

Lake County

Purchasing Division

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

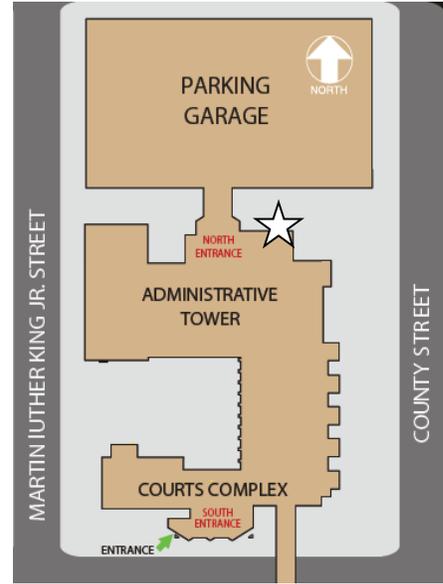
Waukegan Campus

Please note the submission location is:

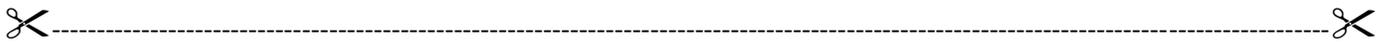
Lake County
Attn: Purchasing Division
 18 N. County Street – 9th Floor
 Waukegan, IL 60085

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> 17219	Deliver to: Lake County ATTN: PURCHASING DIVISION 18 N. County Street – 9 th Floor Waukegan, IL 60085
<u>Buyer</u> Michael Schieve	
<u>Bid/RFP Description</u> Operations Assessment for the Department of Finance and Administrative Services	
<u>BID/RFP Due Date*</u> December 7, 2017 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.

REQUEST FOR PROPOSALS #17219

**Operations Assessment
For the Department of Finance and Administrative Services**

This Request for Proposal (RFP) is for the purpose of establishing a contract with a qualified professional consulting firm to provide an Operations Assessment for the Department of Finance and Administrative Services 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.

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

SUBMISSION DATE: **December 7, 2017, 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 3-10)
- *General Information (Page 11-12)
- *Scope of Work (Page 13-15)
- *Submittal Requirements (Page 16-17)
- *Evaluation Criteria (Page 18)
- *Price Sheet (Page 19)
- *General Information Sheet (Page 20)
- *References (Page 21)
- *Sustainability Statement (Pages 22-23)
- *Addendum Acknowledgement Form (Page 24)

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(s) 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. Joint Ventures

In the event a joint venture is proposed, each party to the joint venture must meet all applicable requirements of the RFP. The party submitting the response shall be considered the sole contact for issues relating to this RFP. In the event of a merger, acquisition, divestiture or change in strategy, the successful proposer will state its commitment to continue to provide services

18. 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.

19. 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.

20. 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.

21. Assignment:

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

22. 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.

23. 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.

24. 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.

25. 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

26. 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.

27. 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.

28. Pricing:

Pricing shall be included on Proposal Price Sheet.

29. 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.

30. 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.

31. 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.

32. 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.

33. 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.

34. 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.

1. Intent

Lake County Administrator’s Office (County) is seeking a highly experienced firm specializing in performing evaluations of local government operations to conduct a comprehensive organizational and operational assessment (assessment) of its Finance and Administrative Services Department (LCFAS). The assessment, anticipated to be completed in two phases as described below, is intended to identify the best principles and opportunities to maximize the organization and operation of the functions and divisions contained within LCFAS.

Phase One: conduct an objective organizational and operations assessment to understand the current state of the department to determine what is being done well and what are the opportunities for improvement within LCFAS’ organizational structure, operations and management.

Phase Two: intended to be a deeper assessment and provide recommendations of the areas agreed upon between the Consultant and County.

Since the current structure of LCFAS is diverse and includes typical functions such as budgeting, finance and purchasing and unique functions such as facilities and construction and the specialty of certain components of such, the County invites Consultants to submit proposals that encompass the following options:

Option A Assessment of:	Option B Assessment of:	Option C Assessment of:
All LCFAS functions and divisions: <ul style="list-style-type: none"> • Finance/ Accounting • Budget • Construction • Purchasing • Facilities • Support Services 	<ul style="list-style-type: none"> • Finance/ Accounting • Budget • Purchasing • Support Services 	<ul style="list-style-type: none"> • Construction • Facilities

2. Background

Lake County, located in northeast Illinois between the Chicago and Milwaukee metropolitan area, is home to approximately 703,000 residents. Governed by a 21-member board and managed by a County Administrator, Lake County is committed to open government and transparency. 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.

The LCFAS Department’s articulated purpose is to support the overall mission of the County by providing financial services and tools; a safe, productive, and efficient work environment; and comprehensive document production and mail services. The Department provides financial support to departments, elected officials, and the public and includes assisting County staff in purchasing products and services, and providing fiscal and budgetary services. The Department works to attain and maintain balance between long-term stability and customer satisfaction in support of the County’s strategic goals. In addition to financial support, the department provides, enhances and preserves the physical assets of the County, ensuring quality construction on major projects and supporting County departments, comprehensive document production, mail, and delivery services.

In Fiscal Year 2017, LCFAS operates under a \$13.256 million budget with a staff of 85 full time and 3 part time employees and is comprised of six divisions:

Division	Purpose
Finance	Responsible for preparing the County’s annual financial statements and audit reports, monthly expenditure reports and tax rate information. Also provides accounting oversight for departments, monitors and audits payments to vendors, and more. It is important to note that the Treasury function is the responsibility of the County Treasurer, a separate agency led by an elected official with which FAS interfaces.
Budget	Puts together County’s fiscal year budget, which is a complex policy document that sets priorities, shapes service delivery, and impacts all areas of county government.
Construction	Has direct oversight of all new facility construction and major remodeling projects for Lake County government. Staff administers project management for new construction and large projects, consultant solicitation and selection, bidding, land acquisition and more.
Purchasing	Assists County departments and agencies in purchasing required goods and services, ensures an open and competitive bid process and strives to increase awareness about business opportunities, while maximizing participation from Lake County businesses.
Facilities	Responsible for the operation and maintenance of building equipment, maintenance of all buildings and housekeeping in all the County facilities.
Support Services	The Support Services Division is responsible for the internal print center, mail center and delivery services. They provide high volume printing capabilities with digital equipment for producing documents in both black and color printing.

3. Project Timeline

The County has established the following timeline:¹

RFP issued	November 10, 2017
Proposal Due Date	December 7, 2017
Proposer interviews (if needed)	Week of January 8, 2018
Contract Negotiations	January 15-26, 2018
Present to F&A Committee (if necessary)	February 7, 2018
Present to County Board for Approval (if necessary)	February 13, 2018
Contract Execution	February 14, 2018

¹ This timeline is subject to change.

1. Scope of Work

The primary objective of this assessment is to ensure that LCFAS is appropriately structured to meet the current and future needs of the County and to maximize its efficiency, effectiveness and use of best principles as a department and within each individual division. The Consultant will first conduct an organizational and operational assessment of LCFAS. Once Phase 1 is completed, the Consultant and the County will work collaboratively to develop a scope and timeframe for a Phase 2. Phase 2 is intended to be a deeper assessment and recommendations of the areas agreed upon between the Consultant 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 and optimal improvements suggested in Phase 2. Additionally, this will give the County administration a chance to independently measure progress against the initial goals defined at the conclusion of Phase 1.

1.1 PHASE 1 is intended to be an objective operations and organizational assessment to understand what is working operationally and organizationally and what could be improved within LCFAS' operations, organizational structure and management. This overview should provide impartial insight into – but not be limited to – the following:

- a) Organizational structure and reporting relationships
- b) Service delivery structure and functions within each division
- c) Workflow processes and workforce planning
- d) Existing technology, available technology, technology gaps, and technology needs
- e) Management and administrative policies
- f) LCFAS' relationships and collaboration with other County departments, agencies and unites of government
- g) Internal controls
- h) Availability and use of resources
- i) Employee, vendor and other stakeholder service level satisfaction
- j) Centralization or decentralization of specific functions
- k) Operations and/ or functions that could be consolidated with other internal service departments such as Information Technologies and Human Resources
- l) Current performance measures and those based on industry standards within each Division of LCFAS, for purposes of informing a county-wide performance measurement project which will be a separate County project

1.2 PHASE 2 – While the scope, timeline and cost of Phase 2 will be jointly agreed upon between the County and the Consultant, it is the County's intent that the findings and recommendations should address and/or be based upon – but not limited to – the following:

- a) Best-management practices and industry standards
- b) Optimal organizational structure model
- c) Streamlining procedures and processes
- d) Staffing requirements by division, both current and future, including specific benefits and outcomes with adding and/ or reducing staff
- e) Initiatives, goals and objectives of the Department and its individual Divisions, respectively
- f) LCFAS' service demands and quality of service delivery
- g) The efficiency and effectiveness of LCFAS' organization and operations relating to staffing, workload distribution, scheduling, productivity, technology, policy, and supervisory structure
- h) Operations and/ or functions that could be consolidated with other internal service departments such as Information Technologies and Human Resources
- i) Employee perceptions, understandings and morale
- j) Organizational location and reporting structure for the Construction and Facilities functions, respectively

- k) Organizational location and reporting structure for the Payroll function, which is currently in the Human Resources Department
- l) Best principles and performance measures for LCFAS and its respective divisions, for purposes of informing a county-wide performance measurement project which will be a separate County project
- m) Training needed to maximize operations and support succession planning

2. Project Status Meetings

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

3. Final Reports

The Consultant shall develop and produce comprehensive written final reports for Phases 1 and 2, respectively. 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 of recommended modifications and estimated costs (and alternatively cost savings) for the 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. Consultants shall provide an electronic version of the final report in addition to paper copies.

Upon completion of each Phase, the Consultant shall provide the County with all information compiled, received and produced as a part of the assessment.

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

4. Deliverables

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

- i. Project Plan outlining the steps within the project, project completion, corresponding timeline and deliverables. This Plan must also be provided by the selected Consultant upon contract execution.
- ii. A written report for Phase 1 that outlines findings and recommendations related to the work undertaking during Phase 1.
- iii. 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.
- iv. An estimate of the cost and/ or savings to implement Phase 2.
- v. A timeline and actions necessary to implement Phase 2. Such 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.
- vi. Presentations to Lake County administration, as well as the Finance and Administrative of Committee of the County Board as requested.

5. Performance Levels

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

The selected Consultant's review shall include but not be limited to the following:

- reports and documents necessary to understand LCFAS' organization, operations and interactions;
- centralized and department specific policies and procedures to understand LCFAS' department wide process, including but not limited to the Health Department, Sheriff's Office, Public Works, Department of Transportation and departments operated by elected officials (whose policies and process may be different from those departments that report directly to the County Administrator);
- materials determined during conversations with the County Administration;
- tour and assess County facilities and infrastructure relative to the Construction and Facilities functions, respectively; and
- a recently completed assessment of the County's Human Resource Department as it pertains to the payroll function.

Prior to submitting the final report, the selected Consultant shall prepare a summary of all of the interviews conducted, delineate the conclusions drawn from the interviews, and discuss that summary with the County Administration. A draft report shall be created and submitted to the County for review and the opportunity to provide feedback and further direction.

6. Monitoring

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

Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed services to satisfy the RFP requirements. 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 (including background of any sub-consultants included as part of team)
- Scope of Services
- Implementation Plan
- Client References
- Exceptions to the RFP
- Price Proposal
- Sustainability Statement
- Sample Deliverables

1. Introduction Material and Executive Summary

The introductory material must include a title page with the RFP number, subject, name of the Consultant, address, telephone number, e-mail address, 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

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

- 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 systems and services to local governments.
- Identify the company's customer base, such as the number and names of public sector clients the company serves and has served and in what capacity, along with the number and names of public sector clients and capacity of service in Illinois.
- Identify the other industries that the company serves, if any.
- 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's a subsidiary to a parent company.
- Describe any other business affiliations (e.g., subsidiaries, joint ventures, "soft dollar" arrangements with brokers).

3. Scope of Services

This section should include a general discussion of the Consultant's overall understanding of the project and the scope of work. 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 in accordance with the Specifications. The following information should be included at a minimum:

- A delineation of the services that will be provided within the scope and what services are explicitly out of the scope for this proposal.
- A description of what functions and role the County must perform for this project and the estimated effort related to same.
- Number of staff and description of the Project Team that will be assigned to work with the County on this Project and the Consultant's plan to facilitate handling County requests in a timely fashion.
- Project team resumes for key members of the implementation team expected to be on the County project.

4. Implementation Plan

The Consultant shall provide a description of the process and methodology to be used in developing an implementation plan for the organizational and operational assessment of LCFAS. The intent of the County is to complete Phase 1 of the project by May 31, 2018. The implementation plan should break out the deliverables by milestones in the project plan and address assumptions for the project's success. Once Phase 1 is completed, the Consultant and the County will work collaboratively to develop a scope and timeframe for a Phase 2.

5. Client References

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

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 Consultant. Consultants 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 and disadvantages to the County as a result of the exception. The County, at its sole discretion, may reject any exceptions or specification within the proposal.

7. Price Proposal

The price proposal cost sheet included in this RFP shall be completed and returned with Consultant proposals. Any additional services identified by the Consultant shall be delineated separately for the County to consider. Any expenses that are to be paid by the County must also be identified and included in the proposal.

8. Sustainability Statement

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

9. Sample Deliverables

A sample of similar type of deliverables, identified in this RFP, shall be provided in the proposal.

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 staff from Lake County's departments who have experience with LCFAS and its functions. The Evaluation Committee will be responsible for the proposal evaluation (including corporate reference checks).

3. Evaluation of the Proposals

The County will evaluate the Consultant proposal 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 evaluations factors:

- Expressed understanding of and ability to achieve RFP objectives
- Work plan for achieving RFP objectives, including capacity to apply and commit resources necessary to complete required services on a successful and timely basis
- Qualifications of the Consultant and its project team personnel
- Completeness, thoroughness and detail of response (i.e., discussion and coverage of all elements of work listed in the RFP)
- Cost/ Value in relation to the level of service to be provided

4. Short List

The evaluation factors will be used to assist the Evaluation Committee in determining a short list. Consultants will be notified by the County if selected for the short list. The County reserves the right to not short list any and all Consultants if it is not in the best interest of the County.

5. Interview

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

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 Consultants, or if the short list process is not used, all qualified Consultants 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 Consultants.

Operations Assessment for the Department of Finance & Administrative Services

PRICE SHEET

November 2017

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 Consultant as beneficial to the County, shall be delineated separately for the County to consider.

The Consultant shall consider all costs (labor, material, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP. Consultants are encouraged to submit a proposal for the option(s) that they are best suited. Lake County will allow joint ventures for those wishing to subcontract for services outside their core business and expertise.

Additional sheets may be attached if necessary.

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

PHASE 1	Proposed Price
Option A – All LCFAS Functions	
Option B – Accounting, Budget, Purchasing, Support Services	
Option C – Construction and Facilities	
TOTAL	

PHASE 2	Estimated Price

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

SERVICE	Proposed Price

AUTHORIZED NEGOTIATORS:

Name: _____ Phone # _____ Email Address: _____

Name: _____ Phone # _____ Email Address: _____

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

REFERENCES

List below other similar size clients for who you have provided similar services in the last three years. The County has a strong preference that references provided be for public sector entities of comparable size and complexity.

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
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



Addendum Acknowledgement RFP # 17219

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: _____

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.