Grievance volume, patterns and response times
  - Grievance procedure and appeal process
  - Training for supervisors and managers in administration of grievance procedure
- Negotiations
  - Preparation process (legal compliance, input from managers and supervisors includes review of grievance records, current negotiations trends)
  - Labor Contract financial parameters, strategy, and decision-making authority established in advance of negotiations
  - Negotiation committee members (includes representatives from management on the committee)
  - Communications

**Safety and Security:** Providing employees a safe and secure working environment and safeguarding their personal data. Areas of focus can include:

- Health and Safety
  - HR department accountability for administration
  - Training for employees, supervisors and managers in safety and environmental regulations and practices
- Metrics
  - Records and data maintenance (e.g., number of confirmed accidents and alleged accidents, accident severity, and frequency)
  - Statistics analyzed by department/work group
  - Reporting and communication
  - Inspection schedule
  - System for historic trend analysis

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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- Accidents
  - Training for supervisors and managers in the event of an accident
  - First aid, medical care resource availability
  - Clear and comprehensive instructions available for employees and supervisors/managers
  - Accident investigations and reporting timeliness

### OSHA and Insurances

- HR responsibility, authority, and accountability (e.g., authority to immediately stop any unsafe or environmental harming action or activity)
- Evacuation procedures, business continuity plan
- Enterprise risk assessment
- HRIS/Metrics: Preparing, storing, and maintaining employee records and information, including computerized HR information systems, and meeting federal, state and local requirements. Areas of focus can include:
  - Procedures for updating employee information
  - HR Department performance reporting
    - Report generation parameters and schedule for frequent and consistent analysis/benchmarking
    - Performance dashboard/balance scorecard

**Diversity and Equal Employment Opportunity:** Developing and implementing workforce programs to maximize the retention of employees coming from different backgrounds, qualifications, and talents while recognizing the legal requirements and social responsibilities of equitable treatment for all employees. Areas of focus can include:

- Procedure for employees to redress(rectify, resolve) perceived violations and subsequent HR follow-up
- Employee and Manager/Supervisor training and tracking
- Workplace investigations efficiency and effectiveness
- Applicable metrics and trends
- Affirmative Action Policy up to date, easily accessible and all advertisements for employment reflect County as an equal opportunity employer
- Employee opinions as to fair and equitable treatment
- Job postings, employment applications, Interviews, testing and selection procedures
- Periodic review of employee benefits eligibility, compensation, position assignments, demotion, termination, and promotion to assure decisions made are non-discriminatory
- Communications – reports regularly supplied to management regarding workplace culture and compliance with equal employment and sexual harassment policies and its grievance procedures
- Workforce demographics and trends

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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**Human Resources Environment, Staff, Structure, and Service Delivery Model:** The HR department structure; workplace, internal relationships, relationships with other functions, departments, and employees of the organization. Areas of focus can include:

- HR workplace design
  - Optimized for service delivery to hiring managers and employees
  - Private areas for consultations and meetings
  - Convenient access to staff for employees and leaders
  - Environmental conditions (heat, light and sound)
- Department Organization
  - Main HR roles and responsibilities identified and specifically assigned to positions in the department
  - Outsourced HR work
  - Work roles, objectives, standards of performance, redundancy, and levels of decision-making
  - HR department organizational chart availability to stakeholders
- Position descriptions and classes
  - System for periodic review and maintenance
  - Missing job descriptions
  - Position evaluation process
- Employee performance evaluation process
  - Role of HR in coordinating process
  - Inter-rater reliability
  - Tracking and accountability
- HR service delivery model and staffing allocation
  - Service delivery goals
  - Alignment for efficiency and effectiveness

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# APPENDIX E

## HUMAN RESOURCES FUNCTIONAL AREAS

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**HR Compliance and Accountability:** Following the working standards rules and reporting set out by employment law and Rock County, and assuring employees receive all entitlements they should be. Focus areas can include:

- Legislation and regulations monitoring for changes that may impact HR operations, policies and procedures to assure compliance with applicable legislation, regulations and county requirements.
  - IRS rules in regard to compliance with exempt and non-exempt positions
  - Mandatory training, procedures and activities (e.g., New hire training, Harassment, health and safety)
  - System for periodic review of labor relations policies, procedures, and activities to assure fairness, consistency and compliance
  - Record-Keeping, reporting, and employee access to information
  - Required employee notifications and posters
  - Testing
  - Labor relations policies, procedures, and activities to assure compliance of applicable legislation and regulations
- HR Benchmarking and metrics
  - Workforce diversity and trends
  - Ratio of HR employees to total employees
  - Total HR budget per employee
  - Staff turnover
  - Average time required to fill a position
  - Average cost per hire
  - Annual training expenditure per employee
  - Benefit cost per employee
  - Employee absentee rate
  - Accident frequency rate
  - HR staff compensation alignment

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# APPENDIX F

## LISTENING SESSION FOCUS GROUPS (SUGGESTED ASSIGNMENTS)

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1. **Support Employees from Administration** (Administrative Office, Corporation Counsel, County Clerk, District Attorney, Financial Services, Human Resources, Information Technology, Planning, Economic & Community Development, Real Property Lister, Register of Deeds, Surveyor, Treasurer)
2. **Support Employees from Law Enforcement and Emergency Services** (Child Support Enforcement, Communications Center, Medical Examiner, Rock County Sheriff's Office)
3. **Support Employees from Judicial** (Circuit Court, Clerk of Circuit Court, Mediation & Family Court Services)
4. **Support Employees from Operations** (Facilities Management, Land Conservation, Public Works)
5. **Support Employees from Health and Human Services** (Council on Aging; Human Services; Public Health Department; Veteran's Services)
6. **Support Employees from Rock Haven**
7. **Employees of Color and Diversity Action Team**
8. **Labor Leaders and Representatives**
9. **Assistant Directors Supervisors and Managers**
10. **Board of Supervisors**



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# APPENDIX G

## STAFF RESUMES

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### Project Lead and Engagement Facilitator Resume

#### **JEREMY J. KAUTZA, CTF, CSM**

1201 Frederick Ct  
Waunakee, WI 53597  
(608) 575-6195

#### **Twenty-five years of experience as an educator, coach, facilitator, and consultant including:**

- Facilitator, Trainer, and Consultant at HueLife since January 2019
- Internal Consultant, Office of Strategic Consulting at UW-Madison since April 2018
- Director, Office of Interest-Based Problem Solving at Madison College (2016-2018)
- Faculty Development Coordinator at Madison College (2013-2016)
- Teaching mathematics at Madison College (2010-2014)
- Teaching mathematics at Monona Grove High School in Monona, WI (1999-2013)
- Summer school administrator at Monona Grove High School in Monona, WI (2007-2012)
- Mathematics department coordinator at Monona Grove High School (2007-2009)
- Supervising student teachers seeking certification at University of Wisconsin-Madison (2005-2006)
- Teaching mathematics at Edgar High School in Edgar, WI (1996-1999)

#### **Extensive educational training including:**

- Master of Science in Educational Leadership & Policy Analysis from University of Wisconsin-Madison (2006)
- Master of Science in Curriculum and Instruction from University of Wisconsin-Madison (2003)
- Bachelor of Science, with honors, in Mathematics from University of Wisconsin-Madison (1996)

#### **Professional Licenses and Certifications**

- Certified Scrum Master
- Qualified Lumina Spark Practitioner
- Certified Technology of Participation Master Facilitator and Mentor Trainer
- Seven Habits of Highly Effective People Certified Trainer
- Wisconsin Technical College System Certification
- Teaching and Learning in Online Environments Certification
- University of Wisconsin-Madison Principal and Director of Instruction Certifications
- Wisconsin Professional Educator teaching license (400) Mathematics, Grades 9-12

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# APPENDIX G

## STAFF RESUMES

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### Awards

- Wisconsin Leadership Development Institute Graduate (2016)
- International Association of Facilitators Silver Facilitation Impact Award (2015)
- Madison College Phi Theta Kappa Faculty Mentor Award (2011)
- Recognized by the Monona Grove Class of 2008 as Teacher of the Year

### Related Professional Experiences

- Strategic planning, conflict resolution/mediation, organizational culture, and process improvement projects
  - Madison College Equity Coordinator Program Development and Training (in-person and virtual) (2020-21)
  - Asheville, NC Department of Parks and Recreation Virtual Strategic Plan (2020)
  - UW-Madison School of Medicine and Public Health Strategic Plan (2020)
  - UW-Madison School of Medicine and Public Health Building Community Strategy Project (2019)
  - Milwaukee Area Technical College Employee Compensation Project (2019)
  - UW System Administration “Point Forward” Reconciliation (2019)
  - UW CALS Animal Sciences and Dairy Science department reorganization (2019)
  - Minnesota One-Stop for Communities Strategic Plan (2019)
  - UW Department of Rehabilitation Psychology & Special Education Strategic Prioritization (2019)
  - UW-Madison Division of Information Technology – Academic Technology Strategic Plan (2019)
  - Madison Metropolitan Sewerage District Employee Leadership Council Facilitation (2016-18)
  - Door County, WI Women’s Fund Strategic Planning Retreat (2017)
  - Sturgeon Bay, WI Land Use Dispute Mediation/Facilitation (2017)
  - Madison College School of Professional and Continuing Education Strategic Planning (2016)
  - Madison College Metro Campus Planning Task Force (2015)
  - New Faculty Onboarding and Orientation Curriculum Development and Improvement (2014-15)
  - Part-Time Faculty Observation Process Improvement and Mentoring Program Development (2013-15)
- Developing and facilitating professional development trainings and workshops (both virtual and in-person)
- Leading the Focus on Facilitation Community of Practice

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# APPENDIX G

## STAFF RESUMES



### **Presentations and Publications**

- Using Liberating Structures with Technology of Participation Methods, January 2020
- Using Technology of Participation Methods in an Interest-Based Approach to Resolve Conflict, January 2020
- Strategic Thinking in Organizations, Leadership Development Series (a.k.a. “Chair’s Chat”), October 2019
- Inclusive and Collaborative Leadership in Decision Making
  - UW-Madison Institute for Clinical & Translational Research, May 2019
  - Fulbright Scholars Leadership Seminar, October 2018
  - Academic Chairpersons Conference, February 2018
  - Institute of Supply Chain Managers Leadership Series, December 2017
  - Wisconsin Leadership Development Institute, June 2017
- Conflict Resolution and Problem Solving using an Interest-Based Approach
  - The Chair Academy, March 2017
  - League for Innovation, March 2016
- A Culture Shift toward Inclusive and Collaborative Leadership in Decision Making
  - Excellence in Leadership and Instruction Conference, October 2016
  - International Association of Facilitators, April 2016
- Using Interest-Based Problem Solving, Wisconsin Association of Career and Technical Education, April 2016

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# APPENDIX G

## STAFF RESUMES

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### **Human Resources Consultant Resume**

#### **Judy McDonald, SPHR**

2596 East Third Avenue

North St. Paul, MN 55109 Telephone: 651-245-8760(Cell); Email: judymcdonald2596@hotmail.com

#### **Objective**

To be a part of a collaborative leadership team focused on delivering the highest quality services and education for all students by recruiting and retaining a quality and diverse workforce.

#### **Work Experience**

**ISD # 279 – Osseo Area Schools: August 2004 to July 2011 –and January 2013 to June 2018 (12 years)**

**Position: Human Resources Director and Executive Director of Human Resources**

- Represent the School District at the MN State legislature and serve on the Superintendent's cabinet
- Administer all aspects of the collective bargaining process for 13 group employment contracts representing 5,000 employees
- Develop and implement the Human Resources strategic plan aligned with the organizational mission and strategic plan
- Administer HR programs including recruitment, retention, staffing, performance management, benefits and employment law compliance
- Provide resources and guidance to supervisors and principals regarding labor relations and employee conflict resolution
- Administer the workplace investigation process and decide upon appropriate employee discipline
- Administer disability management, worker's compensation, and risk management programs
- Develop and implement systems and workflow processes which align HR related functions to organizational objectives and initiatives
- Oversee compliance, development of Human Resources metrics system and serve as the Human Rights Officer

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# APPENDIX G

## STAFF RESUMES

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### **ISD # 535 - Rochester Public Schools: July 2011 to January 2013 (2 years)**

#### **Position: Executive Director of Human Resources**

- Develop and implement HR related strategies/programs designed to align people to organizational priorities to deliver success
- Serve as Chief negotiator for all labor contracts and oversee the Labor Relations/Negotiations, Total Rewards, and Talent Management Divisions of the Human Resources department
- Create and deliver leadership training
- Serve as a member of District Cabinet
- Develop systemic employee performance management program (job analysis, performance appraisal and employee development alignment)
- Oversee the risk management and disability management departments

### **ISD # 625 - Saint Paul Public Schools: January 1985 to August 2004 (19 years)**

#### **Position: Assistant Director of Human Resources – Benefits, Compensation and Information**

- Plan, direct, and evaluate the benefits, compensation, information unit and serve as project manager during the implementation of a new Human Resources Management System
- Administer the compensation/benefits provisions of labor agreements

#### **Education**

- Bachelor's Degree – Business Administration, Bethel College, St. Paul
- Master's Degree – Human Resources management – Labor Relations/Negotiations, Capella University, Minneapolis

#### **Additional Qualifications**

- Senior Professional Human Resources (SPHR) certified
- Ventures for Excellence certified (a nationally recognized candidate selection methodology.)
- Innovations Award for Efficiency and Cost Effectiveness from the Humphrey Institute's Public and Nonprofit Leadership Center
- Former Board Member on the Minnesota Association of School Personnel Administrators (MASPA)
- Former Board Member on the Disability Management Employer Coalition (DEMEC)– MN chapter
- Presenter at numerous professional development events at both the state level and the national level on multiple HR related topics in the areas of employee performance management, recruitment/retention, employee relations, employment law compliance, benefits administration, metrics/information systems and strategic planning

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# ORGANIZATION DEVELOPMENT CONSULTANT RESUME

## **Dr. Irina A. Fursman**

1666 Village Trail E, Unit 7  
Maplewood, Minnesota 55109  
763-232-2338  
Irina.Fursman@hue.life

### **Overview**

Irina Fursman has ten years' experience working with government, non-profit and private sector agencies in the United States, where she facilitates visioning, strategic thinking and designs processes to incite change within the organizations and communities. She is ICA-USA Certified ToP® Facilitator and Trainer, Insights Discovery Licensed Practitioner, and Lumina Learning Program Facilitator.

Irina serves public, private and non-profit organizations in consulting or facilitation capacity as well as designs and delivers learning and development programs for leaders and teams. She combines various theoretical constructs and models to develop hands-on learning experiences and practical applications.

Irina has been active with several sustainable community development and civic engagement projects where she utilizes her skills to bring multiple perspectives together to create strategic plans and move towards positive action. Her clients include communities in Minnesota, Iowa, South Dakota, Nebraska, Wisconsin, Illinois, Alaska, and Texas along with the Region of Bar, City of Boryspil, City of Kharkiv, Kyiv Region, Cherkassy Region and Kherson Region, Ukraine; as well as non-profit and neighborhood organizations and businesses in Twin Cities, including most recent projects with Midwest Consortium for Disaster Services, Osseo School District, MN Justice Information Services, MN Library Association, People's Center Health Services, Luxoft, Lampert Lumber, Blue Cross Blue Shield of Minnesota, Children's Hospital Milwaukee.

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# ORGANIZATION DEVELOPMENT CONSULTANT RESUME

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## **HueLife, LLC**

January 2018 – Present

CEO, Co-Founder

Chief Facilitator / Engagement Consultant

Human Understanding and Engagement (HUE): Guide individuals, teams and organizations in their quest to reach new levels of performance, insight, and purpose. HueLife is dedicated to building capacity for collaboration and strategic thinking by developing skills and facilitating learning experiences.

## **MNTOP, LLC**

January 2015 – January 2018

CEO, President

ToP Trainer / Facilitator

Minnesota Technology of Participation (MNTOP): provide facilitation services and ToP facilitation training, promote the culture of inclusive participation and profound respect among individual facilitators, organizations and communities.

## **Brimeyer Fursman, LLC**

October 2007 – January 2015

Vice President

Executive Search and Strategies: Assist local governments and non-profit organizations with executive search/recruitment and onboarding of new leaders, organization assessment and transitions from hiring a new executive to managing culture change.

## **Global Synergy Group, Inc (NP)**

April 2006 – Present

Co-founder, Consultant

Organization Development and Community Building: Assist Cities, Counties, Businesses and Not-for-Profit Organizations with organization development, strategic planning, facilitation, and conflict resolution training and services. GSG provides opportunities for Leadership Development, Collaboration and Partnerships Development through exchange of ideas and knowledge, inspiring real time – real life problem solving, and facilitating creative brainstorming seminars, including international initiatives.

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# ORGANIZATION DEVELOPMENT CONSULTANT RESUME

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## Professional Credentials

- ToP® Trainer  
Qualified by Institute of Cultural Affairs (ICA)
- Professional Facilitator  
Certified by Institute of Cultural Affairs (ICA- USA)
- Insights Discovery Licensed Practitioner  
Accredited by Insights Discovery, Inc.
- Lumina Learning Licensed Practitioner  
Accredited by Lumina Learning, Ltd.

## Education

BS Mathematics with Minor in Secondary Education Tavrda National University	1994 - 98 Simferopol, Ukraine
Masters of Science in Mathematics Tavrda National University Graduated with Honors	1998 - 99 Simferopol, Ukraine
Doctorate of Education in Organization Development University of St. Thomas	2012 - 2021 Minneapolis, MN

## Associations and Professional Memberships (current and past)

- Minnesota Facilitators Network
- International Association of Facilitators
- ToP Network
- Institute of Cultural Affairs, Ukraine
- Institute of Cultural Affairs International
- International Association of Organization Development
- International Society of Organization Development and Change
- Alliance for Innovation



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# ORGANIZATION DEVELOPMENT CONSULTANT RESUME

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## **Expertise and Capability**

- Fluent in English and Russian Languages (proficient in Ukrainian)
- Strong communication and human relation skills
- “Virtual” facilitator (Multiple-site facilitation through use of virtual meeting room platforms)
- Conflict resolution facilitator

## **Speaking Engagements**

- Speaker: International Society for Organizational Development and Change Conference, Amsterdam, 2014 (Topic – Impact of OD on Global Social Change)
- Guest Speaker: International Open Space Conference “Self Organization in the World of Transformations” – Yalta, Crimea, Ukraine 2012.
- Presenter: Better Business Bureau, 2012: “Leading from within”.
- Facilitator: YWCA Racial Justice Forum - Dialogue on racial issues (2010 -2020)
- Presenter: National Capacity Building Marketplace Fair – 2011: Kyiv, Ukraine (training session on facilitative leadership and participatory facilitation techniques)
- Guest Speaker: International Conference on Regional Sustainable Development in Ukraine (City of Bar, Ukraine)
- Lecturer: University of St. Mary’s, St. Paul, 2013 (Topic - Cultural Awareness in Law Enforcement)
- Presenter: Change Management Network, 2019 (Topic – Facilitation & Engagement Strategies for Change)
- Presenter: Alliance for Innovation Annual Conference, 2021 (Topic – Leadership in Loosely Coupled, Multi-Stakeholder Systems)
- Presenter: Performance Excellence Network Annual Conference, 2019 (Topic – Strategic Planning that Leads to Real Change)

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# APPENDIX H

# BUSINESS CONTRACT TEMPLATE

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## CONSULTING SERVICE AGREEMENT

This CONSULTING SERVICE AGREEMENT is entered into as of the date this service agreement is fully executed.

**BETWEEN:** HueLife, LLC, with its office located at:  
5775 Wayzata Blvd, Ste 700  
St. Louis Park, MN 55416

**AND:** ORGANIZATION with its office located at:  
ADDRESS  
CITY, STATE, ZIP

### Services

The following services provided by HueLife, LLC are governed by the terms of this consulting service agreement:

- DESCRIBE SERVICE HERE

### Terms of Service

A. HueLife, LLC shall provide all services under this Agreement to the satisfaction of ORGANIZATION and no payment shall be made for services not performed or performed in a manner not satisfactory to Authorized Agent.

B. The Company shall compensate Service Provider in the following manner:  
a. DESCRIBE FEES AND TERMS OF PAYMENT, INVOICING, ETC. HERE.

### Points of Contact

ORGANIZATION agrees to elect the following individuals as points of contact for any issues or communications related to this service delivery agreement:

HueLife Contacts:

- Contract:  
Judy McDonald  
Judy.mcdonald@hue.life  
651-245-8760

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# APPENDIX H

# BUSINESS CONTRACT TEMPLATE

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- Billing:  
David Ahles  
David.ahles@hue.life  
952.378.0392  
Billing Address: 5775 Wayzata Blvd Ste 700, St. Louis Park, MN 55416
- Service Consultants:  
Stephanie Ahles  
Stephanie.Ahles@hue.life  
612.387.0782

## ORGANIZATION:

- Contract Authorized Agent:  
AGENT NAME:  
Phone:
- Contract Billing:  
BILLING NAME:  
Phone:

## Terms & Conditions

1. Payment for all invoices are due within thirty (30) days of receipt.
2. ORGANIZATION retains all right and title to their intellectual property. Service Provider hereby grants to ORGANIZATION a non-exclusive, world-wide, perpetual, irrevocable, royalty free, fully paid up, right and license, to use any written materials and other intellectual property provided in connection with the services for ORGANIZATION internal use.
3. Service Provider agrees to provide all services hereunder in accordance with all applicable laws. The services will be performed in a professional manner by individuals possessing the requisite knowledge, expertise, and training necessary to effectively carry out this Agreement in a manner that equals or exceeds industry standards.
4. HueLife, LLC agrees to indemnify and hold ORGANIZATION harmless against any claims of loss or damage arising from the delivery of the services covered by this consulting service agreement.

# APPENDIX H

## BUSINESS CONTRACT TEMPLATE

5. ORGANIZATION may cancel this service delivery agreement up to 10 days prior to Service Delivery Date providing written notice to the Contract and Billing contact at HueLife, LLC.
6. HueLife, LLC shall be considered an independent contractor of ORGANIZATION. No formal employment contract is implied or established.
7. HueLife, LLC and ORGANIZATION will treat all information related to or learned in anticipation of or in the course of this consulting service agreement as proprietary and confidential. No information shall be disclosed to third parties without prior written approval from ORGANIZATION. HueLife, LLC will not use any confidential information for any purpose other than to complete the services described herein. The parties' obligations under this Section 7 will survive indefinitely notwithstanding termination of this consulting service agreement. ORGANIZATION will treat as confidential the terms of this consulting service agreement.
8. Failure to enforce or uphold any aspect of this consulting service agreement shall not be construed as a waiver of any other aspect of the agreement.
9. Should any aspect of this agreement be judged to be illegal or unenforceable, all other aspects of this agreement shall remain in full effect, and any nullified aspects of this consulting service agreement shall be replaced by new terms acceptable to both parties.
10. This service delivery agreement represents the entire agreement between HueLife, LLC and ORGANIZATION. No other agreements, written or oral, are valid.
11. This consulting service agreement shall be governed by the laws of the State of STATE.

By signing this consulting service agreement both parties warrant they have reviewed and agree to all terms incorporated in the agreement and is authorized by law to execute this Contract, intending to be legally bound thereon.

HueLife, LLC 5775 Wayzata Blvd, Ste 700 St. Louis Park, MN 55416
_____
Title
_____
Print Name
_____
Signature
_____
Date

<b>ORGANIZATION ADDRESS CITY, STATE, ZIP</b>
_____
Title
_____
Print Name
_____
Signature
_____
Date

# APPENDIX I ADDENDUMS

ROCK COUNTY, WISCONSIN  
FINANCE DIRECTOR

PURCHASING DIVISION  
FAX (608) 757-5539  
PHONE (608) 757-5517



**#2021-16  
REQUEST FOR PROPOSALS  
ORGANIZATIONAL SYSTEMS REVIEW  
FOR  
COUNTY OF ROCK  
JANESVILLE, WISCONSIN**

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

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

COMPANY: HueLife, LLC

SIGNATURE: *JEREMY KAUTZA*

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

**Issuing Company:** Firemen's Insurance Co of Washington, D.C., 11201 Douglas Ave, Des Moines, IA 50306-1594  
**Claim Handling Office:** P.O. Box 500, Luverne, MN 56156-0500; 800-235-2942  
**After Hours Claim Reporting:** 866-232-6724  
**Underwriting Servicing Office:** 10 Roundwind Road, Luverne, MN 56156; 800-533-0303

## COMMERCIAL LIABILITY UMBRELLA DECLARATIONS

Policy No.: CPA 3200131 - 22

Named Insured Name and Address	Agency Name and Address	40871
HUELIFE, LLC 5775 Wayzata Blvd Ste 700 St Louis Park, MN 55416	(701)252-7400 HERITAGE INSURANCE SERVICES 111 9TH ST SW JAMESTOWN, ND 58401-4645	

### POLICY PERIOD

Policy Period: From 06/01/2020 to 06/01/2021 at 12:01 A.M. Standard Time at your mailing address shown above.

**TOTAL ADVANCE PREMIUM**                      **\$ 425**

### LIMITS OF INSURANCE

Each Occurrence Limit.....	\$ 1,000,000	
Personal & Advertising Injury Limit.....	\$ 1,000,000	Any One Person or Organization
Aggregate Limit.....	\$ 1,000,000	
(Except "covered autos" and products-completed operations)		
Products-Completed Operations Aggregate Limit.....	\$ 1,000,000	

### ENDORSEMENTS ATTACHED TO THIS POLICY:

*See attached "Schedule of Forms and Endorsements"*

**Policy No.:** CPA 3200131 - 22

**1. SELF-INSURED RETENTION: \$ NONE**

**2. SCHEDULE OF UNDERLYING INSURANCE**

**Commercial General Liability**

Company: Firemen's Insurance Co of Washington DC

Policy Number: 3200130

Policy Period: 06/01/2020 - 06/01/2021

Limits of Insurance:

Each Occurrence	\$ 1,000,000
Personal and Advertising Injury Limit	\$ 1,000,000
General Aggregate	\$ 2,000,000
Products-Completed Operations Aggregate	\$ 2,000,000

**Commercial Auto Liability**

Company: Firemen's Insurance Co of Washington DC

Policy Number: 3200130

Policy Period: 06/01/2019 - 06/01/2020

Limits of Insurance:

Covered Auto Liability - Each Accident	\$ 1,000,000
Hired Auto	\$ 1,000,000
Non-Owned Auto	\$ 1,000,000