

**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

CONSENT AGENDA REQUEST

TO: Board of County Commissioners

FROM: Mark McCauley, County Administrator

DATE: August 22, 2022

SUBJECT: Request for Board of County Commissioners (BoCC) Approval to Issue a Request for Proposals for Strategic Planning Consulting Services

STATEMENT OF ISSUE:

The Board of County Commissioners wishes to develop a comprehensive Strategic Plan for Jefferson County to help ensure county resources and efforts align with community needs, desires and aspirations. An effort such as this is usually best achieved by hiring a consultant well practiced in helping local governments develop such plans.

ANALYSIS:

The attached Request for Proposals (RFP) will solicit proposals from interested consultants. The County will establish a Strategic Planning Committee (SPC) that will evaluate and score proposals received, conduct interviews of a group of finalists and make a recommendation to the BoCC. Should the BoCC approve the recommendation a contract would then be brought before the BoCC for consideration.

A mid-biennium review and modification or supplemental budget request will be submitted to cover the cost of the consultant.

FISCAL IMPACT:

The fiscal impact of this request is as of yet unknown. Once proposals are received staff will have a better idea of the fiscal impact

RECOMMENDATION:

That the Board approve the issuance of the attached RFP.

REVIEWED BY:


Mark McCauley, County Administrator

8/18/22
Date



REQUEST FOR PROPOSALS (RFP) STRATEGIC PLANNING SERVICES Jefferson County, Washington

Jefferson County is requesting proposals from interested, qualified, and experienced professional strategic planning firms or individuals to provide strategic planning and facilitation services. A Request for Proposals (RFP), which includes instructions for its completion, is attached.

Respondents to this RFP shall submit completed proposals in a sealed envelope, clearly marked with "Proposal for Strategic Planning Services" and the name of the firm submitting the proposal. An original copy and digital PDF must be received by the County no later than **5:00 p.m. PST on Friday, September 30, 2022**, at the following address:

Jefferson County Administrator
1820 Jefferson Street
Port Townsend, WA 98368

Questions regarding this solicitation must be submitted in writing to Mark McCauley, County Administrator, at mmccauley@co.jefferson.wa.us. Answers will be provided in writing to the requestor, or provided in amendment(s) to the solicitation. The final date to submit questions is September 23, 2022 at 5:00 pm Pacific Standard Time.

RFP Schedule*

RFP Issued	September 1, 2022
Final Date for Questions Related to RFP	September 23, 2022
Proposal Deadline	September 30, 2022
Proposals Reviewed/Evaluated by Selection Committee	October 14, 2022
In-person Applicant Interviews as Requested of Finalists	October 25-28, 2022
Selection Committee Recommendation and Board Approval of Contract	November 8-November 21, 2022
Contract Executed	November 21, 2022

**Exact dates are subject to change at the County's discretion. All deadlines are by 5:00 p.m. PST of the stated date. Any interested individual may request to be on an email list to receive updates on the RFP process, including addenda to the RFP if any are issued.*

Submittal Instructions

Written proposals and an electronic PDF must be received by the County no later than **5:00 p.m. PST on September 30, 2022**. Proposals received after this deadline will not be accepted or considered.

REQUEST FOR PROPOSALS (RFP)

STRATEGIC PLANNING SERVICES

Jefferson County, Washington

INTRODUCTION

The Jefferson County is seeking proposals, due no later than **5:00 p.m. PST on September 30, 2022**, from consultants/firms to guide the organization with the development of a Strategic Plan. The anticipated Period of Performance will include a 9-month period to provide adequate time for participation by the Strategic Planning Committee (SPC), the Board of County Commissioners (Board), in addition to input and review by key community stakeholders. Additional or fewer Period of Performance requirements are at the discretion of the Board.

The primary deliverable of this contract and process will be a written organizational strategic plan document that presents the planning process, research, analysis, opportunities and strategies along with an implementation plan that will guide Jefferson County activity for the next five years (2024-2028).

This RFP requests professional services of a consultant to facilitate the strategic planning process. The Board is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm/expert should be able to discern which model or model(s) will best enable the Board to define, develop, and complete its organizational and programmatic goals in conformance with Washington State law, its Comprehensive Plan and other planning documents.

Based on the proposals received, the SPC (comprised of county staff and one Board member) will select individuals/firms to be interviewed. As a result of those interviews the top-rated consultant will be selected by the Board for contract negotiations.

Proposals must be responsive to the County's request. The SPC shall determine the most responsive and responsible consultant providing the best service at the most reasonable cost. Cost alone shall not be the determinative factor. The SPC reserves the right in its absolute discretion to make no award or contract.

BACKGROUND

The Jefferson County Board of Commissioners is interested in identifying a strategic path that fully aligns with the priorities and expectations of county staff, county residents, local and county government entities, and businesses.

Jefferson County is a complex organization with a number of elected officers that serve the entire county, including the residents of Port Townsend. The County also has elected an elected Sheriff and six department directors that are focused on the unincorporated areas of Jefferson County or that provide internal services to other county departments.

The Board wishes to meet the expectations of its various constituent groups in the most effective and cost-effective way. Aligning the County's Strategic Plan with these expectations will help ensure our long-term success.

GENERAL SCOPE OF SERVICES REQUIRED

As envisioned, the scope of services for this proposal will include the following components.

GENERAL PROJECT MANAGEMENT

- The Consultant will work with the SPC to develop and finalize the strategic planning process; validate the Board's objectives for this project; and outline SPC, Board, staff, and consultant roles and responsibilities for the project.
- The Consultant will develop a work plan to guide project activities and communications.
- The Consultant will conduct an orientation and multiple briefing sessions for the SPC, Board and key stakeholders on project goals and the potential outcomes.
- The consultant must be available for presentations to the Board, including but not limited to a presentation of the final version of the strategic plan developed through this project.
- Development and implementation of techniques/initiatives to promote public involvement designed to engage the community, stakeholders, and the SPC's and Board's leadership throughout the process is critical.

PHASE 1 – DISCOVERY (EST Timing: 2 months)

- Review the organization, inventory existing services and service delivery standards, program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different programs, partnerships, and collaborations to advance the safety, health, prosperity and economic welfare of county residents and businesses.
- Conduct stakeholder interviews and/or focus groups with key leaders and constituencies including, for example: Board members; county staff; local government chief executives; local business leaders; local citizen groups; to assess county development needs and opportunities and where the Board may be able to add value. Digital surveys may also be appropriate.
- Compile, analyze and present available economic outlook data for Jefferson County and the surrounding region.
- Conduct a situational analysis of the County to identify and assess the strengths, weaknesses, opportunities, and threats to the mission/purpose of the County.

PHASE 2 – MEET and RETREAT (EST Timing: 1 month)

- The Board envisions holding a one- or two-day Board retreat dedicated to this effort. We seek input from consultant/firm to help structure and facilitate the event to maximize impact.
- Meeting topics will align with information and data collected during DISCOVERY and may include:
 - Organizational Overview - Assessment of the strengths, weaknesses, and competencies of the organization.
 - External Overview - Assessment of opportunities and threats facing the County in the coming five (5) years. The assessment will include information on availability or

significant limitation of resources and tools that the County could use to add value and further its goals, including but not limited to building a business ready climate and economic development.

- Methodology - The consultant will describe the methodology used to identify vital challenges and opportunities identified.
- Prepare a Strengths, Weaknesses, Opportunities and Threats analysis.
- Identification of Strategies and articulate a Vision - Refining the vision for the Board which identifies its priorities, opportunities and strategies, and clarifies the Board's role and confirms its mission and values.
- Conduct a Fiscal Needs/Implications analysis related to potential strategic pathways.

PHASE 3 – DOCUMENT and VET (EST Time: 2 months)

Following the retreat or other collaborative planning meetings, the consultant and the SPC will draft a strategic planning document for review and presentation to the Board of County Commissioners. The consultant will participate in the drafting, review, and refinement of this document.

The SPC and the consultant will work collectively to develop a series of communications and input techniques designed to keep the Board, government partners, community stakeholders, and business leaders engaged in the identified goals, objectives and initiatives of the Strategic Plan. At a minimum, the consultant will provide the following deliverables: 1. A draft Strategic Plan document, 2. An executive summary of the draft Strategic Plan, 3. A recommended package of material suitable for public distribution and outreach.

PHASE 4 – APPROVE and LAUNCH (EST Time: 1 month)

The consultant will lead production of a final Strategic Plan document that includes an implementation plan with defined milestones and benchmarks that the Board can use to manage the County's activities and measure its progress, including regular audits as necessary. This document will be presented for approval by the Board of County Commissioners.

ELIGIBILITY

Each interested consultant shall specifically identify in its proposal, whether or not any potential or actual Organizational and Consultant Conflicts of Interest (OCCI) exists for this procurement. If the offeror believes that no OCCI exists, the OCCI response shall set forth sufficient details to support such a position. Interested consultants shall submit with their proposal an OCCI certification, using the following language:

The interested consultant is not aware of any information bearing on the existence of any potential organizational conflict of interest. If the interested consultant is aware of information bearing on whether a potential conflict may exist, the interested consultant shall provide a disclosure statement and mitigation plan describing this information.

Prospective firms or entities are not eligible to submit a proposal if current or past corporate and/or other interests may—in the opinion of the Board—give rise to a conflict of interest in connection with this RFP or the Services. Firms/individuals are to submit with their proposal

documents a description of any issue that may constitute a direct or indirect conflict of interest for review by the Board. The Board's decision on this matter will be final.

FACILITIES

The primary place of performance shall be at the Consultant's facility, which must be within the Olympic Peninsula or within a distance that allows in person meetings without the need for overnight accommodations. The Consultant will use virtual meeting to the maximum extent possible to minimize cost. However, the Consultant shall attend meetings and perform various tasks at the Jefferson County Courthouse when required, during the period of performance. Local travel expenses of Consultant personnel will not be the responsibility of the County, including parking. County staff will provide space for meetings with Consultant personnel as directed by the SPC/Board. County staff will work with the Consultant in arranging meetings with parties involved in the project.

CONTRACTOR TRAVEL

If travel is required, the Consultant shall notify the SPC and obtain approval prior to Consultant personnel traveling. Consultant shall submit a cost estimate to the SPC for approval prior to commencement of any travel. For approved travel, direct travel costs will be reimbursed for actual cost incurred.

PROPOSAL SUBMISSION REQUIREMENTS

Each offeror shall be responsible for preparing an effective, clear, and concise proposal. It is recommended that proposals contain the following information:

- A cover letter introducing the company and the individual who will be the primary contact person.
- Proposed statement of work, project approach and plan to accomplish the work. Describe in detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a comprehensive strategic plan. Key elements include: a. Project Understanding, b. Project Methodology and Deliverables, c. Roles & Responsibilities, d. Project Management.
- A statement that the consultant is registered to conduct business in Washington.
- Specific qualifications regarding experience in strategic planning services, including the names of counties for which strategic plans have been developed. A sample of an actual strategic plan should be provided along with the proposal. A reference list should be attached to the proposal, with client names, contact persons, and phone numbers.

- A detailed timeline for completion of each phase and the total project. The Board is interested in pursuing this strategic plan in as expeditious a manner as possible to help inform the County's 2024-2025 biennial budgeting process.
- A description of the firm's organization and staff's qualifications.
- A description of 2-3 projects of a similar scope, magnitude and complexity to the work described in this solicitation.
- A pricing narrative with a proposed fee schedule for each phase of the project including any incidental or travel fee estimates.
- The signature of an authorized individual to bind the firm. The proposal must be a firm offer for a 60-day period.

SELECTION PROCESS

Each of the proposals received will be evaluated and determined if it meets the stated requirements. Failure to meet these requirements will be a cause for eliminating the consultant from further consideration. Initial evaluation of the proposals will be made by the County's Strategic Planning Committee. In addition to evaluating written proposals, in-person interviews will be requested.

The County shall not be liable in any way for any costs arising incurred by any consultant in the preparation of its proposal in response to this RFP or any losses or damages arising from the County's rejection of any proposal for any reason whatsoever.

Proposals will be evaluated on the following criteria:

Technical Proposal – 35% Project Approach/Methodology Proposed Work Plan	<u>20</u> points (max) <u>15</u> points (max)	<u>35</u> Total Points
Management Proposal - 35% Firm Relevant Experience Qualifications/Experience of Proposed Key Staff	<u>20</u> points (max) <u>15</u> points (max)	<u>35</u> Total Points
Cost Proposal – 30%		<u>30</u> Total Points
TOTAL		<u>100</u> Points

PROPOSAL REVIEW AND AWARD SCHEDULE

All deadlines are by 4:00 p.m. EST of the stated date. Written proposals and an electronic PDF must be received by the County no later **than 5PM EST on September 30, 2022**. Proposals received after this deadline will not be accepted or considered. The selection committee shall make a recommendation to the Board of County Commissioners, who retain contracting authority. Work may begin immediately following contract execution with finalist.

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