



# Request for Proposal

## For: Overtime/Staffing Project

Event	Date	Time
Questions and/or Request for Clarification Due Date	1/3/2022	5:00 PM
Answers and/Clarifications	1/10/2022	5:00 PM
Mandatory/Optional Site Visit	N/A	N/A
Proposal Submission Date	1/17/2022	2:00 PM

Dates are subject to change. All changes will be reflected in Addenda to the RFP posted on the Department of Corrections website.

<https://njdoc.gov/pages/grants.html>

### RFP Issued By

State of New Jersey  
Department of Corrections  
PO Box 863  
Trenton, New Jersey 08625

Date: December 23, 2021

## **1. Purpose and Intent**

The purpose of this Scope of Work (SOW) is to detail the tasks and responsibilities and provide an overall understanding of the services to be provided.

The New Jersey Department of Corrections (NJDOC) is seeking to engage the services of a consultant to perform a comprehensive study of NDOC's staffing and provide recommendations in order to accomplish a reduction in the consumption of custody staff overtime hours department-wide. This study should include an in-depth custody staffing review and evaluation throughout the department's eleven (11) facilities, as well as the identification of the underlying causes of excessive or unexpected overtime. During this process, it is paramount that safety and security aspects remain in the forefront of any type of recommendations that may lead to overall changes.

There are many factors that contribute to security staffing issues in corrections, which are very important, interrelated and dynamic. A staffing analysis is critical to facility safety as well as extremely important to expenditure containment. Issues that must be considered for correctional security staffing include risk of harm, shrinking fiscal resources, management challenges, correctional change, and external interests.

A certain amount of staff overtime is inevitable in the prison system. This includes contractual holiday and shift overlap overtime as well as coverage due to unexpected staffing shortages resulting from sickness and emergencies. Most overtime that will be required under a given staffing structure can be forecasted by anticipating problems, analyzing past practices and making informed calculations. However, once these overtime levels are forecasted, proactive steps can be implemented to reduce the time. Unfortunately, the lack of many sophisticated tools (software applications) and resources can make this a challenging process. That is why we would look to determine best practices in this area.

In addition to identifying the factors contributing to excessive overtime department-wide, the department also requests the exploration of alternative staffing scheduling techniques such as the Pitman Shift Schedule. A 12-hour and 10-hour balanced shift schedule day to day option should be evaluated for both its impact towards providing relief to overtime along with safety and security implications. The department also would be open, if feasible, to assessing a hybrid Pitman Shift schedule. This meaning that certain shifts would be designated for this type of scheduling practice while certain shifts would remain on the structured three (3) eight (8) hour shifts per 24-hour period.

Other important variables and influences that will need to be considered during the evaluation process will be expanded upon further during the engagement informational gathering process and include residency requirements, physical plant layouts, halfway house obligations, historical data, retirements, attrition rates, entitlements, method of operation, union policies, human resource challenges, review of existing staffing plans, post-trick(s), policies, baseline, and non-baseline overtime drivers, classification, managing restrictive housing units, specialized populations, daily programming and services for inmates, and workforce compositions to name a few.

## **1.1 Background**

The New Jersey Department of Corrections is responsible for operations and management of prison facilities in the state of New Jersey. The department operates eleven major institutions, comprised of seven (7) adult male facilities, two (2) youth facilities, and one (1) facility for sex offenders, and one (1) women's correctional institution. Locations of the NJDOC facilities and be found at <https://www.nj.gov/corrections/pages/index.shtml>. The NJDOC's facilities and Residential Community Release Program house a combined total of slightly over 12,500 inmates in minimum, medium and maximum security levels. Recently, the department operated a total of thirteen (13) facilities, however, one of the youth facilities and the male central reception/intake unit were consolidated into another facility. This consolidation resulted in the reassignment of both custody and civilian staff throughout the department.

The department manages an annual budget of almost \$1 billion dollars that supports both salary and non-salary expenses. The budget supports over 7,600 staff department-wide comprised of almost 5,800 custody and 1,800 civilians.

In the area of custody, there are four sworn titles, also referred to as ranks that include Major, Lieutenant, Sergeant and Correctional Police Officers. For further reference, custody overtime dollars for the most recent fiscal year were appropriated at \$34 million, however, expenditures totaled almost \$46 million. Of course, additional details that include facility hierarchical structures, detailed line-item breakouts and hours are available upon request.

This overtime and staffing study are being commissioned by the department to derive benefits in order to provide practices and strategies that will improve and increase efficiency and effectiveness ensuring that costly staff resources are used in the most efficient manner. Also, the department is seeking an independent review to offer recommendations that will assist in improving the overall operation.

## **1.2 Scope of Work**

The objective is to engage the services of a consultant to perform a comprehensive study and provide realistic recommendations in order to accomplish a reduction in the consumption of custody staff overtime hours department-wide. This project includes the identification of the underlying reasons for excessive or unexpected overtime and an in-depth custody staffing review and evaluation throughout the department's eleven (11) facilities. During this process it is paramount that safety and security in a correctional setting remain in the forefront when developing any type of recommendations that may lead to overall changes.

## **1.3 Requirements**

The Contractor is responsible to develop reasonable recommendations whereby constraints, barriers and obstacles are clearly identified and articulated to the stakeholders to ensure the path for successful implementation and realization of achieved savings and efficiencies. The following items listed below are for consideration:

- Strategic Implementation

- Realistic within the framework of this department
- Communication
- Best Practices

## **2. Project Deliverables**

The Contractor is responsible to submit a detailed written weekly update on the progress and document accomplishments of the project to the department assigned Project Manager. The progress reports shall summarize the major activities and accomplishments for the reporting period. In addition, the contractor shall provide information for each project task regarding significant findings and events and problems encountered. The reports shall also specify the extent to which the project is on schedule, briefly describe the activities planned for next month, identify and discuss significant deviations from the plan and identify and discuss any decisions which may be needed from the Project Manager.

The final product is to be a comprehensive written report that includes a table of contents, an Executive Summary which includes a high-level narrative of the project, process and methodology used in developing the recommendations, the report itself and exhibits which should include charts, graphs, scheduling forms, etc.

Also, it may be requested for the Contractor to orally present the findings, observations and recommendations to the department's Executive Staff during the project and at the conclusion of the engagement.

## **3. Project Timeline**

The department timeframe for the engagement duration is to be no more than three (3) months. We understand that to meet the goals, objectives and deliverables for this project, interviewing and meeting with Operational and Administrative Staff, as well as facility site visits, may be warranted to gain a clear understanding of the physical plant layouts and dynamics. Once the engagement commences, the department assigned Project Manager can collaboratively establish reasonable project milestones within the scope of the projected timeline.

## **4. Project Budget**

The department has allocated up to \$175,000.00 to support this engagement.

## **5. Submission of Proposal**

In order to be considered for award the proposal bidders must submit all required documentation throughout the RFP to [COHQ.Procurement@doc.nj.gov](mailto:COHQ.Procurement@doc.nj.gov) no later than **1/17/2022 by 2:00 PM**.

**ANY PROPOSALS NOT RECEIVED ON TIME WILL BE REJECTED.**

**NOTE: The email of all proposal packages may only be 35 mb and must be labeled "2022 NJ DOC Overtime Staffing Project" in the subject line of the email. If your file is too large you may submit multiple emails.**

## **6. Pricing**

Bidders shall submit a detailed description and price in their proposal.

Please include all requested information on the Agency Request for Quotation form (PB120 Agency Request for Proposal), a separate description of your proposal or any additional documentation needed to provide details of quote, including, but not limited to, the **date to which prices are firm, total cost, and the vendor's signature**.

The PB120 form can be located <https://www.nj.gov/treasury/purchase/forms.shtml>.

## **7. Review**

Proposals will be evaluated and ranked based upon the qualifications of the Bidder, experience, capability/capacity to provide services and overall cost effectiveness. Failure to submit a proposal containing all elements specified in the RFP will negatively affect the review of the proposal.

## **8. Questions and/or Requests for Clarification**

Questions and/or requests for clarification must be submitted to:  
[COHQ.Procurement@doc.nj.gov](mailto:COHQ.Procurement@doc.nj.gov)

No later than **1/3/2022 by 5:00 PM**, with a subject line "2022 NJ DOC Overtime Staffing Project".

Questions cannot be answered by telephone.

If it becomes necessary to clarify or revise this RFP, such clarification or revision will be by addendum. Any addendum will become part of any awarded as a result of this RFP.

All RFP addenda will be posted on the NJDOC website.

There is no designated dates for release of addenda. Therefore, interested Bidders should check the DOC website daily from the time of the RFP issuance through the proposal submission deadline. It is the sole responsibility of the Bidder to be knowledgeable of all addenda related to this procurement.

## **9. State Registration/Documentation Requirements**

The following documents must be completed, signed where indicated and submitted prior to award of purchase order:

- State of New Jersey Standard Term and Conditions Delegated Purchasing Authority
- Ownership Disclosure Form
- Disclosure of Investigations and other Actions Involving Vendor
- Disclosure of Investment Activities in Iran Form

- Two-Year Chapter 51/Executive Order 117 Vendor Certification and Disclosure of Political Contributions
- Chapter 271 Vendor Certification and Political Disclosure Form
- MacBride Principals Form
- Proof of Business Registration
- Certificate of insurance/ ACORD
- Source Disclosure Form
- Affirmative Action Compliance

The Division of Purchase and Property's (DPP) Contract Compliance and Audit Unit (CCAU) is excited to announce that the AA/EEOC Employee Information Report can now be submitted electronically and electronic payments (credit card and echeck) for the \$150 certificate fee can also be completed at [https://www.state.nj.us/treasury/contract\\_compliance/](https://www.state.nj.us/treasury/contract_compliance/) . Once a vendor completes the online process and the payment is approved, they will receive an email providing instructions on how to print their AA/EEOC Employee Information Report Certificate.

These new online features will help expedite the process. For any vendor who is unable to file electronically, a hard copy of the form is still available online, and checks may also be mailed to CCAU.

Vendors are encouraged to utilize the online process whenever possible. The new electronic filing and payment options are posted online.

**VENDOR SHOULD RETURN ALL COMPLETED AND SIGNED FORMS TO THE USING AGENCY.**

The forms are also available at the Treasury Division of Purchase and Property Website/ Vendor Information/ Forms section, fill out "Information Sheet and Checklist for Waivers and Delegated Purchasing Authority (DPA) Transactions: <https://www.nj.gov/treasury/purchase/forms.shtml>

Businesses must be registered with the Division of Revenue, of the Department of Treasury. The NJ-REG process allows all businesses to register for all taxes and related liabilities to which a new business may be subject. Business registration forms and instructions are available at:

<https://www.state.nj.us/treasury/revenue/busregcert.shtml>

If the successful bidder is not currently registered on the State of New Jersey NJSTART vendor file, they must register at <https://www.njstart.gov/bsol/>