

REQUEST FOR QUALIFICATIONS ("RFQ")
For Management Assessment and Operational Review of Various Burlington County Departments
PART I

Instructions to Vendors

1.0 PURPOSE

The intent of this Request for Qualifications ("RFQ") is to allow the County to select a vendor for consulting services to provide a management assessment and operational review of the Burlington County ("County") from the solicitation of qualifications submitted for the term of December 1, 2015 through November 30, 2016. Additional information is contained within the "RFQ RESPONSE FORM" attached, which must be completed and returned with Statement of Qualifications.

The County intends to award a contract for management assessment and operation review of the various Burlington County departments pursuant to N.J.S.A. 40A:11-5(1)(a)(i). This RFQ is being solicited through a fair and open process in accordance with N.J.S.A. 19:44A-20.4 et seq.

The specific extent and character of the services to be performed shall be subject to the general control and approval of the Burlington County Administrator and/or the Burlington County Solicitor's Office.

2.0 COMPLIANCE WITH LAWS

The successful vendor shall comply will all applicable federal, state and local statutes, rules and regulations. If awarded a contract your company/firm will be required to comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27.

3.0 PROCEDURE FOR RESPONDING TO REQUEST FOR QUALIFICATIONS

3.1 SUBMISSION OF RESPONSES TO RFQ

Five (5) copies of the Response, INCLUSIVE OF ALL INFORMATION required in Part II, "Response Requirements" should be provided. Responses must be provided to Burlington County Solicitor's Office. Responses sent regular mail should be addressed to Burlington County Solicitor's Office, "RFQ MANAGEMENT ASSESSMENT AND OPERATIONAL REVIEW OF VARIOUS BURLINGTON COUNTY DEPARTMENTS," P.O. Box 6000, Mount Holly, New Jersey 08060. Responses sent UPS, Federal Express or Hand Delivery should be addressed to Burlington County Solicitor's Office, "RFQ MANAGEMENT AND ASSESSMENT OPERATIONAL REVIEW OF VARIOUS BURLINGTON COUNTY DEPARTMENTS," at 49 Rancocas Road, Room 225, Mount Holly, NJ 08060 and will be opened on November 24, 2015 at 3:00pm. Any Responses received after said opening whether by mail or otherwise, will be returned unopened. Responses should be provided in a sealed envelope with the title of the "RFQ MANAGEMENT ASSESSMENT AND OPERATIONAL REVIEW OF THE COUNTY" clearly marked on the outside. It is recommended that each Response package be hand delivered. The County assumes no responsibility for delays in any form of carrier, mail, or delivery service causing the Response to be received after the above-referenced due date and time. Submission by fax, telephone, or e-mail is NOT PERMITTED.

The Burlington County Board of Chosen Freeholders shall make final selection of vendor by formal resolution.

3.2 QUESTIONS REGARDING REQUEST FOR QUALIFICATIONS

Any questions regarding this RFQ must be made in writing to: Burlington County Solicitor's Office, 49 Rancocas Road, Room 225 P.O. Box 6000, Mount Holly, New Jersey 08060.

3.3 ADDENDA/REVISIONS TO REQUEST FOR QUALIFICATIONS

Addenda/revisions to this RFQ shall be provided to all vendors who have received this RFQ.

4.0 INSURANCE

Prior to commencing work under any agreement awarded to a duly qualified vendor to be created by virtue of this RFQ, the successful vendor shall furnish the County with a certificate of insurance as evidence that it has procured the insurance coverage required herein.

This coverage must be provided by a carrier approved by the County and rated appropriately through A.M. Best. Vendors will provide the County a thirty (30) day notice of cancellation, non-renewal or change in insurance coverage. Proof of this level of insurance is part of proper response to RFQ.

The successful vendor shall provide and maintain the following minimum limits of insurance coverage during the period of performance required under the contract resulting from this RFQ:

Insurance shall be provided in the name of the entity and/or person providing the requested services, and shall include the Burlington County Board of Chosen Freeholders as Additional Insured under the General Liability.

- a. Commercial General Liability including Products Completed Operations coverage for Personal Injury and Property Damage of not less than one million dollars (\$1,000,000) for each occurrence/two million dollars (\$2,000,000) annual aggregate.
- b. All Statutory Workers' Compensation and Employer's Liability insurance coverage required to be held by law.
- c. Professional Liability insurance in the amount \$1,000,000 each wrongful act/\$2,000,000 aggregate.

Prior to the effective date of this agreement, and as a condition precedent to its taking effect, the vendor shall provide a Certificate of Insurance as verification of said policies. Approval of the coverage and the certificate by the Insurance and Risk Management

Division is a precedent to the taking effect of this Agreement. This certificate should be issued to:

Burlington County Board of Chosen Freeholders
49 Rancocas Road, PO Box 6000
Mt. Holly, NJ 08060-6000
Attention: Insurance & Risk Management

STATEMENT FROM INSURANCE BROKER: Each responder must include with submission a statement from the responder's insurance broker stating that the responder will, upon successful award any contract to their client, supply the responder with insurance in the types and amounts required by the specifications contained in this section.

5.0 INDEMNIFICATION

The selected vendor shall defend, indemnify and hold harmless the County, its officers, agents and employees from any and all claims and costs of any nature whether for personal injury, property damage or other liability arising out of or in any way connected with the vendor's acts or omissions under any agreement entered into with the County as a result of being selected for award of a contract from by virtue of this RFQ.

6.0 STATEMENT OF OWNERSHIP

In accordance with N.J.S.A. 52:25-24.2, every corporation and/or partnership submitting a Statement of Qualifications (SOQ) shall, prior to the receipt of the SOQ by the County Solicitor for the Board of Chosen Freeholders of the County of Burlington, or accompanying said SOQ, submit a statement setting forth the names and addresses of all stockholders in the corporation or partners in the partnership, who own ten (10%) percent or more of its stock, of any class, or of all individual partners in the partnership who own a ten (10%) percent or greater interest therein, as the case may be. See section 4.01. If one or more such stockholder or partner is, itself a corporation or partnership, the stockholders holding 10% or more of that corporations' stock, or the individual partners owning ten percent 10% or greater interest in that partnership, as the case may be, shall also be listed. This disclosure shall be continued until the names and addresses of every non-corporate stockholder and individual partner exceeding the 10% ownership criteria established by this notice have been listed. **If no stockholder owns more than ten (10%) percent, note by stating "None".**

Each responder must include with submission a signed statement of ownership.

7.0 MISCELLANEOUS REQUIREMENTS

7.1 Burlington County will not be responsible for any expenses incurred by any vendor in preparing or submitting a Response. All Responses shall provide a straightforward, concise delineation of the vendor's capabilities to satisfy the requirements of this RFQ. Emphasis should be on completeness and clarity of content.

7.2 The contents of the Response submitted by the successful vendor and this RFQ may become part of any agreement for the performance of any services as awarded to any vendor created by virtue of this RFQ. The successful vendor will be expected to execute said contract with the County of Burlington.

7.3 Responses shall be signed in ink by the individual or authorized principal of the responding party. Responses submitted shall be valid for a minimum of 60 days from the date of opening.

7.4 The County of Burlington reserves the right to reject any and all Responses received by reason of this RFQ, or to negotiate separately in any manner necessary to serve the best interests of Burlington County. Vendors whose Responses are not accepted will be notified in writing.

7.5 The selected vendor shall be required to comply with the requirements of P.L. 1975, c.127 (see attached affirmative action language) and submit an employee information report or certificate of employee information report approval. This requirement will be addressed upon execution of agreement.

7.6 All responses to this RFQ, with the exception of proprietary information, shall be subject to public scrutiny, subsequent to the selection of the vendor by resolution. Each vendor must clearly designate in its RFQ response any information, which it deems to be proprietary. It is the County's experience that the vast majority of RFQ responses contain no proprietary information. Therefore, any such designation must be limited in scope and reasonably based.

7.7 Any contract for services awarded to any vendor shall be subject to the availability and appropriation of sufficient funds for this purpose annually.

7.8 Contracts awarded to any vendor created by virtue of this RFQ may be amended to provide for closely related services, the need for which may arise or become apparent after the original contract award. Any contract amendment for closely related services must be approved by resolution of the Board of Chosen Freeholders.

7.9 The entering into of a Contract/Agreement between vendor and the Board does not create an employer-employee relationship. Vendor shall at all times be treated as an independent contractor. Neither vendor nor its employees, agents, subcontractors, subcontractor-employees, assignees, invitees or designees shall be considered employees of the Board, and shall not have any legal rights of a County employee.

8.0 CRITERIA FOR EVALUATION OF RESPONSES

A Review Committee has been established to independently evaluate each submission and make a recommendation to the Burlington County Board of Chosen Freeholders as to the vendor to be awarded the contract. The selection criteria to be used in awarding the contract shall include:

- 8.1 Experience and reputation in providing the type of specialized management assessment and operational review consulting services, including meeting the minimum experience requirements set forth in this RFQ.
- 8.2 Personnel Qualifications, including resumes of key individuals providing said services.
- 8.3 Location of office.
- 8.4 Other factors, if determined to be in the best interest of the County of Burlington.

The County of Burlington reserves the right to award a contract to the vendor that best meets the needs and interests of the County, cost and other factors considered.

SEE NEXT PAGE FOR PART II, RESPONSE REQUIREMENTS

PART II
RFQ RESPONSE REQUIREMENTS

FORMAT

To assure consistency, responses must conform to the following format:

- A. Scope of Services/Qualifications
- B. Resume
- C. Facilities
- D. Conflict of Interest
- E. Fees
- F. Form of Contract
- G. Statement of Ownership
- H. State of New Jersey Business Registration Certificate
- I. Insurance
- J. RFQ Response Form

All sections are to be addressed and specifically referenced.

The following explains what we expect in each of the major sections.

SECTION A -SCOPE OF SERVICES/QUALIFICATIONS

The County of Burlington is requesting qualification statements in order to select a vendor or vendors to provide a management assessment and operational review of County departments as required from time to time by the County. Your response should detail your qualifications to provide one or more of the following services set forth herein. Vendors responding to this RFQ should have at least five (5) years' experience with providing consulting services in areas of management assessment and operational reviews for both the public or private sectors.

Vendors shall provide three (3) examples each of recent Public and Private sector consulting engagements. Each example shall include:

- The client name
- Scope of engagement
- Deliverables provided as part of the engagement
- Information pertaining to the implementation of any recommendations and if implementation was led by the consultant
- Success of engagement / benefits recognized

The vendor shall be able to accomplish the management assessment and operational review in two (2) phases.

Phase 1 – The vendor is to provide services as listed below to review the County's management structure, administration and operations and recommend changes to the current structure and operations.

- Management Analysis and Staffing Review
- Organizational Realignment and Redesign
- Evaluate projects and appraise workflow
- Recommendation of national best practices
- Process Improvement

Phase 2 – The vendor is to provide services to implement the accepted recommendations from Phase 1 in conjunction with the County's staff.

Objectives to be met by the vendor:

The vendor will offer advice on potential staffing changes and any needed organizational realignment.

The vendor will review the strategic plan and operations of the County with particular attention to streamlining processes and removing redundancy from current work processes.

The vendor will review processes and procedures, recommending improvements designed to increase productivity and eliminate redundancy.

The vendor will create a clear business case for any recommended process and/or organizational change.

The vendor will develop change management and transition planning recommendations.

The vendor will manage the implementation of the project's process and organizational improvements (not including technology implementations.)

The vendor will develop and implement required process adjustments to ensure successful utilization of the enhanced processes and organizational changes.

Methods to be used by the vendor:

Interviews:

The vendor should conduct interviews with the County Administrator, County Staff and others as required, obtaining information and recommendations on what is working well and on what their needs are.

The vendor should conduct additional staff interviews and focus groups to develop a detailed understanding of each department's operations, staffing, relevant inter-departmental activities and information flows.

Interviews are to be conducted confidentially to evoke honest critiques and new ideas. The information gathered will be summarized for presentation and inclusion in the plan.

Strategic Plan Review:

The vendor will work with upper management to identify strengths, weaknesses, opportunities and threats within the current Strategic Plan.

The vendor will evaluate people, process and technology to see how effectively they address current business objectives.

The vendor will provide a goal oriented plan tailored to the individual culture, personality and objectives of the organization.

Productivity Analysis/Cost Justification:

The vendor will conduct a productivity Analysis to measure the potential or actual impact of work process redesign.

The focus of the analysis is to identify major process improvements and enhancements.

The vendor should be able to revise roles and responsibilities utilizing the data collected.

Deliverable: Organizational Realignment and Staffing Plan:

The vendor will be required to document the recommended changes and how they believe these changes will impact the operations of Burlington County.

The document and executive presentation should include the following:

- Reasons and justifications for the recommendations
- Provide a roadmap from current state to realigned state
- Provide protocols and procedures for moving from the current state to the realigned state
- Combine all findings into a document for distribution

SECTION B –RESUME/CV

Copy of current degree and certifications shall be included and 3 professional references.

SECTION C - FACILITIES

This section should address areas as outlined:

1. **OFFICE LOCATIONS**

a. For your facilities, which are located closest to Burlington County, New Jersey, provide:

1. The location.
2. Personnel assigned to this location.
3. The activities performed at this location.

b. For those facilities and activities located elsewhere, please explain the activities performed elsewhere and why these are best performed at a different office. Vendors where all activities are performed at one location should leave this paragraph blank.

SECTION D - CONFLICT OF INTEREST

See attached conflict of interest certification to be executed and returned with submission package.

This section should disclose any potential conflicts of interest that the vendor may have in performing these services for Burlington County.

SECTION E - FEES

Vendors will provide fees upon request by Burlington County.

Note: The County reserves the right to negotiate with any or all vendors meeting the evaluation criteria set forth herein. Negotiations will be conducted in accordance with the policy of County of Burlington County and the Burlington County Solicitor's Office

SECTION F - FORM OF CONTRACT

The Office of the County Solicitor will supply the form of contract.

SECTION G - STATEMENT OF OWNERSHIP

Complete this form only if the Firm is a partnership, corporation or limited liability company.
Check here if not applicable.

Name of Firm: _____

Address: _____

City/State/Zip: _____

Form of business: corporation partnership
 limited liability company

List the names and addresses of all persons (including business entities) who have 10% or more interest in the firm. If an interest-holder is a corporation, name the stockholders holding more than a ten percent interest.

Complete the certification on the next page.

<i>NAME</i>	<i>ADDRESS</i>	<i>SS #</i>
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_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

I certify that (check one):

the list of persons named above is current and correct to the best of my knowledge.
or

There are no persons having a 10% or greater interest in the Firm's firm to the best of my knowledge.

Authorized signature

Date

Typed/printed name

Title

SECTION H - STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

P.L.2004, c.57 (Chapter 57) amends and supplements the business registration provisions of N.J.S.A. 52:32-44 which impose certain requirements upon a business competing for or entering into a contract with a public contracting agency.

All bidders must submit a copy of their State of New Jersey Business Registration Certificate prior to the time a contract, purchase order or other contracting document is awarded.

The bidder must include the proofs of all named or listed subcontractors in a construction bid as part of the bid submission.

The State Division of Revenue issues Business Registration Certificates. There is no cost to file, and renewal is unnecessary, though changes to information must be submitted.

Information on how a business can obtain a certificate on the Internet at www.nj.gov/njbgs or by phone at (609) 292-1730.

NEW JERSEY BUSINESS REGISTRATION REQUIREMENTS

The contractor shall provide written notice to its subcontractors of the responsibility to submit proof of business registration to the contractor.

Before final payment on the contract is made by the contracting agency, the contractor shall submit an accurate list and the proof of business registration of each subcontractor or supplier used in the fulfillment of the contract, or shall attest that no subcontractors were used.

For the term of the contract, the contractor and each of its affiliates and a subcontractor and each of its affiliates [N.J.S.A. 52:32-44(g)(3)] shall collect and remit to the Director, New Jersey Division of Taxation, the use tax due pursuant to the Sales and Use Tax Act on all sales of tangible personal property delivered into this State, regardless of whether the tangible personal property is intended for a contract with a contracting agency.

A business organization that fails to provide a copy of a business registration as required pursuant to section 1 of P.L.2001, c.134 (C.52:32-44 et al.) or subsection e. or f. of section 92 of P.L.1977, c.110 (C.5:12-92), or that provides false business registration information under the requirements of either of those sections, shall be liable for a penalty of \$25 for each day of violation, not to exceed \$50,000 for each business registration copy not properly provided under a contract with a contracting agency.

SECTION I - INSURANCE

Statement from broker of your insurance coverage as required in Part I, Section 4

SECTION J- RFQ RESPONSE FORM

See attached

RFQ RESPONSE FORM

Statement of Qualifications, Part II, Section A

Resume/CV, Part II, Section B

Office Location, Part II, Section C

Executed Conflict of Interest Certification, Part II, Section D

Executed Statement of Ownership, Part II, Section G

Copy of Business Registration Certificate, Part II, Section H

Statement from Broker of Your Insurance Coverage, Part II, Section I

CONFLICT OF INTEREST CERTIFICATION

The undersigned certifies to the Board of Chosen Freeholders of the County of Burlington ("Board") that in performing services to Burlington County he knows of no circumstance that would constitute a conflict of interest, financial or otherwise, between himself or his firm and the Board, its members or with the interest of the County of Burlington in general. The undersigned further certifies that he knows of no circumstances or relationships between himself or his firm and third parties that would cause the actual or appearance of a conflict of interest or a compromise of judgment and independence in the performance of the designated services.

The undersigned acknowledges this is a continuing certification, and shall remain in effect for the term of the consulting services.

I certify that the foregoing statements made by me are true. I am aware that if any of the foregoing statements made by me are willfully false, I am subject to punishment.

By: _____

DATED:

(REVISED 4/10)

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L. 1975, C.127)

N.J.A.C. 17:27

GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity 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 agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2. The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job—related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award by prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at www.state.nj.us/treasury/contract_compliance)

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts Equal Employment Opportunity Compliance for conduction a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**