



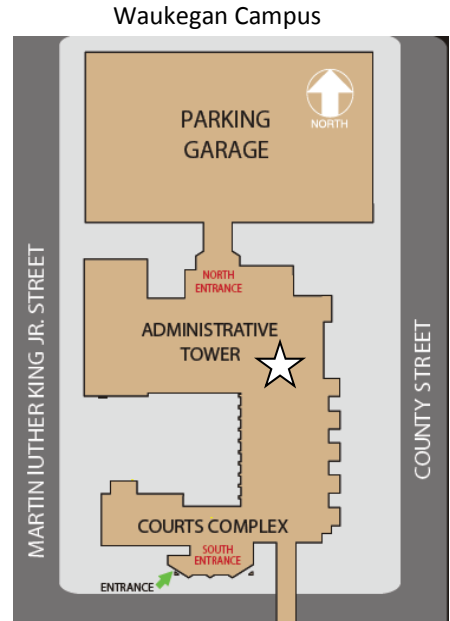
<http://doingbusiness.lakecountyil.gov/>

Please note the submission location is:

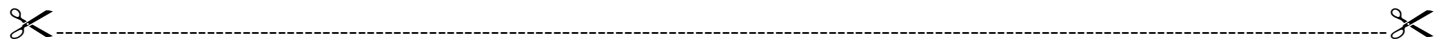
Lake County
Attn: Purchasing Division
 18 N. County Street – 9th Floor
 Waukegan, IL 60085

Contact information for Lake County Purchasing is:

Purchasing Division
 Phone 847-377-2992
 Fax 847-984-5889
 Email: purchasing@lakecountyil.gov



ALL SUBMITTALS SHOULD BE LABELED ACCORDINGLY. PLEASE USE BELOW LABEL FOR YOUR CONVENIENCE.



<u>BID/RFP No.</u> 16193	Deliver to: Lake County ATTN: PURCHASING DIVISION 18 N. County Street – 9 th Floor Waukegan, IL 60085	
<u>Buyer</u> RuthAnne Hall		
<u>Bid/RFP Description</u> Payroll and Human Resources Operations Assessment		
<u>BID/RFP Due Date*</u> August 11, 2016 at 2:00 p.m.		

*Please note: Responses are due at the 9th floor reception desk and shall be time stamped by 2:00 p.m. CST on the required due date. Please allow sufficient time for parking, passing through security and arriving at the 9th floor.

Lake County, Illinois
REQUEST FOR PROPOSALS #16193
Payroll and Human Resources Operations Assessment
For Lake County

This Request for Proposal (RFP) is for the purpose of establishing a Contract with a qualified professional consulting firm to provide Payroll and Human Resources Operations Assessment for the Lake County Human Resources as outlined herein.

GENERAL REQUIREMENTS: Proposers are to submit sealed proposals, to be opened and evaluated in private. Submit one (1) un-bound original, one (1) consolidated file of the complete proposal on a flash drive or CD. Submit one (1) redacted copy of their proposal that can be used by the County to respond to any future FOIA requests.

PRE-PROPOSAL MEETING: There will be a pre-proposal meeting held on **July 28, 2016 at 10:00 a.m. local time** at Lake County Building, 18 N. County St. 6th floor Conference Room Waukegan, IL 60085
A call in number has been provided, Dial: 1-847-377-3200, and then enter the access code: 0194853 press the (#) pound sign after entering the access code, then it will ask for your name. Please RSVP, if you will be attending the Pre-Proposal meeting by call in number, to purchasing@lakecountyil.gov.

SUBMISSION LOCATION: Lake County
Attn: Purchasing Division
18 N. County Street – 9th Floor
Waukegan, IL 60085

SUBMISSION DATE: **August 11, 2016, 2:00 p.m. Local time**
Proposals received after the time specified will not be opened.

CONTENTS: The following sections, including this cover sheet, shall be considered integral parts of this solicitation:
*Cover Sheets (Page 1-2)
*General Terms and Conditions (Page 3-9)
*General Information (Page 10-11)
*Scope of Work (Page 12-13)
*Submittal Requirements (Page 14-15)
*Evaluation Criteria (Page 16)
*Price Sheet (Page 17)
*General Information Sheet (Page 18)
*References (Page 19)
*Sustainability Statement (Pages 20-21)
*Addendum Acknowledgement Form (Page 22)

If a Proposal includes any exceptions, Proposers must insert an “X” in the following box indicating a RFP submission with exceptions. ☐

NOTE TO PROPOSERS: Any and all exceptions to these specifications MUST be clearly and completely indicated in the Proposer’s response to the RFP. Failure to do so may lead the County to declare any such term non-negotiable. Proposer’s desire to take exception to a non-negotiable term will not disqualify it from consideration for award.

1. Negotiations:

Lake County reserves the right to negotiate specifications, terms and conditions, which may be necessary or appropriate to the accomplishment of the purpose of this RFP.

2. Confidentiality:

Proposals are subject to the Illinois Freedom of Information Act (FOIA). As such all Proposers responding are asked to submit one redacted copy of their proposal that can be used by the County to respond to any future FOIA requests.

We do not disclose proposals or bids until an award or final selection is made.

Accordingly, please restrict your redactions to trade secrets and commercial or financial information where the trade secrets or information are proprietary, privileged or confidential, or where disclosure of the trade secrets or information may cause competitive harm.

If you do not provide a redacted copy, the Purchasing Department will determine what information should be redacted as proprietary, privileged or confidential in response to a FOIA request. A proposer who fails to provide a redacted copy of its proposal waives its right to maintain any claims against Lake County, its agents or employees for disclosure of this information.

A business associate agreement will be required to ensure the parties understand and accept liability for the breach of any information that should be handled within HIPPA regulations.

3. Reserved Rights:

Lake County reserves the right at any time and for any reason to cancel this Request for Proposal or any portion thereof, to reject any or all proposals, or to accept an alternate proposal. The County reserves the right to waive any immaterial defect in any proposal. Unless otherwise specified by the Proposer, the County has ninety (90) days to accept. The County may seek clarification from a Proposer at any time and failure to respond promptly is cause for rejection. The County may require submission of best and final offers.

4. Incurred Costs:

Lake County will not be liable for any costs incurred by respondents in replying to this RFP.

5. Award:

Award shall be made by the Lake County Board in accordance with a selection review process to the responsible Proposer whose proposal is the most advantageous to the County, based on the evaluation criteria set forth herein. Lake County reserves the right to award this Contract in whole or in part if determined to be in the best interests of the County.

6. Discussion of Proposals:

Lake County may conduct discussions with any Proposer who submits a proposal. During the course of such discussions, the County shall not disclose any information derived from one proposal to any other Proposer.

7. Contract Period:

The contract will commence upon final execution. The Proposers shall submit a schedule showing the actual completion date to be submitted to the County for approval. At the end of any contract term, Lake County reserves the right to extend this contract for a period of up to sixty (60) days for the purpose of getting a new

contract in place. At the end of any contract year, this agreement is subject to the appropriation of sufficient funds.

8. Responsibility & Default:

The Proposer shall be required to assume responsibility for all items listed in this Request for Proposals. The successful Proposer shall be considered the sole point of Contact for purposes of this Contract.

9. Invoices and Payments:

The Proposer shall submit invoice(s) detailing the services provided in accordance with the payment provisions of this Contract. Invoices will be billed and sent directly to the requesting Lake County Department and Payment shall be made in accordance with the Local Government Prompt Payment Act.

10. Interpretation or Correction of Request for Proposals:

Proposers shall promptly notify the Purchasing Division of any ambiguity, inconsistency or error that they may discover upon examination of the Request for Proposals. Interpretation, correction and changes to the Request for Proposals will be made by written addendum. Interpretation, corrections or changes made in any other manner will not be binding.

11. Addenda:

Any and all changes to the specifications and terms and conditions of this RFP are valid only if they are included by addendum issued by Lake County Purchasing. Proposers shall acknowledge addenda by signing the enclosed Addendum Acknowledgement form. Failure of any Proposer to receive any such addendum or interpretation shall not relieve the Proposer from obligation under this RFP as submitted. All addenda as issued shall become part of the RFP documents. It is the Proposer's responsibility to check for addendums, posted on the website at <http://lakecountypurchasingportal.com> prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum issued within three business days of the submittal due date.

12. Additional Information:

Should the Proposer require additional information about this RFP, please submit questions on our website at <http://lakecountypurchasingportal.com> by selecting the RFP number and addendum link. Questions may also be submitted via email to purchasing@lakecountyil.gov. All questions shall be submitted no less than seven (7) days prior to the RFP opening date. No interpretation of the meaning of the plans, specifications or other Contract documents will be made orally. Failure to request an interpretation constitutes a waiver to later claim that ambiguities or misunderstandings caused a Proposer to improperly submit a proposal.

13. Jurisdiction, Venue, Choice of Law:

This Contract shall be governed by and construed according to the laws of the State of Illinois. Jurisdiction and venue shall be exclusively found in the 19th Judicial Circuit Court, State of Illinois.

14. Taxes:

The County is exempt from paying certain Illinois State Taxes.

15. Termination:

The County reserves the right to terminate this Contract, or any part of this Contract, upon thirty (30) days written notice. In case of such termination, the Proposer shall be entitled to receive payment from the County for work completed to the termination date in accordance with the terms and conditions of this Contract. In the event that this Contract is terminated due to Proposer's default, the County shall be entitled to purchase substitute items and/or services elsewhere and charge the Proposer with any or all losses incurred, including attorney's fees and expenses.

16. Independent Contractor:

The Contractor is an independent contractor, not an employee or agent of Lake County and the County has no right to control or direct Contractor's manner, detail, or means by which Contractor accomplishes tasks under this Contract.

17. Non-Discrimination:

Proposer shall comply with the Illinois Human Rights Act, 775 ILCS 5/1-101 et seq., as amended and any rules and regulations promulgated in accordance therewith, including, but not limited to the Equal Employment Opportunity Clause, Illinois Administrative Code, Title 44, Part 750 (Appendix A), which is incorporated herein by reference.

Furthermore, the Proposer shall comply the Public Works Employment Discrimination Act, 775 ILCS 10/0.01 et seq., as amended.

18. Hold Harmless Clause:

The Proposer agrees to indemnify, save harmless and defend Lake County, its agents, servants, and employees, and each of them against and hold it and them harmless from any and all lawsuits, claims, demands, liabilities, losses and expenses, including court costs and attorney's fees, for or on account of any injury to any person, or any death at any time resulting from such injury, or any damage to property, which may arise or which may be alleged to have arisen out of or in connection with the work covered by this Contract. The foregoing indemnity shall apply except if such injury, death or damage is caused directly by the willful and wanton conduct of Lake County, its agents, servants, or employees or any other person indemnified hereunder.

19. Exceptions:

Any and all exceptions taken by Proposer to the terms of this RFP are to be identified in writing and included in the list of submittals.

20. Assignment:

The Proposer shall not assign or sub contract this Contract or any part thereof, without prior written consent of Lake County Purchasing Division.

21. Insurance:

All Contracts may be subjected to change

The Contractor must obtain, for the Contract term and any extension of it, insurance issued by a company or companies qualified to do business in the State of Illinois with an A.M. Best Rating of at least A-and provide the County with a Certificate of Insurance with your proposal, and thereafter annually for Contracts/ projects that will last more than one year. Insurance in the following types and amounts is necessary and/or where applicable:

Workers Compensation (Coverage A) and Employers Liability (Coverage B)

Workers Compensation Insurance covering all liability of the Contractor arising under the Worker's Compensation Act and Worker's Occupational Disease Act at limits in accordance with the laws of the State of Illinois. Employers' Liability Insurance shall be maintained to respond to claims for damages because of bodily injury, occupational sickness, or disease or death of the Contractor's employees, with limits listed below:

Employers Liability

- a) Each Accident \$1,000,000
- b) Disease-Policy Limit \$1,000,000
- c) Disease-Each Employee \$1,000,000

Such Insurance shall contain a waiver of subrogation in favor of Lake County.

Commercial General Liability Insurance

In a broad form on an occurrence basis shall be maintained, to include, but not be limited to, coverage for property damage, bodily injury (including death), personal injury and advertising injury in the following coverage forms where exposure exists:

- Premises and Operations
- Independent Contractors
- Products/Completed Operations
- Liability assumed under an Insured Contract/ Contractual Liability
- Personal Injury and Advertising Injury

With limits of liability not less than:

\$ 1,000,000 Each Occurrence

\$ 1,000,000 Products-Completed Operations

\$ 1,000,000 Personal and Advertising injury limit

\$ 2,000,000 General aggregate; the CGL policy shall be endorsed to provide that the General Aggregate limit applies separately to each of the Contractor's projects away from premises owned or rented to Contractor.

Automobile Liability Insurance (if applicable)

Automobile liability insurance shall be maintained to respond to claims for damages because of bodily injury, death of a person, or property damage arising out of ownership, maintenance, or use of a motor vehicle. This policy shall be written to cover any auto whether owned, leased, hired, or borrowed.

The Contractor's auto liability insurance, as required above, shall be written with limits of insurance not less than the following:

\$ 1,000,000 Combined single Limit (Each Accident)

Professional Liability – Errors and Omissions (if applicable)

The Engineers/Architects/Consultants for the plans of the project shall be written with limits of insurance not less than the following:

\$ 1,000,000 per claim per policy year

Coverage shall be provided for up to three (3) years after project completion. Policy is to be on a primary basis if other professional liability is carried.

Excess/ Umbrella Liability (if applicable)

The Contractor's Excess/ Umbrella liability insurance shall be written with the umbrella follow form and outline the underlying coverage, limits of insurance will be based on size of project:

\$ 2,000,000 per occurrence limit (*minimum, and may be higher depending on the project*)

Liability Insurance Conditions

Contractor agrees that with respect to the above required insurance:

- a) The CGL policy shall be endorsed for the general aggregate to apply on a "per Project" basis;
- b) The Contractor's insurance shall be primary in the event of a claim.
- c) Contractor agrees that with respect to the above required insurance, Lake County shall be named as additional insured, including its agents, officers, and employees and be provided with thirty (30) days' notice, in writing by endorsement, of cancellation or material change;

- d) Lake County shall be provided with Certificates of Insurance and endorsements evidencing the above required insurance, prior to commencement of this Contract and thereafter with certificates evidencing renewals or replacements of said policies of insurance at least thirty (30) days prior to the expiration of cancellation of any such policies. Said Notices and Certificates of Insurance shall be provided to:

**Lake County
Purchasing Division
18 N. County 9th Floor
Waukegan, Illinois 60085
Attn: RuthAnne Hall, Lake County Purchasing Agent**

Failure to Comply: In the event the Contractor fails to obtain or maintain any insurance coverage required under this agreement, Lake County may purchase such insurance coverage and charge the expense to the Contractor.

22. Change in Status:

The Proposer shall notify Lake County immediately of any change in its status resulting from any of the following: (a) Proposer is acquired by another party; (b) Proposer becomes insolvent; (c) Proposer, voluntary or by operation law, becomes subject to the provisions of any chapter of the Bankruptcy Act; (d) Proposer ceases to conduct its operations in normal course of business. Lake County shall have the option to terminate its Contract with the Proposer immediately on written notice based on any such change in status.

23. Dispute Resolution:

All issues, claims, or disputes arising out of this Agreement shall be resolved in accordance with the Appeals and Remedies Provisions in Article 9 of the Lake County Purchasing Ordinance.

24. Non-Enforcement by the County:

The Proposer shall not be excused from complying with any of the requirements of the Contract because of any failure on the part of the County, on any one or more occasions, to insist on the Proposer's performance or to seek the Proposer's compliance with any one or more of said terms or conditions.

25. Precedence:

Where there appears to be variances or conflicts, the following order of precedence shall prevail: Specifications; Lake County General Terms & Conditions, Lake County Request for Proposal Terms & Conditions and the Proposer's Proposal Response.

26. Personal Examination:

Proposers are required to satisfy themselves, by personal examination of the site as to work involved and of the difficulties likely to be encountered in the performance of work under this Contract. No plea of ignorance of conditions that exist now or hereafter, or of any conditions of difficulties that may be encountered in the execution of the work under this Contract will be accepted as an excuse for failure to or omission on the part of the Proposer to fulfill in every respect all the requirements, specifications, etc., nor will same be accepted as a basis for any claim for extra compensation.

27. Pricing:

Pricing shall be included on Proposal Price Sheet.

28. Proposer Qualifications:

Proposers should have a minimum of 5 years' experience providing human resources consulting, including payroll working on behalf of large employers (in excess of 1000 employees) and submit the General Information Sheet with your proposal.

29. Account Representative:

The Proposer shall assign an Account Representative who has a minimum of 5 years, successful experience in providing these services. The Account Representative, and his or her qualifications, shall be identified in the submittal of the RFP documents. The Account Representative shall be present for presentation of the proposal and must be assigned to Lake County throughout the Contract period.

30. Economic Opportunity Program

Lake County initiated a **Buy Local. Build Local. Work Local** program in 2013 to increase the outreach and procurement opportunities for businesses located within Lake County, including women-owned businesses and minority-owned business. The program's overarching objective is to maximize participation from these businesses in the County's procurement process, while adhering to the law. The County will take all necessary and reasonable steps to assure that business enterprises defined as L/W/MBE shall have a fair opportunity to participate in County Contracts. As part of its Economic Opportunity Program commitment the County will make every effort to achieve the following objectives:

- (a) To ensure nondiscrimination in the award and administration of Contracts;
- (b) To create a level playing field on which L/W/MBEs can compete fairly for Contracts by providing any necessary training and assistance in bid preparation;
- (c) To ensure that the County's EOP is narrowly tailored in accordance with applicable law;
- (d) To establish a means for firms identifying themselves as L/W/MBEs to register for procurement opportunities and work cooperatively with Contracted firms to report on measures that validate the County's commitment to its EOP; and
- (e) To help remove barriers to the participation of L/W/MBEs in procurement opportunities through proactive outreach and notification of Contract opportunities.

State law mandates an open and competitive bidding process and requires that publicly procured Contracts be awarded to the lowest responsible and responsive Proposer with no demonstrated preference based on the Proposer's location, race and gender.

Lake County's Workforce Development mission is to foster and ensure the economic prosperity of the Lake County community by maximizing the potential of businesses and workers. As such, Workforce Development provides a key resource for job seekers and employers. Successful Proposers are encouraged to work with Workforce Development to post any and all opportunities for employment on County Contracts.

31. Reporting Requirements for Awarded Contracts:

All awarded Contractors will identify and report the type of ownership—locally owned, women owned, minority owned, and/or not locally owned for any work that they or their approved Subcontractors will perform. In addition, Lake County requests that all awarded Contractors provide an accounting of employees assigned throughout the term of the Contract in regards to their home address and ethnicity. Lake County may use any data collected to report on potential of businesses and workers benefitting from County Contracts.

32. Joint Purchasing:

The purchase of goods and services pursuant to the terms of this Contract shall also be offered for purchases to be made by other governmental units, as authorized by the Governmental Joint Purchasing Act, 30 ILCS 525/0.01, et seq. (the "Act"). All purchases and payments made under the Act shall be made directly by and between each

governmental unit and the successful Proposer. The Proposer agrees that Lake County shall not be responsible in any way for purchase orders or payments made by the other governmental units. The Proposer further agrees that all terms and conditions of this Contract shall continue in full force and effect as to the other governmental units during extended terms. The credit or liability of each governmental unit shall remain separate and distinct. Disputes between Proposers and governmental units shall be resolved between the immediate parties.

The Proposer and the other governmental units may negotiate such other and further terms and conditions to this Contract ("Other Terms") as individual projects may require. To be effective, Other Terms shall be reduced to writing and signed by a duly authorized representative of both the successful Proposer and the other governmental unit.

The Proposer shall provide the other governmental units with all required documentation set forth in the solicitation including but not limited to: performance and payment bonds, Certificates of Insurance naming the respective governmental unit as an additional insured and certified payrolls to the other governmental unit as required.

33. Key Personnel:

Proposer shall not replace any Key Personnel without the County's prior written consent, which shall not be unreasonably withheld. Should one of the Key Personnel be reassigned, become incapacitated, cease employment by Proposer, and/or be unable to perform the functions or responsibilities assigned to him or her, Proposer shall (i) within ten (10) business days, temporarily replace them with another properly qualified employee and (ii) within thirty (30) calendar days, permanently replace the contact. Lake County reserves the right with advance notice, and Proposer having the opportunity to remedy, to request the dismissal and removal of Proposer staff from the project for reasonable cause. Any decision to substitute or replace Proposers Subcontractor for the implementation of proposed solution, will need a prior written consent from the County.

- Provide a summary organizational chart. Identify the primary contact and describe the roles of each key person.
- Provide detailed resumes for all key professionals who will be directly responsible for providing services to the County. Include the following information; title, number of years at your firm, total number of years of experience, professional designations or licenses.

34. Future Procurements:

Note regarding future procurements for Lake County in regards to Phase 2 Deliverables: A Proposer that is awarded a contract as a result of this RFP # 16193 will not be eligible to submit a response to, or be part of any other bidder's response to, any Third Party Software Services RFP for Human Resources or Payroll Services issued by Lake County. Additionally, a contractor engaged as a result of this RFP #16193 may not recommend or advise any other individuals or organizations submitting proposals to Lake County in response to any Third Party Software Services RFP for Human Resources or Payroll Services RFP issued by Lake County. Further, organizations and individuals holding alliance, partnership, or other close business affiliations with the successful Proposer of this RFP #16193 may not be eligible to submit proposals in response to any Third Party Software Services RFP for Human Resources or Payroll Services RFP issued by Lake County.

1. Intent

The Human Resources Department is seeking a qualified consulting firm to conduct a systems and operations assessment of Lake County's time and attendance, payroll processing and human resources processes. The assessment will evaluate both manual and automated processes. The purpose of this assessment is to identify best practices and opportunities for improvements to economy, efficiency and effectiveness in systems and processes related to the automated processing of personnel/employee information and payroll. Any systems and/or processes must integrate with the Oracle ERP system. The first phase of the assessment will consist of evaluating human resources and payroll systems and operations, while the second phase of the assessment will focus on recommended solutions to improve those same systems and operations as agreed upon between the consultant and Lake County administration. The Consultant shall be experienced in providing similar services to county governments and Human Resources Departments. Lake County recognizes that the proposed project is complex and may result in additional future phases as a result of the completed study. Successful proposers should indicate interest and ability to contract for additional related consulting services as part of their proposal.

2. Background

Lake County is located in northeast Illinois, between the Chicago and Milwaukee metropolitan areas. Lake County is home to about 703,000 residents. Lake County is committed to open government and transparency, and the County board's conservative fiscal policies have allowed the County to maintain fiscal stability and achieve AAA bond rating from Standard & Poor's and Moody's. Lake County is governed by a 21-member board and managed by a County Administrator.

In FY15, Lake County is comprised of 27 departments with approximately 2,700 employees and a \$500 million operating budget. The County provides a full array of services, including judicial and public safety, planning, building, and zoning, public works, division of transportation, health and community services, forest preserve as well as finance and administrative services. Further information on Lake County is available on the County's website, www.lakecountyil.gov.

Lake County processes payroll related information through an Oracle ERP system operating system. The County's finance and budget systems also operates on an Oracle platform. The Central Payroll department processes payroll for 27 departments that are comprised of 6,700 employees (see chart below). Human Resources processes approximately 1500 transactions annually. Payroll processes approximately 77,226 direct deposits and 4,829 paper checks annually. The departments have varying degrees of responsibility in the amount of access in the system to independently enter payroll and employee changes. Specifically, the departments with the most complex processing systems are the 19th Judicial Court, Sheriff's Office (approx. 500 employees) and the Health Department (approx. 800 employees) of which have a high level of independence and responsibility to enter payroll and employee changes. Other County departments do not possess the same level of independence, association with other state and federal systems and changes must be processed through the central Payroll/Human Resources Department. Complexity is defined by the number of different pay types, schedules, costing related to grant funding and/or the administration of collective bargaining agreements.

2,700	Lake County Full and Part-time employees
3,600	Seasonal, Flex and Election employees
400	Forest Preserve District Full and Part-time employees

The Forest Preserve District is a separate taxing body and has a high level of independence to process payroll. Central HR/Payroll assists with technical functionality then final processes their transactions and payroll through to produce a pay check.

In addition to Oracle H.R. and payroll systems the County uses the following add on systems:

- Intellitime as a time and attendance software for several different departments with more complex payroll to account for shift differentials, overtime pay codes and work schedulers.
- Silk Road as a new hire on boarding and applicant tracking system.
- KBACE and Discoverer as a report processing software.
- Oracle Business Intelligence for reports.
- Talx interface file to verify income and salaries related to references and unemployment compensation.
- FMLA Source receive an interface that provides personal and time and attendance for calculating eligibility.

3. Project Timeline*

RFP Release date	July 20, 2016
Pre-Proposal Meeting	July 28, 2016
Proposal Due Date	August 11, 2016
Proposer Interviews (if needed)	September 6 – 9, 2016
Contract Negotiations	September 12 – 29, 2016
County Board Meeting	October 11, 2016
Contract Execution	October 11, 2016

*Maybe subject to change

1. The Proposer will first conduct an operations assessment of Lake County Human Resources (LCHR) (Phase 1). Once Phase 1 is completed, the Proposer and Lake County administration will work collaboratively to develop a scope and timeframe for a Phase 2. Phase 2 is intended to perform a deeper assessment and recommendations of the areas agreed upon between the Proposer and County. This will allow the County to respond to the findings and recommendations in Phase 1 and receive feedback to ensure that the County can achieve the desired improvements suggested in Phase 2. Additionally, this will give LCHR a chance to independently measure progress against the initial goals defined at the conclusion of Phase 1.
2. With respect to Phase 1, LCHR's contracting of consulting services is meant to be a proactive, objective operations assessment to understand what is working and what could be improved within LCHR operations and management. This overview should create impartial insight into – but not be limited to – the following:
 - a. Organizational structure and reporting relationships
 - b. Service delivery structure and functions within each department
 - c. Workflow processes and workforce planning
 - d. Existing technology gaps and technology needs
 - e. Management and administrative policies
 - f. LCHR's relationships with other County departments and units of government
 - g. Availability and use of resources
 - h. Employee, vendor and other stakeholder service level satisfaction
 - i. Centralization or decentralization of specific functions
3. With respect to Phase 2, the scope, timeline and cost will be jointly agreed upon, but it is LCHR's intent that the findings and recommendations of this assessment should be based on – but not be limited to – the following:
 - a. Best management practices and industry standards including security related to the maintenance and dissemination of information.
 - b. LCHR's service demands and quality of service delivery
 - c. The efficiency and effectiveness of LCHR operations relating to staffing, workload distribution, scheduling, productivity, technology, policy, and supervisory structure
 - d. Employee perceptions, understandings, and morale
 - e. Alternatives to our current human resources and payroll processes
 - f. Identification of risks and liabilities caused by current policies, practices and procedures.
4. **Project Status Meetings**

Personnel from the Proposer and Lake County administration will, as scheduled at a mutually agreed upon frequency, meet to discuss the scope of this project and the progress made by the Proposer in the performance of their obligations hereunder. When ad hoc meetings need to occur, Proposer and Lake County will make every effort to accommodate same.
5. **Final Reports**

The Proposer shall develop and produce comprehensive final reports for Phase 1 and Phase 2. The report for Phase 1 shall contain a list of recommendations for the Phase 2 portion of the assessment, whereas the report for Phase 2 shall contain a list recommended modifications and estimated costs for implementation. Where applicable, both reports shall contain the study's methodology, findings, recommendations, key issues and opportunities, and suggested implementation plan with priorities identified in an executive summary. Proposers shall provide an electronic version of the final report.

Proposers will be expected to deliver at the end of the engagement a formal presentation to Lake County administration and the Finance and Administrative Committee of the County Board regarding the components contained in the final report. Proposers will also be expected to deliver interim presentations to key stakeholder groups when beneficial to the initiative.

6. Deliverables

As a result of the above scope of services and the agreement between the selected Proposer and LCHR, the selected Proposer shall be expected to present the following:

- a. Project Plan outlining the project completion of deliverables.
- b. A written report for Phase 1 that outlines findings and recommendations related to the work undertaken during Phase 1.
- c. Findings and recommendations should include best practices, techniques and methods that are consistent with modern payroll/HR procedures and a detail comparison of current practices contrasted against preferred practices.
- d. A written report for Phase 2 that presents recommended modifications for implementation based on findings in Phase 1 and the Phase 2 joint agreement with the RFP Review Team and Lake County administration.
- e. An estimate of the cost and/or savings to implement Phase 2.
- f. Recommendations and solutions should provide more than one option to provided HR and/or payroll services.
- g. Recommendation regarding information needed to develop a RFP and obtain responses from vendors to provide the recommended services.
- h. A timeline and the actions necessary to implement Phase 2. Such a plan will consider and address impediments to implementing the recommendations, measures to address such obstacles, and alternative recommendations in case such impediments cannot be overcome.
- i. Presentations to Lake County administration, as well as the Finance and Administrative Committee as requested.

7. Performance Levels/Contractor Expectations

To gain a robust understanding of LCHR operations, policies, and management, the selected Proposer shall meet with and interview select staff at all levels of the agency. Lake County anticipates that the selected Proposer will meet a minimum of ten (10) times with Lake County administration and department executives, with a minimum of five (5) working meetings to discuss project status. However, Proposers should provide an estimate of the number of meetings needed with staff from each level of the LCHR based on prior studies that were similar in size and scope. If the selected Proposer requires additional meetings with staff for the best interest of the project, the Proposer must receive authorization from Lake County prior to scheduling these meetings.

The selected Proposer shall also review centralized and department specific policies and procedures in an effort to understand LCHR agency-wide processes, including but not limited to the Health Department, Sheriff's Office, Public Works, Department of Transportation and departments operated by elected officials (whose policies are different from those departments that report directly to the County Administrator).

Prior to submitting the final report, the selected Proposer shall prepare a summary of its conclusions and discuss that summary with LCHR. A draft report shall be created and submitted to the County for review and the opportunity to provide feedback and further direction.

8. Monitoring

Lake County will monitor performance levels based on progress reviews and milestone reports, as specified in the project plan created by the Proposer.

Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance and clarity of content. The proposal should be organized into the following major sections:

- Introduction Material and Executive Summary
- Company Background
- Statement of Work
- Implementation Plan
- Client References
- Exceptions to the RFP
- Price Proposal
- Sample Deliverables
- Sustainability Statement

1. Introduction Material and Executive Summary

The introductory material must include a title page with the RFP number, subject, name of the Proposer, address, telephone number, e-mail address, the date, a letter of transmittal and a table of contents. The executive summary should be limited to a brief narrative summarizing the proposal.

2. Company Background

In this section provide information about the company so that the County can evaluate the Proposer's stability and ability to support the commitments set forth in the response to this RFP. Information in this section should contain the following information in addition to the General Information Sheet that is also included as an exhibit to this RFP:

- Company name and location of the corporate headquarters and of the nearest office to Lake County.
- The number of years the company has been in business and the number of years the company has been providing human resources including payroll and auditing services to the public sector.
- Include information on the company's customer base, such as the number of public sector clients the company serves, the number of local government clients, and the number of public sector clients in the state.
- Identify if the company serves other industries.
- Include a brief summary of the company's organizational characteristics such as the number of employees, whether the company is privately held, publicly traded, or if it is a subsidiary to a parent company.
- Describe any other business affiliations (e.g., subsidiaries, joint ventures, "soft dollar" arrangements with brokers).

3. Statement of Work

This section of the proposal should include a general discussion of the Proposer's overall understanding of the project and the scope of services. For each task that is identified in the scope of services outlined in the specifications, please identify your firm's approach and response to address the desired service outlined.

4. Implementation Plan

This section should describe the Proposer's implementation. Proposers should assume that the County will contribute all necessary effort to ensure success in the project.

- Provide methodology for implementation. Methodology should include estimated timeframe, overview of deliverables, assumptions and assumed responsibilities and roles of the County and proposed project team.

- Number of staff and description of the Project Team that will be assigned to work with the County on this Contract and your plan to facilitate handling County requests in a timely fashion.
- Provide project team resumes for key members of the implementation team expected to be on the County's project.

5. Client References

The County considers references to be an important factor in its decision to award a Contract. Proposers should supply references that will be available to speak with the County. Five references should be provided for similar type of work completed in the past five years. A reference sheet is included as a submittal as part of this RFP document.

6. Exceptions to the RFP

All requested information to this RFP must be supplied as this document and subsequent proposals submitted help form the basis for a Contract with the selected Contractor. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section and written explanation shall include the scope of the exceptions, the ramifications of the exceptions for the County and the descriptions of the advantages or disadvantages to the County as a result of the exception. The County, at its sole discretion, may reject any exceptions or specifications within the proposal.

7. Price Proposal

The Proposer should consider all costs (labor, material, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP. (Please attach additional sheets if necessary).

8. Sample Deliverables

Please provide a sample of similar type of deliverables, identified in this RFP.

9. Sustainability Statement

Lake County is committed to green and sustainable practices and good environmental stewardship. Consequently, Proposers are asked to provide a Statement of Sustainability to demonstrate that they are also incorporating sustainability into their firms' practices. A Sustainability Statement form is included as part of the RFP. Proposers are asked to provide a clear description of your firm's sustainable practices, policies, or procedures in the following areas: waste minimization, energy efficiency, water efficiency, staff and education.

1. Evaluation

The County will conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this procurement effort. All proposals will be evaluated by how well the proposal satisfies the described/stated needs, rather than how exactly the proposal matches the strictest interpretation of the terminology and design concepts stated herein. Newly emerging technologies, additional features, and the ability of the proposed solutions to adapt will be a consideration.

2. Evaluation Organization

An Evaluation Committee will be established to score and evaluate the submitted proposals. The Evaluation Committee may include members from Lake County's departments who have experience with HR policies. The Committee will be responsible for the proposal evaluation (including corporate reference checks).

3. Evaluation of the Proposals

Lake County will evaluate the Proposers response and the extent to which it meets the requirements delineated in this RFP. All proposals submitted in response to this RFP will be scored based on the ability to meet or exceed the following evaluation factors:

- Ability to meet or exceed the specifications defined herein for human resources including payroll consulting and auditing services
- Experience with government employers
- Experience working in consulting on payroll processes and human resources
- Project Plan
- Price proposal

4. Short List

The evaluation factors will be used to assist the evaluation committee in determining a short list. Proposers will be notified by the County if they have been selected for the short list. Please note, Lake County reserves the right to not short list any and all Proposers if it is not in the best interest of the County.

5. Interview

Lake County reserves the right, as part of the evaluation process, to ask for additional materials, interview, or schedule site visits to any or all Proposers. Site visits may be scheduled or unscheduled as determined by the County. If applicable, the County shall contact Proposers to arrange an interview. Information provided as part of the interview may be used by Evaluation Committee to re-evaluate and re-rank Proposers

6. Additional Investigations

The County reserves the right to make such additional investigations as it deems necessary to establish the competence and financial stability of any firm submitting a proposal.

7. Best and Final Offer

The County reserves the right to request a Best and Final Offer (BAFO) if additional information or modified terms are necessary for the Evaluation Committee to complete its evaluation and ranking. A BAFO will not be used solely to reduce pricing. If a BAFO is requested, all short-listed Proposers, or if the short list process is not used, all qualified Proposers will be provided an opportunity to submit a modified Response. Only one BAFO request will be issued by the County. The information received from the BAFO may be used by the Evaluation Committee to re-evaluate and re-rank the Proposers.

Payroll and Human Resources Operational Assessment**PRICE SHEET****July 2016**

The price proposal shall include a total price as a fixed fee for all services delineated in this RFP. Any hourly rates for services that may not be included shall be provided with the corresponding service and rate. All additional services beyond the initial scope of the project, identified by the Proposer as beneficial to the County, shall be delineated separately for the County to consider.

The Proposer should consider all costs (labor, material, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP. (Please attach additional sheets if necessary).

Please delineate services and price as proposed to meet the requirements of the RFP.

Phase 1 Payroll/HR Processing Task	Proposed Hrs to Complete	Proposed Price

Phase 2 Payroll/HR Processing Task	Proposed Hrs to Complete	Proposed Price

Please delineate Position Title and any services that are options but not included in the original scope of the RFP.

Position Title	Hourly Rate

Payroll and Human Resources Operations Assessment
GENERAL INFORMATION SHEET

July 2016

AUTHORIZED NEGOTIATORS:

Name:	Phone:	Email Address:
Name:	Phone:	Email Address:

RECEIPT OF ADDENDA: The receipt of the following addenda is hereby acknowledged:

Addendum No. _____, Dated _____

Addendum No. _____, Dated _____

Addendum No. _____, Dated _____

In submitting this proposal, it is understood that the Lake County reserves the right to reject any or all Proposals, to accept an alternate Proposal, and to waive any informalities in any Proposal.

BUSINESS ORGANIZATION: (check one only)

____ Sole Proprietor: An individual whose signature is affixed to this proposal.

____ Partnership: State full names, titles, and addresses of all responsible principals and/or partners on attached sheet.

____ Corporation: State of incorporation: _____

____ Non-profit Corporation

____ 501c3-- U.S. Internal Revenue Code

By signing this proposal document, the Proposer hereby certifies that it is not barred from responding on this Contract as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

Business Name

Signature

Print or Type Name

Title

Date

Payroll and Human Resources Operations Assessment

REFERENCE FORM

July 2016

List below other similar size clients for whom you have provided these services:

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
Contact Person and Email Address _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
Contact Person and Email Address _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
Contact Person and Email Address _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
Contact Person and Email Address _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
Contact Person and Email Address _____
Dates of Service _____
of Employees _____

The County of Lake is committed to green and sustainable practices and good environmental stewardship. Consequently, we are asking Proposers to provide a Statement of Sustainability to ensure our Proposers are also incorporating sustainability into their firms' practices.

INSTRUCTIONS

On the following Sustainability Statement form, provide a clear description of your firm's sustainable practices, policies, or procedures. These practices may include, but may not be limited to, the following categories and examples:

Waste Minimization within your office or facilities, such as a recycling programs, double-sided copying, electronic internal communications (i.e. memos), use of recycled-content materials and reusable cups, limiting printing, electronic document management, instituting green purchasing policies, using green cleaning supplies and practices, or reducing packaging in materials you procure or supply.

Energy Efficiency within your office, facilities, or firm, such as lighting retrofits, photo-sensor switches for lighting, effective use of daytime lighting, using Energy Star rated appliances or equipment, using an alternative fuel or having efficient fleet policies, an anti-idling policy, or indoor temperature management (i.e. turning the thermostat up in the summer and down in the winter).

Water Efficiency within the office, facilities, or firm, such as faucet or fixture retrofits, switching from individual bottled water to office water coolers or drinking fountains, and installing drought-tolerant landscaping.

Staff encouraged to adopt sustainable practices and supported by your firm through public transit benefits, bicycle accommodations, telecommuting options, support for green seminar attendance, becoming US Green Building Council LEED accredited, or creating an internal "green team."

Education of your staff about green practices, education of your business peers about your green accomplishments, education of your community by your sustainability, or notice of any environmental awards your firm has achieved.

CONTINUE TO NEXT PAGE

SUSTAINABILITY STATEMENT

Attach additional sheets if necessary.

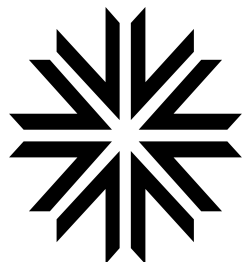
Waste Minimization

Energy Efficiency

Water Efficiency

Staff

Education



LakeCounty

Addendum Acknowledgement RFP #16193

The undersigned acknowledges receipt of the following addendum(s):

ADDENDUM #	SIGNATURE

I have examined and carefully prepared the submittal documentation in detail before submitting my response to Lake County.

Submittal Number: 16193

Company Name: _____

Authorized Representative: _____

Signature

Authorized Representative: _____

Print

Date: _____

It is the vendor's responsibility to check for addendums, posted on the website at <http://lakecountypurchasingportal.com> prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum within three business days of the submittal due date.

If the submittal has already been received by Lake County, vendors are required to acknowledge receipt of addendum via email to purchasing@lakecountyil.gov prior to the due date.

Submittals that do not acknowledge addendums may be rejected.

All responses are to be submitted in a sealed envelope. Envelopes are to be clearly marked with required submittal information.