



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

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

Proposals received after this date and time will be rejected.

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

**MARK SEALED ENVELOPE: #2021-16 ORGANIZATIONAL SYSTEMS REVIEW**

Rock County reserves the right to accept or reject any or all proposals; to waive any technicality or error in any proposals or part therein, and to accept the same or combinations, in whole or in part, whichever is deemed to be in the best interest of Rock County.

Contracts are awarded to the lowest, most qualified, responsible and responsive Proposer on the basis of the base Proposal and full consideration of any or all alternatives, as may be in the best interest of Rock County. In determining the award of contract, Rock County will consider the scope of the work involved, timeliness of delivery, competency of Proposer, Proposer's ability to render satisfactory service, and past performance. If two or more Proposers submit identical Proposals, Rock County will make award to Proposer of its choice and such decision will be final.

## INSTRUCTIONS FOR PROPOSAL

The proposer is required to submit **eleven (11) copies of their proposal (one original marked as such and ten copies) and one .pdf file submitted on a thumb drive** in a sealed envelope marked RFP #2021-16 to Shilo Titus, Purchasing Division, 51 South Main, Janesville, WI 53545. All proposals must be received by **12:00 noon (local time), April 28, 2021**. Any proposal submitted after this date and time will be rejected. No faxed or electronic Proposals will be accepted

Vendors are responsible for ensuring that the above office receives their proposal before the deadline. Proposal "packets" must be clearly labeled with vendor name, return address, proposal title, date and the name of the vendor's primary contact for proposal questions.

Proposals shall be signed with name typed below signature. Where Proposer is a corporation, Proposal must be signed with the legal name of the Corporation followed by the legal signature of an officer authorized to bind the Corporation to contract.

## INQUIRIES

All questions concerning this Request for Proposal must be submitted **in writing** to Shilo Titus. Questions must be received by **12:00 noon (local time), April 9, 2021**. Questions received after this date and time will not be answered. Questions shall be e-mailed to [shilo.titus@co.rock.wi.us](mailto:shilo.titus@co.rock.wi.us).

No verbal explanation or instructions will be given in regard to the meaning of the drawings or specifications during the proposal period. Bidders shall bring inadequacies, omissions or conflicts to Rock County's attention in writing by the question cut-off date and time. If necessary, answers to questions will be provided to all specification holders in the form of an addendum. Addendum will include a list of each question received and Rock County's response.

## ADDENDA

All changes in or interpretations of the specifications prior to Proposal due date will be made by written addenda issued by the Owner to each recipient of the specifications on record. All addenda will be issued no later than 72 hours prior to Proposal due date and time. All addenda or notice of addenda will be posted on Rock County's website, [www.co.rock.wi.us](http://www.co.rock.wi.us).

## PROJECTED TIMETABLE

Issue Request for Proposal	03/16/21
Questions Due	04/09/21 - 12 noon
Addenda Issued by	04/16/21 - 5:00 p.m.
Proposals Due	04/28/21 - 12 noon
Evaluation of Proposals	04/29/21 - 05/4/21
Interviews	05/10/21 - 05/15/21
Governing Committee Approval	06/07/21
County Board Approval	06/10/21
Contract Execution	06/18/21

Vendors not involved in the final selection process will be notified in writing. The above schedule is for informational purposes only and is in no way binding upon Rock County.

## **VENDOR SUPPLIED DOCUMENTATION AND MATERIALS**

All vendor-supplied materials, including the vendor's proposal, become the property of Rock County. We will work with vendors to meet their confidentiality requirements, provided that they are within reason. All vendor confidential material must have each page clearly marked as confidential. Rock County's determination to treat matters as public or confidential under the Wisconsin Open Records Law shall be final.

## **PROPOSAL AND PRESENTATION COSTS**

Rock County will not be liable in any way for any costs incurred by the offerors in the presentation of their proposal in response to this Request for Proposal nor for the presentation of their proposal and/or participation in any discussions or negotiations.

## **COMPLIANCE WITH THE REQUEST FOR PROPOSAL**

Proposals submitted must be in strict compliance with the Request for Proposal. Failure to comply with all provisions on the RFP may result in disqualification. The County reserves the right to reject any and all submittals or to waive minor defects or irregularities in the submittal. The County further reserves the right, without prior notice, to supplement, amend or otherwise modify this RFP or otherwise request additional information from any and or all respondents. By submitting a proposal, the consultant thereby agrees that the County's decision concerning any submittal in any respect is final, binding and conclusive upon it for all purposes, and acknowledges that the County in its sole and unqualified discretion may waive or deviate from the procedures and/or time table outlined.

## **IMPLIED REQUIREMENTS**

Products and services that are not specifically addressed in this Request for Proposal, but which are necessary to provide functional capabilities proposed by the offeror, must be included in the proposal.

## **NON-DISCRIMINATION**

In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability as defined in s.51.01 (5)(a), sexual orientation, national origin, or military service as defined in §111.355(1), Wis. Stats. This provision shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor further agrees to take affirmative action to ensure equal employment opportunities. The contractor agrees to post in conspicuous places, available for employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of the non-discrimination clause (Wisconsin Statutes S.16.765 (2)).

## **INDEMNIFICATION**

The contractor to perform services for Rock County shall indemnify, hold harmless, and defend Rock County, its officers, agents, and employees from any and all liability including claims, demands, losses, costs, damages and expenses of any kind and description or damage to person or property arising out of or in connection with or occurring during the course of any agreement between the contractor and Rock County where such liability is founded upon or grows out of the acts or omissions of any agents or employees of the contractor.

## **INSURANCE REQUIREMENTS**

The Contractor further agrees that in order to protect itself and County it will at all times during the term of this agreement keep in force and effect worker's compensation, comprehensive general, and auto liability insurance policies by a company or companies authorized to do business in Wisconsin with limits of:

Personal and bodily injury:	Per person	\$1,000,000
	Per accident	\$2,000,000
Property damage:	Each Occurrence	\$500,000
	Aggregate	\$500,000

Coverage shall apply as primary with County named as an added insured. Contractor shall furnish satisfactory proof of insurance to County prior to the date of Contract Execution, or commencing work for the County.

## **REQUEST FOR CLARIFICATION**

All requests by Rock County for clarification of proposals will be in writing. Such requests shall not alter the offeror's pricing information contained in its cost proposal.

## **PROOF OF COMPETENCY OF PROPOSER**

Any Proposer may be required to furnish evidence satisfactory to Rock County that the Proposer and proposed subcontractors have sufficient means, expertise, financial ability, and experience in the types of work proposed to assure completion of the Contract in a satisfactory manner.

## **AGREEMENT DEVELOPMENT**

Rock County reserves the right to negotiate with one or more offerors.

## **MODIFICATION AND WITHDRAWAL**

Proposals may not be modified after submittal. Proposers may withdraw their Proposal at any time before Proposal due date and time, but may not resubmit them. No Proposal may be withdrawn or modified after opening except where the award of Contracts has been delayed for more than 60 days from the due date.

## **DISQUALIFICATION**

Rock County reserves the right to disqualify Proposals, before and after opening upon evidence of collusion with the intent to defraud or other illegal practices upon the part of the Proposer.

**AWARD**

Award will not be made to any Proposer in default of a Contract with Rock County, or to any Proposer having as its agent or employee, any individual previously in default or guilty of misrepresentation.

**NOTICE TO PROCEED**

Written notice of award to the successful Proposer shall be in the form of a Purchase order from Rock County mailed or delivered to the address shown on the Proposal and will be considered sufficient notice of acceptance of Proposal, intent to award the Contract, and "Notice to Proceed" with the work.

## **A. OVERVIEW OF ROCK COUNTY**

### **Summary**

Rock County, population 160,120 (2020 Estimate), is a political subdivision of the State of Wisconsin. Rock County is comprised of six Cities, three Villages, 20 Towns, and multiple unincorporated hamlets. The County's Cities include Janesville, Beloit, Edgerton, Milton, Evansville, and Brodhead. The City of Janesville serves as the County seat, is located in the County's central portion, and is the largest municipality in the County with a population estimated at over 63,575 in 2010. The County's Villages include Clinton, Orfordville, and Footville.

Rock County demographic data includes (2019 US Census): White (82.3%); Black (5.3%); Hispanic (9.1%); American Indian (0.6%); Asian (1.3%); Other (1.4%).

Rock County operates under the Board/Administrator form of County government. The elected Rock County Board of Supervisors (29) is the legislative authority. The County Administrator, who reports to the County Board, has a wide range of responsibilities, including preparation of the annual budget. Elected officials serving Rock County include the Clerk of Circuit Court, County Clerk, County Treasurer, District Attorney, Register of Deeds, Sheriff and seven (7) Circuit Court Judges comprising the 5th Judicial Circuit.

Rock County provides a wide range of programs and services to its citizens, including public safety, human services, health, public works, conservation and development. Additional Rock County facilities include the Fairgrounds, Southern Wisconsin Regional Airport and more than 1,000 acres of park land. Rock County also owns the land and buildings for UW Whitewater at Rock County

### **County Staffing and Budget**

The County currently has approximately 1,600 full and part time employees and an annual budget of \$212 million.

## **B. BACKGROUND AND PROJECT SCOPE**

Rock County is seeking proposals to conduct an organizational systems review per Resolution #19-9B-327. (See Exhibit 1.). This resolution outlines – describes the circumstances that have led up to needing an organization-wide analysis of Rock County’s operations and include the following:

1. Rock County's personnel ordinance, policies, procedures, practices, and departmental work rules have not been systematically reviewed in many years.
2. Many County departments have created mission statements that should be in alignment with the County's Mission, Vision, and Core Values. (See Exhibit 2.)
3. Rock County's Diversity and Inclusion Workgroup has identified that a review of human resources policies is necessary to ensure these policies are free from bias.
4. Policies that do not incorporate best practices, inconsistent application of policies, unaligned mission statements and goals can be a barrier to ensuring the public is receiving the best services possible.
5. A regular external analysis of human resources policies can ensure compliance with ever-changing laws, help to avoid costly lawsuits and penalties, and enhance excellence in human resources.
6. A third-party review would help to recognize strengths, identify areas of improvement and establish a baseline from which to measure future improvement.
7. A review could ensure consistency and fairness in the application of human resources policies across departments, resulting in a more satisfied and productive workforce that could reduce expenses and costly turnover.
8. This review would serve as "due diligence" for County taxpayers and help to instill a sense of confidence in management and Rock County's human resources functions.
9. An external review would benefit the County Board and County administration identifying future needs and possible budgetary savings.
10. It is common practice for large organizations to conduct quality management reviews, such as ISO 9001, to ensure compliance with standards, focus on continuous improvement, and establish a culture of excellence.
11. Such a review would ensure that Rock County remains an organization of excellence and enhances its reputation in the community as an employer.

The consultant would evaluate, make recommendations, compare and contrast with best practices, and conduct work using an equity lens of the following:

- Personnel ordinance, policies, procedures, practices, and departmental work rules
- Departments mission statements and alignment with the County’s Mission, Vision, and Values

The report recommendations will assist the County in beginning a journey towards attaining organizational excellence and create a more diverse, inclusive environment that positively impacts employees in order to best serve the community.

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

### **C. PROPOSAL REQUIREMENTS**

#### **1. Vendor Profile – Appendix B**

Proposal shall include a complete vendor profile presenting topics relevant to the selection process. Appendix B is furnished as a template, but a narrative is acceptable as long as it includes, but not be limited to the following:

##### **a. Company Information**

- Location of the corporate office.
- Number and location of support offices nationwide and worldwide (if applicable).
- Total number of years in business and in providing relevant consulting.

##### **b. Client List and References**

- A minimum of three references.
- At least one reference shall represent a client of similar size to Rock County.
- At least one client reference in the State of Wisconsin (if possible).
- Describe how project incorporated evaluation from a diversity, equity and inclusiveness lens.

#### **2. Pricing Information – Appendix C**

Proposal shall contain an itemized outline for all costs associated with the project.

Proposals shall include a complete and full inventory of expenses for project management and all support services. Expenses must be presented in an un-bundled fashion by itemizing each expense as a separate line item.

#### **3. Vendor Proposal Certification – Appendix D**

Proposal must be certified accurate for 120 days from the Proposal Due Date. **Appendix D shall be signed and submitted with Proposal response.**

#### **4. Project Schedule, Methodology/Approach and Management Summary - Narrative**

Proposal shall include a description of the:

- Project schedule showing major tasks, time frames, vendor staffing, client staffing, expenses
- Methodology/approach to the project
- Management summary



## 5. Contractual Issues – Narrative

- Proposal shall include a complete standard professional services contract.
- Proposal shall include a description of how vendor will handle contract clauses such as response times.
- Notwithstanding the above, Rock County is not obligated to use the vendor's standard contract and reserves the right to further negotiate the terms of said agreement with successful vendor. All contracts shall be reviewed by Rock County's Purchasing Division, Finance Director and Corporation Counsel. The Proposal received from the successful vendor along with this RFP document and any addenda will be attached to and become part of the final contract.

## 6. Subcontractors and Third Party Assignments

Proposals shall include full disclosure of subcontractors and third party assignment used for preparation of the Proposal, support for existing software and hardware, implementation, training and any other supplies or services.

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

## **D. PROPOSAL EVALUATION AND AWARD**

Award shall be made to the Proposer whose Proposal is determined to be in the best interest of Rock County, taking into consideration cost and the other evaluation factors listed in the RFP.

A Proposal Evaluation Committee has been established and will independently review each Proposal received. After written Proposals have been reviewed, vendors may be invited to make presentation (via zoom) and may be requested to provide supplementary materials. An unsatisfactory presentation may be grounds for rejection of a Proposal.

Each response will be evaluated on the vendor's ability to satisfy the requirement as presented in this RFP. Consequently, each vendor shall attempt to present the information in response to this RFP that will instill confidence in the vendor's ability to fulfill the requirements at the lowest possible cost. However, Rock County is not obligated to select the least cost vendor. The evaluation criteria will include any or all of the following:

1. Responsiveness to the requirements set forth in this proposal (25%)
2. Experience with like or similar projects, including samples of previous projects (25%)
3. Project Schedule, methodology and approach (25%)
4. Project cost (25%)

## APPENDIX A PROPOSER CHECKLIST

This checklist has been provided to assist Proposer in complying with RFP requirements. All items listed must be included with the Proposal. To assist in Proposal evaluation, Proposer shall cross-reference the required item with the applicable page in the Proposal.

Proposer shall check off each item as it is assembled into the proposal, enter the page number where the item can be found in the proposal, detach the checklist from the RFP and submit it as part of the Proposal.

<b><u>Item No.</u></b>	<b><u>Format</u></b>	<b><u>Proposal Page</u></b>
_____ Original + 10 Copies of Proposal	As specified in RFP	_____
_____ Proposer Checklist (this form)	Appendix A	_____
_____ Vendor Profile	Appendix B	_____
_____ Pricing	Appendix C	_____
_____ Vendor Proposal Certification	Appendix D	_____
_____ Project Schedule, Methodology-Approach and Management Summary	Narrative	_____
_____ Contractual Issues	Narrative	_____
_____ Subcontractors and Third Party Assignments	Narrative	_____

## **APPENDIX B** **VENDOR PROFILE**

Include the following information in your Proposal response marked as Appendix B:

### **A. Company Information**

1. Company Name
2. Website
3. Corporate & Local Address
4. Telephone Number
5. Contact Person Name and Title, and Location
6. E-Mail Address
7. Number of years your company has been in business and in providing consulting in this field or similar to that offered in this RFP.
8. Location of office from which service will be provided to the County of Rock.
9. Number of Staff
  - Nationwide
  - Office serving Rock County
10. Project Manager Information
  - Name
  - Office location
  - Number of similar projects completed
  - Experience of the project manager and project team in handling projects similar in scope to this one.

### **B. Client/References**

Please provide the following information for a minimum of three (3) clients for which Proposer has provided a comparable service during the past five (5) years.

- Agency Name
- Department Name
- Agency Address
- Contact Name/Title
- Contact Telephone Number
- Contact E-Mail Address
- Organization Size and Description
- General Description of Scope of Work
- Time Frame for Provision of Services from Date of Contract Award to Completion
- Completion Date for Services Provided

References may or may not be reviewed or contacted at the discretion of Rock County. Rock County reserves the right to contact references other than, and/or in addition to, those provided by Proposers. Rock County shall not provide information received from references to Proposers.

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

## **APPENDIX C** **PRICING**

The Proposal Pricing Page shall itemize the cost to the County for all services to perform the Scope of Services outlined in the RFP. A narrative shall be attached to clarify any pricing data submitted (e.g. hourly rates).

**APPENDIX D**  
**VENDOR PROPOSAL CERTIFICATION**

**The following certification must be submitted with Proposal.**

I hereby certify that all prices included in this Proposal are accurate and binding for one hundred twenty (120) days from the Proposal due date.

I further certify that the total costs accurately reflect the total Proposal cost, and that the company which I represent will deliver services per the request for proposal for the total amount of \$\_\_\_\_\_ (see attached pages for detail).

The contractor to perform services for Rock County shall indemnify, hold harmless, and defend Rock County, its officers, agents, and employees from any and all liability including claims, demands, losses, costs, damages and expenses of any kind and description or damage to person or property arising out of or in connection with or occurring during the course of any agreement between the contractor and Rock County where such liability is founded upon or grows out of the acts or omissions of any agents or employees of the contractor.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
E-Mail

# Exhibit #1

RESOLUTION NO. 19-9B-327

AGENDA NO. 12.F.(1)

## RESOLUTION ROCK COUNTY BOARD OF SUPERVISORS

Supervisor Brian Knudson  
INITIATED BY



Supervisor Brian Knudson  
DRAFTED BY

County Board Staff Committee  
SUBMITTED BY

August 8, 2019  
DATE DRAFTED

### To Create a Blue Ribbon Commission on Organizational Excellence

- 1 WHEREAS, Rock County's personnel ordinance, policies, procedures, practices, and departmental  
2 work rules have not been systematically reviewed in many years; and  
3  
4 WHEREAS, many County departments have created mission statements that should be in alignment  
5 with the County's Mission, Vision, and Values; and  
6  
7 WHEREAS, Rock County's diversity and inclusion workgroup has identified that a review of human  
8 resources policies is necessary to ensure these policies are free from bias; and  
9  
10 WHEREAS, policies that do not incorporate best practices, inconsistent application of policies, and  
11 unaligned mission statements and goals can be a barrier to ensuring the public is receiving the best  
12 services possible; and  
13  
14 WHEREAS, regular external analysis of human resources policies can ensure compliance with ever-  
15 changing laws, help to avoid costly lawsuits and penalties, and enhance excellence in human resources;  
16 and  
17  
18 WHEREAS, a third-party review would help to recognize strengths, identify areas of improvement,  
19 and establish a baseline from which to measure future improvement; and  
20  
21 WHEREAS, a review could ensure consistency and fairness in the application of human resources  
22 policies across departments, resulting in a more satisfied and productive workforce that could reduce  
23 expenses and costly turnover; and  
24  
25 WHEREAS, this review would serve as "due diligence" for County taxpayers and help to instill a  
26 sense of confidence in management and Rock County's human resources functions; and  
27  
28 WHEREAS, an external review would benefit the County Board and County administration by  
29 identifying future needs and possible budgetary savings; and  
30  
31 WHEREAS, it is common practice for large organizations to conduct quality management reviews,  
32 such as ISO 9001, to ensure compliance with standards, focus on continuous improvement, and  
33 establish a culture of excellence; and  
34  
35 WHEREAS, such a review would ensure that Rock County remains an organization of excellence and  
36 enhances its reputation in the community as an employer; and  
37  
38 WHEREAS, an ad hoc committee of the County Board would best be able to provide oversight and  
39 advice to a contracted third-party expert who would conduct this review.  
40  
41 **NOW, THEREFORE, BE IT RESOLVED**, that the Rock County Board of Supervisors, duly  
42 assembled this \_\_\_ day of \_\_\_\_\_, 2019, does hereby create a Blue Ribbon Commission on  
43 Organizational Excellence to oversee a third-party consultant's development of a report and  
44 recommendations regarding the County's human resources functions.

19-9B-327

To Create a Blue Ribbon Commission on Organizational Excellence

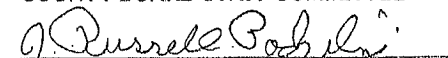
Page 2

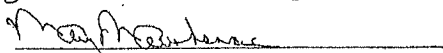
45 **BE IT FURTHER RESOLVED**, that this Commission be composed of seven members, including five  
46 County Board members and two members of the public with demonstrated experience in continuous  
47 improvement or quality management. The Commission's term will expire upon submittal of its report to  
48 the County Board.

49  
50 **BE IT FURTHER RESOLVED**, that the County Administrator is directed to include funding in the 2020  
51 budget for consulting services to conduct this review.


Respectfully submitted,


COUNTY BOARD STAFF COMMITTEE

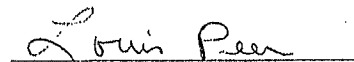
  
J. Russell Podzilni, Chair

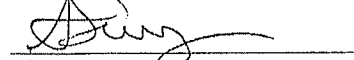
  
Mary Mawhinney, Vice Chair

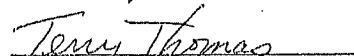
Absent  
Richard Bostwick

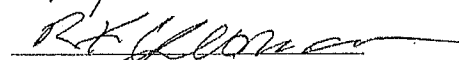
  
Henry Brill

  
Betty Jo Bussie

  
Louis Peer

  
Alan Sweeney

  
Terry Thomas

  
Bob Yeomans


FISCAL NOTE:

Per County Board Rule IV-C, County Board Supervisors who are members of additional special, single purpose or ad hoc committees are eligible for per meeting allowances and mileage reimbursement. Citizen members of such committees shall be eligible for mileage reimbursement only.

  
Sherry Oja  
Finance Director


LEGAL NOTE:

The County Board is authorized to take this action pursuant to sections 59.01 and 59.51, Wis. Stats. as well as Rule IV-C of the County Board Rules.

  
Richard Greenlee  
Corporation Counsel

ADMINISTRATIVE NOTE:

Annually, and following input from County employees, revisions to the Personnel Ordinance are presented to the County Board for consideration, and revisions to the Human Resources Policies are presented to the County Board Staff Committee. However, a comprehensive review of these ordinances and policies, as well as a more comprehensive review of departmental practices, has not been conducted in many years. If the County Board prioritizes this, an external evaluation would provide valuable feedback that would likely lead to improved consistency and equity, but may also include recommendations that are not seen as positive by all employee groups.

  
Josh Smith  
County Administrator

# Exhibit #2



## Rock County Mission Statement

To enhance the quality of life, health, safety, and trust of all citizens by providing top quality public services through a creative and responsive team committed to excellence, integrity, accountability, and respect.

### Core Values

Honesty - Integrity - Respect

### Vision

- **SERVICE** to the public is our fundamental reason for being. We strive to treat citizens with courtesy and as valued customers.
- **COOPERATION** among our staff and departments creates a smooth running organization. These collaborative attitudes and efforts are reflected in our working relationships with other public entities, the business community, nonprofit organizations, and citizens.
- **DILIGENCE** is the foundation of our work ethic. We challenge and inspire all staff to be efficient and effective in carrying out day-to-day tasks and activities.
- **ACCOUNTABILITY** is vital to maintaining public trust. We ensure accountability for our actions by adopting and enforcing policies, procedures, and processes that withstand the test of public review and scrutiny.
- **FISCAL RESPONSIBILITY** is fundamental to the way we conduct business. We maximize our human, physical, and financial resources in order to provide effective stewardship of public funds.
- **COMMUNICATION** and an informed citizenry are essential to the democratic process. We are committed to providing citizens with relevant, accurate, and timely information about our goals, services, and the decisions that will affect the public.
- **INNOVATION** and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development in order to respond to changing needs in our community.
- **SAFETY** is critical to a high standard of living. We protect the citizenry through prevention, early intervention, treatment services, and enforcement of the law.
- **ENVIRONMENT** is central to our community. Preservation of our natural environment ensures that generations to come will enjoy the resources we value and preserve. Caring for our social environment ensures that community remains a vital part of our culture.
- **DIVERSITY & INCLUSION** - Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice.