



Tioga County Strategic Operations Plan RFP

Background

Tioga County last completed a strategic plan in 2016. Upon recent assessment, a vast majority of actions outlined in that plan have either been completed or are ongoing. It is time for Tioga County to develop a new strategic operations plan with all 18 Departments involved and working in collaboration.

Scope of Services

Tioga County is seeking a qualified professional consultant to conduct a new strategic government operations plan with the Strategic Plan Steering Committee and 18 Departments. The selected consultant will have wide discretion in an approach to achieving this project, however, items for consideration include:

- The best approach for Departments to work on individual actions and common goals.
- The strategic plan should cover up to a 10-year time-period.
- Consultant communications with Departments is expected throughout the process.
- Examining changing demographics and workforce in the County, especially post-COVID.
- Helping Departments realize their interconnected nature.
- Impress on Departments the importance of and reason we are doing this strategic plan.
- A more detailed example Scope of Work is included in Appendix A.

It is expected that the selected consultant will work with the Strategic Plan Steering Committee and all 18 County Departments to develop feasible strategies for each Department as well as some common goals and policies applicable to multiple departments and the entire county government.

Evaluation Criteria

The Project Committee will select a consultant based upon the following criteria:

- Experience of the firm in related projects requirements.
- Expertise of key personnel and subcontractors to be assigned, if applicable.
- Expertise and experience in municipal policy issues.
- Ability to manage the project.
- Confidence in project example.
- The proposed method of work.
- Cost and Budget.

Selection Process

The Strategic Plan Steering Committee will rank the proposals in order of qualifications. The top-ranking proposals will be selected for interviews with the Strategic Plan Steering Committee.

Negotiations will then be conducted with the top-ranking respondent. Otherwise, negotiations with the respondent ranked first will be formally terminated and negotiations will be initiated with the respondent ranked second, and so on until such a contact cannot be negotiated at a fair and reasonable price.

The Strategic Plan Steering Committee reserves the right to select from the submittals using other methods deemed in the best interest of Tioga County and may reject all proposals. Additionally, the Tioga County Legislature has ultimate approval decision by resolution.

Deliverables

An updated strategic operations plan that Tioga County government and Departments can reference and use to up to 10 years in the future.

Timeline and Submission Requirements

- RFP distributed via email on Wednesday, March 1, 2023.
- Questions due by Wednesday, March 15 at Noon to Elaine Jardine. Q&A will be posted by Friday, March 17 at 4:00 PM to <https://www.tiogacountyny.gov/media/aqqad22n/tc-sop-rfpq-a.pdf>
- Five (5) paper copies and one (1) digital version shall be submitted. Proposals along with a non-binding cost estimate, must be received no later than April 4, 2023, at 4:00pm. It shall be the responsibility of the proposer to make sure it is received by this time. Proposals must be addressed and submitted to:
Elaine Jardine
Tioga County Department of Economic Development and Planning
56 Main Street
Owego NY 13827
- Consultant will be selected and notified by Friday, April 14, 2023 by 4:00 PM; work will start in mid- May 10, 2023.
- Project completion is expected by December 31, 2023.

Contract

The contract with the selected consultant will be subject to all Tioga County's requirements and conditions as stated in that future contract with selected consultant.

Total Budget

The total budget for this project is \$50,000.

Contact

Elaine Jardine, Tioga County Planning Director
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(607) 687-8257
jardinee@tiogacountyny.gov

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Appendix A
Example Scope of Work

- **Organizational Intelligence Gathering:** The County has a strong track record of organizational planning.
 - Conduct a deep review of the prior strategic plans, identifying subject matter that remains relevant and providing context for our project approach.
 - Administer surveys to elected and administrative leadership to gain insight into their understanding and appreciation for the existing strategic plan, as well as their ideas about the health and functionality of the County organization and community.
 - Provide an existing conditions overview.

- **Facilitated Session:** Leverage the work done in the first bullet.
 - Craft a productive agenda for a full day facilitated session with appropriate leadership, as defined by the County.
 - Dig deeper at the trends identified in the survey, and start to identify vision and mission themes, strategic imperatives, and areas of overlapping interest among and between departments.
 - Provide project leadership with an overview of the results of the session and our recommended direction for the plan.

- **Framework Development:** Begin to formalize the mission, vision, and strategic imperatives.
 - Work with department and county leadership to create an action plan to advance you toward the organizational vision.

- **Department Level Refinement:** Get input from Departments.
 - Work with individual departments, and collective subject teams (where multiple departments have responsibility for actions and strategies) to refine the plan; ensuring applicability and buy-in across the organization.

- **Plan Creation:** Create draft and final Plan.
 - Create and distribute a full draft plan for review by County leadership and appropriate staff. Draw edits from the review team and finalize the plan according to your specifications.

Much of this can be tailored to a scope that is most closely reflective of the operating conditions of the County. This scope is a jumping off point to ensure that all options to proceed are considered.