

REQUEST FOR PROPOSALS FOR Leadership Development Assessment and Training For Corrections and Nursing Departments

You are hereby invited to submit proposals for **Leadership Development Assessment and Training**, as specified in the attachments of this Request for Proposal.

The information necessary to complete the proposal is listed below and in the attachment of this invitation.

Questions on the technical specifications of the Request for Proposal should be directed to Alison Kivikoski, Director of Human Resources, at (603) 679-9365. Questions on bidding procedures can be directed to the Commissioners Office at (603) 679-9350.

Proposal Instructions: Two (2) copies of the proposal should be submitted in a **sealed envelope** marked **Leadership Development Assessment and Training** to:

Rockingham County Commissioners
119 North Road
Brentwood, NH 03833

Proposals must be submitted to the above address **no later than 3:00 p.m. on Monday, March 23, 2020** to be eligible for consideration.

If proposals are being sent via FedEx, UPS, or other mail carrier, please ensure that the mailing envelope/package is clearly marked **Leadership Development Assessment and Training**. Envelopes/packages not marked with the name of the proposal may be misidentified and will be rejected. Other forms of submission (fax or email) will be rejected. Proposals received after the deadline will be rejected.

An electronic version of your proposal, via CD or flash drive, included inside your sealed bid is welcomed.

Proposal Openings: Proposals will be opened publicly at a regular scheduled meeting of the Board of Rockingham County Commissioners in the Mauren Barrows Conference Room of the Rockingham County Rehabilitation and Nursing Center, 117 North Road, Brentwood, NH, on Wednesday, March 25, 2020 at 8:30 AM. Proposals will be taken under advisement at that time and will be awarded as soon as a complete review and comparison of the proposals received has been made by the Board of Commissioners.

Proposal Award: The proposal(s) will be formally awarded and announced publicly at a regular scheduled meeting of the Board of Rockingham County Commissioners held in the Maureen Barrows Conference Room located in the Rockingham County Rehabilitation and Nursing Center, 117 North Road, Brentwood, NH. Formal notification of proposal award to all proposers will occur immediately thereafter. Information on the award will also be available on the RFP/Bidding section of the County's website at: www.RockinghamCountyNH.org

RFP Prices: RFP prices are to remain in effect for a period of sixty (60) days from opening date of the proposal and are to remain firm once proposal is awarded to the successful proposer(s).

Performance Clause: In the event that the successful awarded proposer/Rockingham County should default in the observance of the stipulations set forth in this Request for Proposal and any attachments thereto and such default is not corrected within 30 days of written notice from either party, the successful awarded proposer/ Rockingham County shall have the option of canceling the proposal.

Contractual Obligations: In the event that contracts for the supply of materials, equipment, or services are required under the bid, the Board of Rockingham County Commissioners reserves the right to review said contracts and amend to comply with county legal requirements prior to signing by the appointed representative of the Board of Rockingham County Commissioners. All contracts entered into by Rockingham County are required to contain Non-Appropriation and Indemnification clauses. Sample language is provided below.

Non-Appropriation

Rockingham County is obligated to pay only such contract amounts that can lawfully be made from funds budgeted and appropriated for that purpose during Rockingham County's then current fiscal year, subject to annual approval by the Rockingham County Delegation. Should Rockingham County fail to budget, appropriate, or otherwise make available funds to make payments under this contract, such contract shall be deemed terminated at the end of the then current term. Rockingham County agrees to deliver prompt notification after any decision to non-appropriation is made, but failure to give such notice will not extend the term beyond such Original or Renewal Term.

Indemnification

To the fullest extent permitted by law, (ORGANIZATION) shall protect, indemnify, save, defend and hold harmless Rockingham County, including its officials, agents, volunteers and employees, ("Indemnified Parties"), from and against any and all liabilities, obligations, claims, damages, penalties, causes of action, costs, interest and expenses, including but not limited to reasonable attorney and paralegal fees, which Indemnified Parties may become obligated or suffer by reason of any accident, bodily injury, personal injury, death of person, or loss of or damage to property, arising indirectly or directly under, out of, in connection with, or as a result of this Contract or the activities of (ORGANIZATION) or its agents, employees, contractors or subcontractors, and even if caused in whole or in part by any negligent or intentional act or omission of Indemnified Parties.

In addition, and regardless of respective fault, (ORGANIZATION) shall defend, indemnify and hold harmless the Indemnified Parties for any costs, expenses and liabilities arising out of a claim, charge or determination that (ORGANIZATION) officers, employees, contractors, subcontractors or agents are employees of the Indemnified Parties, including but not limited to claims or charges for benefits, wages, fees, penalties, withholdings, damages or taxes brought in connection with laws governing workers compensation, unemployment compensation, social security, Medicare, state or federal taxation, and/or any other similar obligation associated with an employment relationship.

(ORGANIZATION'S) obligations to defend, indemnify and hold harmless the Indemnified Parties hereunder shall survive the term of this Contract.

Rockingham County shall not be required to defend or indemnify (ORGANIZATION) or its agents, employees, contractors or subcontractors or any professional service provider.

Insurance Requirements

The provider shall maintain at all times during the life of this contract the following insurance coverage. The provider must also require its subcontractors to maintain such coverage. Any request for modification of the coverage requirements must be submitted in writing with the proposal, and will be evaluated accordingly.

Workers' Compensation Insurance: The provider shall carry workers compensation insurance as required by the State of New Hampshire.

Comprehensive General Liability Insurance: The provider shall maintain comprehensive general liability insurance policy, which includes coverage for contractual liability, in an amount of no less than \$1,000,000 per occurrence.

Motor Vehicle Insurance: The provider shall carry motor vehicle insurance to include bodily injury, property damage, and uninsured motorist, coverage in an amount of no less than \$1,000,000 combined single limit per accident.

Provider shall provide an insurance certificate confirming the above insurance coverage. The insurance certificate and the underlying insurance coverage shall be issued by a carrier authorized to do business in the State of New Hampshire and having A.M. Best Company rating of "A" or better.

The provider shall have professional insurance/errors and omissions insurance with limits of not less than \$1,000,000 each occurrence.

The provider shall file certificates with Rockingham County showing that the above insurance has been purchased.

A 30-day notice is required for cancellation and/or material change of coverage, sent directly to the Rockingham County Commissioners Office at 119 North Road, Brentwood, N.H. 03833.

NOTE:

The Board of Rockingham County Commissioners reserves the right to accept or reject any and all proposals or parts thereof, to accept the proposal which they deem to be in the best interest of Rockingham County and to waive any bid formality.

Sincerely,



Alison Kivikoski, Director of Human Resources

Enclosed: Attachment

ATTACHMENT A

I. General Requirements for Proposing and Instructions to Providers

A. Introduction and Background:

The Rockingham County Complex is located in the Southeastern corner of the State of New Hampshire, and is a public entity composed of general administrative offices, a Long Term Care facility, County Attorney's Office, Registry of Deeds, Sheriff's Office, and a correctional facility. This RFP will focus specifically on the Nursing Home and Corrections Department.

Intent and Purpose of this RFP:

Rockingham County endeavors to promote a positive culture and supportive work environment for all employees. The objectives for Corrections are: to clearly define the preferred culture of said department and perform a culture assessment. Objectives for the Nursing Home are to perform behavioral assessments of participating frontline supervisory/managerial staff, and provide identified leadership development training. The anticipated result is improved employee/manager relations and increased employee satisfaction.

The County is seeking written proposals from qualified vendors to enter into a contract with the purpose of supplying such services as noted below.

B. Scope of Services:

It is expected that this project will improve the culture of both the Department of Corrections and the Nursing Home, leading to improved morale, strengthened employee/management relations, decreased turnover, strengthened sense of team environment, and decreased exposure to liability risk. Individuals participating in this process should strive to achieve a clear understanding of their role as a supervisor/manager, and how their behavior impacts the workplace in either a positive or negative manner. The training will build upon and enhance the knowledge, skills and confidence needed to make a positive contribution to the workplace culture.

The scope of this request requires the vendor to perform the following:

Nursing Home

- 1) Conduct onsite training for all staff (approximately 200 individuals) with key points such as the importance of ethics, reasons for discourteous, uncivil and disrespectful behavior, creating positive norms, and building a "safe harbor" workplace where employees are both physically and emotionally safe. The training should be about 90 minutes in length. The goal of this training is to get employees thinking about how their behavior directly impacts the workplace in either a positive or negative manner.
- 2) Conduct onsite training for supervisory/managerial staff (approximately 25 individuals). An intensive training should be provided, presented in no less than six (6) sessions of approximately three (3) to four (4) hours in length, aimed at leadership development for supervisors and managers. The time frame for completion of the training should be three to six months from the initial start. Topics should cover: human factors, making the shift from staff to supervisor/manager, steps to be a successful supervisor/manager, understanding the impact of ethics and respect in the workplace, and understanding the distinction between leadership and management.

- 3) Host an onsite introductory meeting to outline the training, intended results, schedule, assignments, and format to supervisory/managerial staff.
- 4) Meet with identified supervisory/managerial staff participants to obtain their view of the current Nursing Home culture as well as their preferred culture. A facilitated discussion about the results will determine a direction for culture improvement efforts.
- 5) Identified supervisory/managerial staff participants will complete a workplace behavioral assessment to provide a foundation for content of material to be covered during training sessions held. Each participant will meet with their direct supervisor to review the results of this assessment.

Department of Corrections

- 1) Meet with the Superintendent and supervisory/managerial staff (approximately 10 individuals) to clearly define the preferred culture for the Department of Corrections, and identify goals and targets to measure achievement of the preferred culture.
- 2) The Superintendent and the supervisory/managerial staff will meet quarterly over a 12 month period to evaluate the extent to which the identified goals and targets in the Culture Definition have been achieved. Guidance from the consultant may be requested.

The Consultant is expected to provide the following deliverables:

- 1) Assessment, training, development, coaching and facilitation services. Presentations should be engaging and promote attendee participation.
- 2) Design and delivery of program outline and content.
- 3) Handouts and any other materials needed for each training session.
- 4) Preparation and submission of summary reports to appropriate individuals as defined by the County.

C. Notice:

Information provided in these specifications is to be used only for the purposes of preparing a proposal cost to be provided to Rockingham County. It is expected that each vendor will read these specifications with care. Failure to meet certain conditions may invalidate proposals.

The information contained herein is believed to be accurate, but should not be considered as warranted in any way. Questions or requests for additional information should be directed to:

Alison Kivikoski, Director
Human Resources Department
Rockingham County
111 North Road
Brentwood, NH 03833
akivikoski@co.rockingham.nh.us
Phone (603) 679-9365
Fax (603) 679-9357

D. Preparation of Proposals

Following the review and screening of all proposals, vendors may be invited to participate in the final selection process, which may include the submission of additional information regarding cost or other issues, as requested by Rockingham County.

E. Delivery of Proposals

Your written proposal must be received by Rockingham County no later than 3:00 p.m., Monday, March 23, 2020 addressed to the attention of:

Board of Rockingham County Commissioners
119 North Road
Brentwood, NH 03833

“RFP – Leadership Development Assessment and Training”

Submissions shall be limited to a maximum of fifteen (15) pages, including the cover letter and schedule.

F. Opening, Award and Completion Time Frame

Proposals will be opened publicly at a regularly scheduled meeting of the Board of Rockingham County Commissioners in the Maureen Barrows Conference Room of the Rockingham County Rehabilitation and Nursing Center, 117 North Road, Brentwood, NH 03833. The County is prepared to award the contract for the project immediately after the evaluation of the proposals. The Consultant shall be prepared to agree to begin work five (5) days after the award of the contract. Any deviation from this expected schedule must be clearly indicated in the Consultant’s proposal.

G. Additional Terms And Conditions

1. Rockingham County may award the contract to multiple providers.
2. Any changes to the above Specifications shall meet with the approval of the Board of Rockingham County Commissioners.
3. Should you have any variations (discounts and/or penalty clauses) that may affect the price, please specify same in your proposal. Upon satisfactory completion of the above noted work, payment is subject to the County’s standard accounts payable process.

II. Proposal Contents and Evaluation

A. Technical and Cost Proposal

The proposal must include, at a minimum, the information required to describe execution of the Scope of Services, given above, including a description of the

proposed methodology.

The proposal shall also include:

- 1) A letter of introduction.
- 2) Identity of offeror, central address and telephone number.
- 3) Qualifications and resumes of the Consultant and team members proposed to work with the County.
- 4) A list of at least three (3) current references (particularly government) for whom similar work has been performed. This list shall include firm name, person to contact, address and telephone number.
- 5) List of any pending, settled, tried, or other litigation the consultant has been involved in for the past five (5) years, with a brief description of the case(s) and their current status.
- 6) State whether the consultant has ever been disqualified or terminated by any public agency or private organization. If so, please explain under what circumstances this disqualification or termination occurred.
- 7) A statement that if awarded this contract, the Contractor will obtain professional liability insurance in the amount of at least \$1,000,000.00 coverage.
- 8) A certificate of Workers' Compensation Insurance for all employees while on County premises.
- 9) A statement that the proposal is effective for 60 days from proposal due date.
- 10) A statement that the offeror will comply with all terms and conditions as stated in this RFP, or identify any exceptions taken to any of the requirements.
- 11) The vendor should provide detailed pricing information for services requested in the scope of work. All travel and related expenses associated with the project shall be included in the lump sum price proposal. The vendor should provide payment terms including the resolution process for billing discrepancies.

B. Evaluation of Proposals

The proposals will be reviewed by the Board of Commissioners and the Human Resources Department.

C. Clarification of Offer

The County may, in the evaluation of offers, request clarification from offerors regarding their offers, obtain additional material or literature, and pursue other avenues of research as necessary to ensure that a thorough evaluation is conducted.

D. Modifications to Offer

Offers may be modified or withdrawn by written notice provided such notice is received prior to the hour and the date specified for receipt of offers.

E. Proposal Preparation Expenses

Offerors shall prepare and develop proposals at the sole cost and expense of the offeror.