



**REQUEST FOR QUALIFICATIONS  
("RFQ")**

**FOR**

**HUMAN RESOURCES CONSULTING SERVICES  
(RFQ Number FY09-FA-003)**

**STATEMENT OF QUALIFICATIONS DUE DATE:  
APRIL 16, 2009**

**Connecticut Resources Recovery Authority  
100 Constitution Plaza, 6<sup>th</sup> Floor  
Hartford, Connecticut 06103-1722**

**March 16, 2009**

**REQUEST FOR QUALIFICATIONS**  
**For**  
**HUMAN RESOURCES CONSULTING SERVICES**  
**(RFQ Number FY09-FA-003)**

Connecticut Resources Recovery Authority  
100 Constitution Plaza, 6<sup>th</sup> Floor  
Hartford, Connecticut 06103-1722

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**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 1**

**NOTICE TO HUMAN RESOURCES  
CONSULTANTS  
REQUEST FOR QUALIFICATIONS**

**CONNECTICUT RESOURCES RECOVERY AUTHORITY**  
**NOTICE TO HUMAN RESOURCES CONSULTANTS**  
**REQUEST FOR QUALIFICATIONS**

The Connecticut Resources Recovery Authority (“CRRA”) is a quasi-public entity of the State of Connecticut that is responsible for implementing the State Solid Waste Management Plan and is currently providing solid waste disposal and recycling services to over half of the municipalities in the state. CRRA has developed, constructed, and now operates an integrated system of three resource recovery facilities, two regional recycling centers, four transfer stations and an electricity generating facility. CRRA is also responsible for five closed landfills. At present, CRRA accepts more than 65% of the municipal solid waste generated in the State. These facilities are operated by entities that are under contract with CRRA.

CRRA is requesting Statements of Qualifications (“SOQs”) from qualified firms interested in providing certain human resources consulting services for CRRA for the three-year period from July 1, 2009 through June 30, 2012. Qualified SOQs will be accepted by CRRA for the following categories of human resources consulting services:

- (a) Temporary Staffing Services;
- (b) Recruiting Services; and
- (c) General/Miscellaneous Human Resources Consulting Services.

Human resources consulting firms may submit SOQs on any one, all, or a combination of the categories listed above. At its sole and absolute discretion, CRRA may select a firm for one or more of the above-listed categories for which the firm submitted an SOQ, and CRRA may choose one or more separate firms for any one or more of the above-listed categories.

Request for Qualifications (“RFQ”) package documents may be obtained on the World Wide Web at <http://www.crra.org> under the “Business Opportunities” page beginning **Monday, March 16, 2009**. The documents will also be available Monday through Friday, from 8:30 a.m. to 5:00 p.m. at the offices of CRRA, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103-1722, beginning on the same date. Anyone intending to pick up the documents at CRRA’s offices must contact Ronald Gingerich [(860) 757-7703] at least 24 hours in advance.

CRRA encourages firms and individuals interested in this RFQ to submit a Notice Of Interest Form to CRRA by 3:00 p.m., Friday, March 27, 2009. The Notice Of Interest Form is available on CRRA’s web site along with the other RFQ documents. While not mandatory, CRRA will use the information provided on the form to notify prospective firms about the availability of addenda and other information related to the RFQ.

**Sealed SOQs must be received at the offices of CRRA, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103-1722 no later than 3:00 p.m., Thursday, April 16, 2009.** SOQs received after the time and date set forth above shall be rejected. All SOQs shall remain open for one hundred twenty (120) days after the SOQ due date.

SOQs will be opened at CRRA's convenience on or after the SOQ due date. Note that all information submitted by a firm is subject to the Freedom of Information Act.

All questions regarding this RFQ must be submitted in writing to Ronald Gingerich, by e-mail ([rgingerich@crra.org](mailto:rgingerich@crra.org)), by fax [(860) 757-7742], or by correspondence (CRRA, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103) no later than **3:00 p.m. on Wednesday, April 1, 2009**. Any firm considering submitting an SOQ is prohibited from having any ex-parte communications with any CRRA staff member or CRRA Board member except Mr. Gingerich.

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 2  
INSTRUCTIONS TO HUMAN RESOURCES  
CONSULTANTS**

# INSTRUCTIONS TO HUMAN RESOURCES CONSULTANTS

## HUMAN RESOURCES CONSULTING SERVICES

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#### 1. Introduction

The Connecticut Resources Recovery Authority (“CRRA”) is a quasi-public entity of the State of Connecticut that is responsible for implementing the State Solid Waste Management Plan and is currently providing solid waste disposal and recycling services to over half of the municipalities in the state. CRRA has developed, constructed and now operates an integrated system of three resource recovery facilities, two regional recycling centers and four transfer stations. CRRA is also responsible for five closed landfills. At present, CRRA accepts more than 65% of the municipal solid waste generated in the State. These facilities are operated by entities that are under contract with CRRA.

CRRA is requesting Statements of Qualifications (“SOQs”) from qualified firms interested in providing certain human resources consulting services for CRRA for the three-year period from July 1, 2009 through June 30, 2012. Qualified SOQs will be accepted by CRRA for the following categories of human resources consulting services:

- (a) Temporary Staffing Services;
- (b) Recruiting Services; and
- (c) General/Miscellaneous Human Resources Consulting Services.

Human resources consulting firms may submit SOQs on any one, all, or a combination of the categories listed above. At its sole and absolute discretion, CRRA may select a firm for one or more of the above-listed categories for which the firm submitted an SOQ, and CRRA may choose one or more separate firms for any one or more of the above-listed categories.

Services will be provided only at the specific request of CRRA (pursuant to a Request For Services) and will be compensated in accordance with the rates established in the Agreement(s), if any, that results from this RFQ process.

## 2. RFQ Projected Timeline

The following is the projected timeline for the RFQ process:

ITEM	DATE
RFQ Documents Available	Monday, March 16, 2009
Notice of Interest Forms Due at CRRA	3:00 p.m., Friday, March 27, 2009
Deadline for Written Questions	3:00 p.m., Wednesday, April 1, 2009
Response to Written Questions	No Later Than Monday, April 13, 2009
SOQs Due at CRRA	3:00 p.m., Thursday, April 16, 2009
Interviews with Selected Firms	Monday and Tuesday, May 4 and 5, 2009
Selection and Notice of Award Issued	Friday, May 29, 2009
Effective Date of Agreement	July 1, 2009

CRRA reserves the right at its sole and absolute discretion to extend any of the actual or proposed dates in the above Projected Timeline, and further reserves the right to reject any and all SOQs and republish this RFQ. CRRA also reserves the right, at its sole and absolute discretion, to terminate this RFQ process at any time prior to the execution of any Agreement.

## 3. Definitions

As used in this Instructions To Firms and in other Contract Documents (as defined herein), the following terms shall have the meanings as set forth below:

- (a) **Addenda:** Written or graphic documents issued prior to the SOQ due date that clarify, correct or change any or all of the Contract Documents.
- (b) **Contract Documents:**

- (1) Human Resources Consulting Services Agreement (the “Agreement”);
  - (2) RFQ Package Documents (defined in (f) below);
  - (3) Addenda;
  - (4) Firm’s SOQ (including all documentation attached to or accompanying such SOQ, all other documentation submitted in connection with such SOQ, and all post-SOQ documentation submitted prior to the Notice Of Award);
  - (5) Notice Of Award, with Contractor’s Certification Concerning Gifts attached [to be executed by successful firm]; and
  - (6) Any written amendments to the Agreement.
- (c) **Laws And Regulations:** Any and all applicable laws, rules, regulations, ordinances, codes, orders and permits of any and all federal, state and local governmental and quasi-governmental bodies, agencies, authorities and courts having jurisdiction.
- (d) **Notice Of Award:** Written notification from CRRA to the apparent successful SOQ submitter(s) that states that CRRA has accepted such SOQ submitter’s SOQ and sets forth the remaining conditions that must be fulfilled by such SOQ submitter before CRRA executes the Agreement.
- (e) **Project:** The provision by the successful SOQ submitter(s) of human resources consulting services for CRRA in accordance with the Contract Documents.
- (f) **RFQ Package Documents:**
- (1) Notice To Human Resources Consultants – Request For Qualifications;
  - (2) Instructions To Human Resources Consultants;
  - (3) Notice Of Interest Form;
  - (4) Statement Of Qualifications Form;
  - (5) Compensation Forms;
  - (6) References Form;
  - (7) Background And Experience Form;
  - (8) Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety;
  - (9) Certification Concerning Nondiscrimination;
  - (10) Background Questionnaire;
  - (11) Issues And Questions To Be Addressed;
  - (12) SEEC Form 11, Notice To Executive Branch State Contractors And Prospective State Contractors Of Campaign Contribution And Solicitation Ban;
  - (13) Notice Of Award, with Contractor’s Certification Concerning Gifts attached [to be executed by successful firm]; and
  - (14) Human Resources Consulting Services Agreement, including:
    - A. Scope Of Services;
    - B. Request For Services Standard Format;
    - C. Compensation Schedule;

- D. CRRA's Travel And Expense Policy;
- E. Monthly Bill Format;
- F. SEEC Form 11, Notice To Executive Branch State Contractors And Prospective State Contractors Of Campaign Contribution And Solicitation Ban;
- G. Certification Concerning Nondiscrimination;
- H. Contractor's Certification Concerning Gifts; and
- I. CRRA President's Certification Concerning Gifts.

Terms used, but not defined, in this Instructions To Firms shall have the same respective meanings assigned to such terms in the Agreement.

#### **4. Communications With CRRA Staff and Board Members**

Except as otherwise authorized by this Instructions To Firms, during the period while the RFQ process is active (i.e., from the date CRRA issues the RFQ until the date the successful firm accepts the Notice Of Award), firms and individuals contemplating or preparing SOQs are prohibited from contacting CRRA staff or CRRA Board of Director members in an ex parte manner to discuss the RFQ submission process. A firm's SOQ shall be rejected if any of the foregoing ex parte communications take place.

#### **5. Scope Of Services**

The Services to be performed under the Agreement are more particularly described in **Exhibit A** of the Agreement. Specific instructions about how the Services are to be performed are included in the Agreement.

CRRA will assume that any SOQ submitter is willing to perform only the categories of Services from **Exhibit A** for which the SOQ submitter has requested consideration in the SOQ submitter's SOQ.

Specific services will be provided under the Agreement only pursuant to a Request For Services for such services. When CRRA identifies specific services to be performed by a human resources consultant, it may, at its sole and absolute discretion, require that one or more of the successful SOQ submitters provide a detailed "scope of services" and estimates of the costs and time to perform such services. If CRRA chooses to have a successful SOQ submitter perform such services, the successful SOQ submitter will execute a Request For Services for such services in the form specified in **Exhibit B** to the Agreement.

The term of the Agreement shall be from **July 1, 2009 to June 30, 2012**.

#### **6. Availability Of RFQ Package Documents**

Complete sets of the RFQ Package Documents may be obtained on the World Wide Web beginning **Monday, March 16, 2009** at:

<http://www.crra.org> under the “Business Opportunities” page; select the “RFQ: Human Resources Consulting Services” link.

The RFQ Package Documents are in PDF format. All of the forms included in the documents are also available for downloading in Microsoft Word format at the same place on CRRA’s web site where the PDF of the RFQ is located. Prospective firms can fill the forms out by typing the answers on their computer’s keyboard. The forms can then be printed and submitted with the SOQ. CRRA encourages firms to make use of the downloaded Word forms.

The RFQ Package Documents are also available Monday through Friday, from 8:30 a.m. to 5:00 p.m. at CRRA’s offices, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103-1722, beginning on the same date. Anyone intending to pick up the documents at CRRA’s offices must contact Ronald Gingerich [(860) 757-7703] at least 24 hours in advance.

## **7. Notice Of Interest**

CRRA encourages prospective firms to submit a Notice Of Interest Form to CRRA as early as they can (Section 3 of the RFQ Package Documents). Forms should be submitted no later than **3:00 p.m., Friday, March 27, 2009**. While submittal of a Notice Of Interest Form is not mandatory, CRRA will use the information provided on the forms to notify interested firms about the availability of Addenda and any other information related to this RFQ. Instructions for submitting the Form are included on the Form.

## **8. Addenda And Interpretations**

CRRA may issue Addenda to the RFQ Package Documents that shall, upon issuance, become part of this package and binding upon all potential or actual SOQ submitters for the Services. Such Addenda may be issued in response to requests for interpretation or clarification received from potential SOQ submitters. Any request for interpretation or clarification of any documents included in the RFQ Package Documents must be **submitted in writing to Ronald Gingerich by e-mail [rgingerich@crra.org](mailto:rgingerich@crra.org), by fax ((860) 757-7742), or by correspondence (CRRA, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103) no later than 3:00 p.m. on Wednesday, April 1, 2009.**

Addenda, if any, will be mailed and/or e-mailed to all persons who submitted a Notice Of Interest Form (see Section 7, above) or who picked up or requested from CRRA a printed copy of the RFQ Package Documents no later than three (3) business days before the SOQ due date. Such addenda will also be posted on CRRA’s web site (<http://www.crra.org> on the “Business Opportunities” page under the “RFQ: Human Resources Consulting Services” heading).

Failure of any SOQ submitter to receive any such Addenda shall not relieve such SOQ submitter from any conditions stipulated in such Addenda. Only questions answered or issues addressed by formal written Addenda will be binding. **All oral and other written re-**

**sponses, statements, interpretations or clarifications shall be without legal effect and shall not be binding upon CRRA.**

## **9. SOQ Submittal Procedures**

**Sealed SOQs shall be submitted no later than 3:00 p.m., Eastern Time, Thursday, April 16, 2009** at the offices of CRRA, 100 Constitution Plaza, 6th Floor, Hartford, Connecticut 06103-1722, Attn: Ronald Gingerich. Proposals received after the time and date set forth above shall be rejected.

Each SOQ submitter must submit one (1) original and four (4) copies of its SOQ. The original SOQ shall be stamped or otherwise marked as such.

Each SOQ (the original and four copies) shall be enclosed in a sealed envelope that shall be clearly marked "Statement Of Qualifications For Human Resources Consulting Services."

SOQs shall remain open and subject to acceptance for one hundred twenty (120) days after the SOQ due date.

No joint SOQs shall be accepted.

**The terms and conditions of the Agreement (Section 14 of this RFQ), as attached, are non-negotiable. Any potential SOQ submitter that will be unable to execute the Agreement, as attached, should not submit an SOQ.**

SOQs may be modified or withdrawn by an appropriate document duly executed (in the manner that an SOQ must be executed) and delivered to the place where SOQs are to be submitted at any time prior to the SOQ due date.

## **10. SOQ Contents**

SOQs shall be submitted on forms provided by CRRA as part of the RFQ Package Documents, all of which forms must be completed with the appropriate information required and all blanks on such forms filled in.

An SOQ must consist of the following and must be in the following order:

- (a) Title page, including the title of the solicitation, the name of the firm and the date the SOQ is submitted;
- (b) Cover letter, signed by a person authorized to commit the firm to the contractual arrangements with CRRA, which includes the following:
  - (1) The name of the firm;
  - (2) The legal structure of the firm (e.g., corporation, joint venture, etc.) and the State in which the firm is organized; and

- (3) A clear statement indicating that the attached SOQ constitutes a firm and binding offer by the firm to CRRA considering the terms and conditions outlined in the RFQ Package Documents;
- (c) Table of Contents;
- (d) The completed Statement Of Qualifications Form (Section 4 of the RFQ Package Documents), with each Category of Services for which the SOQ submitter wishes to be considered indicated in the appropriate place (Page 1), Addenda, if any, listed in the appropriate place (Page 3), the name and address of the contact for Notices listed in the appropriate place (Page 6) and the completed agreement section (Page 7);
- (e) The completed Compensation Form for each category of Services for which the SOQ submitter wishes to be considered (Section 5 of the RFQ Package Documents);
- (f) The completed References Form (Section 6 of the RFQ Package Documents) for each category of services for which the firm wishes to be considered. Listed clients should be similar in nature to CRRA and the scope of the services provided should be similar to those outlined by the Contract Documents. Indicate on the Form the category of services for which the references pertain;
- (g) The completed Background And Experience Form (Section 7 of the RFQ Package Documents) for each category of services for which the SOQ submitter wishes to be considered. Indicate on the Form the category of services for which the background and experience pertain. Be sure to provide a brief description of the SOQ submitter, including main businesses, number of employees, number of offices and locations, and financial information. Provide a brief description of the office that would be designated to serve CRRA. Include services available at the office and number of employees. List and discuss the SOQ submitter's experience with governmental entities, resource recovery entities or human resources consulting for entities similar to CRRA during the past five years.
- (h) The completed Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety form (Section 8 of the RFQ Package Documents), with the SOQ submitter's most recent EEO-1 data attached if the SOQ submitter wishes such data to be considered in the evaluation of its SOQ;
- (i) The completed Certification Concerning Nondiscrimination (Section 9 of the RFQ Package Documents), with the SOQ submitter's policies and procedures addressing nondiscrimination attached;
- (j) The completed Background Questionnaire (subscribed and sworn before a Notary Public or Commissioner of the Superior Court) (Section 10 of the RFQ Package Documents);

- (k) Answers to the Issues And Questions To Be Addressed (the answer to each question must begin on a new page) (Section 11 of the RFQ Package Documents); and
- (l) A copy of the SOQ submitter's up-to-date certificate of insurance showing all current insurance coverage.

SOQ submitters should not include in their proposals other portions of the RFQ Package Documents (e.g., this Instructions To Firms or the Agreement).

An SOQ submitter may include additional information as an addendum/appendix to its SOQ if the SOQ submitter thinks that it will assist CRRA in evaluating the SOQ submitter's SOQ. An SPQ submitter should not include information that is not directly related to the subject matter of this solicitation.

## 11. SOQ Opening

SOQs will be opened at CRRA's convenience on or after the SOQ due date.

**CRRA reserves the right to reject any or all of the SOQs, or any part(s) thereof, and/or to waive any informality or informalities in any SOQ or the RFQ process for this Project.**

## 12. SOQ Evaluation

The award of the contracts for the Services will be made, if at all, to the SOQ submitter(s) whose evaluation by CRRA results in CRRA determining that such award to such SOQ submitter(s) is in the best interests of CRRA. **However, the selection of an SOQ submitter(s) and the award of such contracts, while anticipated, are not guaranteed.**

CRRA is an Equal Opportunity and Affirmative Action employer and does not discriminate in its hiring, employment, contracting, or business practices. CRRA is committed to complying with the Americans with Disability Act of 1990 (ADA) and does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services, or activities.

### 12.1 Evaluation Criteria

CRRA will base its evaluation of the SOQs on the following, which are not necessarily presented in order of importance:

- (a) Price;
- (b) In each Category of Services for which the SOQ submitter wishes to be considered, the qualifications of personnel including the experience and availability of the day-to-day staff and the breadth and depth of other

partners, associates and other professionals available to provide services to CRRA;

- (c) In each Category of Services for which the SOQ submitter wishes to be considered, the experience of such SOQ submitter in serving as a human resources consultant for clients, including governmental entities and resource recovery entities;
- (d) Demonstrated skill, ability and integrity to perform the Services required by the Contract Documents;
- (e) Team organization and approach including the ability of the SOQ submitter to adequately staff and complete time-sensitive projects and transactions and to interact effectively with CRRA, and other professionals involved in CRRA's projects and transactions;
- (f) Willingness to negotiate hourly rates and to work as partners with CRRA to resolve CRRA human resources issues in the most cost efficient manner for CRRA;
- (g) Connecticut presence as evidenced by the number of offices the SOQ submitter maintains in Connecticut and the number of Connecticut residents employed in those offices;
- (h) Responsiveness in a timely manner to CRRA questions and work requests;
- (i) Corporate Citizenship policies of the SOQ submitter, including the charitable contribution of money and time; local procurement of goods and services; development of and participation in internship programs or scholarships; and policies with regard to the use of women-owned, minority-owned and small business enterprises; and
- (j) Any other factor or criterion that CRRA, in its sole discretion, deems or may deem relevant or pertinent for such evaluation.

## **12.2 Affirmative Action Evaluation Criteria**

SOQs will also be rated on the SOQ submitter's demonstrated commitment to affirmative action. Sections 46a-68-1 to 46a-68-17 of the *Regulations of Connecticut State Agencies* require CRRA to consider the following factors when awarding a contract that is subject to contract compliance requirements:

- (a) The SOQ submitter's success in implementing an affirmative action plan (See Question 4 of the Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety (Section 8 of the RFQ Package Documents));

- (b) The SOQ submitter's success in developing an apprenticeship program complying with Sections 46a-68-1 to 46a-68-17 of the *Regulations of Connecticut State Agencies*, inclusive (See Question 5 of the Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety (Section 8 of the RFQ Package Documents));
- (c) The SOQ submitter's promise to develop and implement a successful affirmative action plan (See Question 4B of the Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety (Section 8 of the RFQ Package Documents)); and
- (d) The SOQ submitter's submission of EEO-1 data indicating that the composition of its work force is at or near parity when compared to the racial and sexual composition of the work force in the relevant labor market area (See Section 10(h) of this Instructions To Proposers).

### **13. Interviews**

CRRA may, at its sole and absolute discretion, decide to interview one or more of the SOQ submitters for the Services. If CRRA does decide to interview any SOQ submitters, such interviews will be conducted on Monday and Tuesday, May 4 and 5, 2009 at CRRA's offices, 100 Constitution Plaza, 6<sup>th</sup> Floor, Hartford, Connecticut 06103.

### **14. Contract Award**

If the contracts are to be awarded, CRRA will issue to the successful SOQ submitter(s) a Notice Of Award within one hundred twenty (120) days after the SOQ due date.

CRRA reserves the right to correct inaccurate awards resulting from CRRA's errors. This may include, in extreme circumstances, revoking a Notice Of Award already made to an SOQ submitter and subsequently awarding the Notice Of Award to another SOQ submitter. Such action by CRRA shall not constitute a breach of this RFQ by CRRA since the Notice Of Award to the initial SOQ submitter is deemed to be void ab initio and of no effect as if no Agreement ever existed between CRRA and the initial SOQ submitter.

### **15. Contractor's Certification Concerning Gifts**

Pursuant to *Connecticut General Statutes* Section 4-252, the apparently successful SOQ submitter(s) must submit a document certifying that it has not given any gifts to certain individuals between the date CRRA started planning the RFQ and the date the Agreement is executed. If the apparently successful SOQ submitter(s) does not execute the Certification, it will be disqualified for the Agreement. The dates between which the SOQ submitter(s) may not give gifts and the identities of those to whom it may not give gifts are specified in the attachment to the Notice Of Award included in the RFQ Package Documents (see Section 13 of the RFQ Package Documents).

**16. SOQ Submitter's Qualifications**

CRRA may make any investigation deemed necessary to determine the ability of any SOQ submitter to perform the Services required. Each SOQ submitter shall furnish CRRA with all such information as may be required for this purpose.

**17. SOQ Preparation And Other Costs**

Each SOQ submitter shall be solely responsible for all costs and expenses associated with the preparation and/or submission of its SOQ, or incurred in connection with any interviews and negotiations with CRRA, and CRRA shall have no responsibility or liability whatsoever for any such costs and expenses.

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 3  
NOTICE OF INTEREST FORM**



<b>NOTICE OF INTEREST FORM</b>
--------------------------------

Individuals and firms that have an interest in the Connecticut Resources Recovery Authority ("CRRA") solicitation listed below are encouraged to submit this Notice Of Interest Form to CRRA as early as they can. Forms should be submitted no later than the date specified below. Request For Bids/Proposals/Qualifications documents and other information released by CRRA related to the solicitation will be directly provided to those firms that have submitted this Form to CRRA by the Form Due Date.

Solicitation:	<b>Human Resources Consulting Services</b>
RFQ Number:	<b>FY09-FA-003</b>
Form Due Date:	<b>3:00 p.m., Friday, March 27, 2009</b>

Provide the following information about the individual/firm and the contact person for the firm.

Name of Individual/Firm:	
Name of Contact Person:	
Title of Contact Person:	
Mailing Address:	
Telephone Number:	
Fax Number:	
E-Mail Address:	

Submit this form to the CRRA contact listed below via e-mail, fax or correspondence as listed below.

CRRA Contact:	<b>Ronald Gingerich</b>
E-Mail Address:	<b><u><a href="mailto:rgingerich@crra.org">rgingerich@crra.org</a></u></b>
Fax Number:	<b>(860) 757-7742</b>
Correspondence Address:	<b>Connecticut Resources Recovery Authority 100 Constitution Plaza, 6<sup>th</sup> Floor Hartford, CT 06103</b>

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 4  
STATEMENT OF QUALIFICATIONS FORM**



**STATEMENT OF QUALIFICATIONS FORM**

**PROJECT:** General

**RFP NUMBER:** FY09-FA-003

**CONTRACT FOR:** Human Resources Consulting Services

**STATEMENT OF QUALIFICATIONS SUBMITTED TO:** Connecticut Resources Recovery Authority  
100 Constitution Plaza, 6<sup>th</sup> Floor  
Hartford, Connecticut 06103-1722

**1. CATEGORY(IES) OF SERVICES FOR WHICH STATEMENT OF QUALIFICATIONS SUBMITTED**

In the table below, place a check mark in the box for each Category Of Services for which the entity submitting this Statement Of Qualifications (“SOQ”) wishes to be considered. (The Scope Of Services for each Category is described in **Exhibit A** of the Agreement and should be consulted before checking the box for any Category Of Services.)

<input type="checkbox"/>	<b>Temporary Staffing Services</b>
<input type="checkbox"/>	<b>Recruiting Services</b>
<input type="checkbox"/>	<b>General/Miscellaneous Human Resources Consulting Services</b>

**2. DEFINITIONS**

Unless otherwise defined herein, all terms that are not defined and used in this SOQ Form shall have the same respective meanings assigned to such terms in the Contract Documents.

**3. TERMS AND CONDITIONS**

The undersigned (the “SOQ Submitter”) accepts and agrees to all terms and conditions of the Request For Qualifications, Instructions To Human Resources Consultants, the Agreement and any Addenda to any such documents. This SOQ shall remain open and subject to acceptance for one hundred twenty (120) days after the SOQ due date.

If CRRA issues a Notice Of Award to SOQ Submitter, SOQ Submitter shall within ten (10) days after the date thereof:

- (a) Execute and deliver to CRRA the two attached counterparts of the non-negotiable Agreement;
- (b) Execute and deliver to CRRA the Contractor's Certification Concerning Gifts;
- (c) Deliver to CRRA the requisite certificates of insurance;
- (d) Execute and deliver to CRRA all other Contract Documents attached to the Notice Of Award along with any other documents required by the Contract Documents; and
- (e) Satisfy all other conditions of the Notice Of Award.

#### **4. SOQ SUBMITTER'S OBLIGATIONS**

SOQ Submitter proposes and agrees, if this SOQ is accepted by CRRA and CRRA issues a Notice Of Award to SOQ Submitter, to the following:

- (a) To perform, furnish and complete all the Services as specified or indicated in the Contract Documents and Agreement for the applicable prices, rates and/or costs set forth in this SOQ and in accordance with the terms and conditions of the Contract Documents and Agreement; and
- (b) At the request of CRRA and if the successful SOQ Submitter qualifies, to apply with the State of Connecticut Department of Administrative Services, and do all that is necessary to make itself qualify, as a Small Contractor and/or Minority/Women/Disabled Person Business Enterprise in accordance with Section 4a-60g of the *Connecticut General Statutes*.

#### **5. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING NON-NEGOTIABILITY OF THE AGREEMENT**

In submitting this SOQ, SOQ Submitter acknowledges and agrees that the terms and conditions of the Agreement (including all Exhibits thereto), as included in the RFQ Package Documents, are non-negotiable, and SOQ Submitter is willing to and shall, if CRRA accepts its SOQ for the Services and issues a Notice Of Award to SOQ Submitter, execute such Agreement. However, CRRA reserves the right to negotiate with SOQ Submitter over SOQ Submitter's rates for the Services submitted on its SOQ Compensation Form.

#### **6. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING EXAMINATION OF CONTRACT DOCUMENTS**

In submitting this SOQ, SOQ Submitter represents that:

- (a) SOQ Submitter has thoroughly examined and carefully studied the RFQ Package Documents and the following Addenda, receipt of which is hereby acknowledged (list Addenda by Addendum number and date):

Addendum Number	Date Issued

- (b) Without exception the SOQ is premised upon performing, furnishing and completing the Services required by the Contract Documents and applying the specific means, methods, techniques, sequences or procedures (if any) that may be shown, indicated or expressly required by the Contract Documents;
- (c) SOQ Submitter is fully informed and is satisfied as to all Laws and Regulations that may affect cost, progress, performance, furnishing and/or completion of the Services;
- (d) SOQ Submitter has studied and carefully correlated SOQ Submitter's knowledge and observations with the Contract Documents and such other related data;
- (e) SOQ Submitter has given CRRA written notice of all conflicts, errors, ambiguities and discrepancies that SOQ Submitter has discovered in the Contract Documents and the written resolutions thereof by CRRA are acceptable to SOQ Submitter;
- (f) If SOQ Submitter has failed to promptly notify CRRA of all conflicts, errors, ambiguities and discrepancies that SOQ Submitter has discovered in the Contract Documents, such failure shall be deemed by both SOQ Submitter and CRRA to be a waiver to assert these issues and claims in the future;
- (g) SOQ Submitter is aware of the general nature of work to be performed by CRRA and others that relates to the Services for which this SOQ is submitted; and
- (h) The Contract Documents are generally sufficient to indicate and convey understanding by SOQ Submitter of all terms and conditions for performing, furnishing and completing the Services for which this SOQ is submitted.

**7. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING INFORMATION MADE AVAILABLE**

In submitting this SOQ, SOQ Submitter acknowledges and agrees that SOQ Submitter shall not use any information made available to it or obtained in any examination made by it in connection with this RFQ in any manner as a basis or grounds for a claim or demand of any nature against CRRA arising from or by reason of any variance which may exist between information offered or so obtained and the actual materials, conditions, or structures encountered during performance of any of the Services.

**8. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING STATE OF CONNECTICUT TAXES**

In submitting this SOQ, SOQ Submitter acknowledges and agrees that CRRA is exempt from all State of Connecticut taxes and assessments, including sales and use taxes. Accordingly, SOQ Submitter shall not charge CRRA any State of Connecticut taxes or assessments at any time in connection with SOQ Submitter's performance of this Agreement, nor shall SOQ Submitter include any State of Connecticut taxes or assessments in any rates, costs, prices or other charges to CRRA hereunder. SOQ Submitter represents and warrants that no State of Connecticut taxes or assessments were included in any rates, costs, prices or other charges presented to CRRA in any SOQ or other submittal to CRRA in connection with this RFQ.

**9. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING DISCLOSURE OF INFORMATION**

In submitting this SOQ, SOQ Submitter:

- (a) Recognizes and agrees that CRRA is subject to the Freedom of Information provisions of the *Connecticut General Statutes* and, as such, any information contained in or submitted with or in connection with SOQ Submitter's SOQ is subject to disclosure if required by law or otherwise; and
- (b) Expressly waives any claim(s) that SOQ Submitter or any of its successors and/or assigns has or may have against CRRA or any of its directors, officers, employees or authorized agents as a result of any such disclosure.

**10. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING NON-COLLUSION**

By submission of this SOQ, SOQ Submitter, together with any affiliates or related persons, the guarantor and any joint ventures, hereby represents that, under risk of termination of the Agreement, if awarded, to the best of its knowledge and belief:

- (a) The prices in the SOQ have been arrived at as the result of an independent business judgment without collusion, consultation, communication, agreement or otherwise for the purpose of restricting competition, as to any matter relating to such prices and any other person or company;
- (b) Unless otherwise required by law, the prices that have been quoted in this SOQ have not, directly or indirectly, been knowingly disclosed by the SOQ Submitter prior to "opening" to any other person or company;
- (c) No attempt has been made or will be made by the SOQ Submitter to induce any other person, partnership or corporation to submit, or not to submit, a SOQ for the purpose of restricting competition;
- (d) SOQ Submitter has not directly or indirectly induced or solicited any other SOQ Submitter to submit a false or sham SOQ; and

- (e) SOQ Submitter has not sought by collusion to obtain for itself any advantage for the Services over any other SOQ Submitter for the Services or over CRRA.

**11. SOQ SUBMITTER'S REPRESENTATIONS CONCERNING RFQ FORMS**

By submission of this SOQ, the SOQ Submitter, together with any affiliates or related business entities or persons, the guarantor and any joint ventures, hereby represents that, under risk of termination of the Agreement, if awarded, all of the forms included in the RFQ Package Documents that are submitted to CRRA as part of its SOQ are identical in form and content to the preprinted forms in the RFQ Package Documents except that information requested by the forms has been inserted in the spaces on the forms provided for the insertion of such requested information.

**12. SOQ SUBMITTER'S WAIVER OF DAMAGES**

SOQ Submitter and all its affiliates and subsidiaries understand that by submitting a SOQ, SOQ Submitter is acting at its and their own risk and SOQ Submitter does for itself and all its affiliates, subsidiaries, successors and assigns hereby waive any rights any of them may have to receive any damages for any liability, claim, loss or injury resulting from:

- (a) Any action or inaction on the part of CRRA or any of its directors, officers, employees or authorized agents concerning the evaluation, selection, non-selection and/or rejection of any or all SOQs by CRRA or any of its directors, officers, employees or authorized agents;
- (b) Any agreement entered into for the Services (or any part thereof) described in the Contract Documents; and/or
- (c) Any award or non-award of a contract for the Services (or any part thereof) pursuant to the Contract Documents.

**13. SOQ SUBMITTER'S REPRESENTATION REGARDING THE CONNECTICUT CAMPAIGN CONTRIBUTION AND SOLICITATION BAN**

With regard to a State contract as defined in P.A. 07-1 having a value in a calendar year of \$50,000 or more or a combination or series of such agreement or contracts having a value of \$100,000 or more, the authorized signatory to this submission in response to CRRA's solicitation expressly acknowledges receipt of the State Elections Enforcement Commission's notice advising prospective state contractors of state campaign contribution and solicitation prohibitions, and will inform its principals of the contents of the notice. See Section 12 [SEEC Form 11] of the Contract Documents.

**14. ATTACHMENTS**

The following documents are attached hereto and made a part of this SOQ:

- (a) The completed Compensation Form for each Category Of Services for which the SOQ Submitter wishes to be considered;

- (b) The completed References Form for each Category Of Services for which the SOQ Submitter wishes to be considered;
- (c) The completed Background And Experience Form for each Category Of Services for which the SOQ Submitter wishes to be considered;
- (d) The completed Questionnaire Concerning Affirmative Action, Small Business Contractors And Occupational Health And Safety;
- (e) The completed Certification Concerning Nondiscrimination, with the SOQ Submitter's nondiscrimination policies and procedures attached;
- (f) The completed Background Questionnaire that has been signed before a Notary Public or Commissioner of the Superior Court;
- (g) Answers to the Issues And Questions To Be Addressed, with a written answer provided to each question and each answer beginning on a new page; and
- (h) A copy of the SOQ Submitter's up-to-date certificate of insurance showing all current insurance coverage; and

**15. NOTICES**

Communications concerning this SOQ should be addressed to SOQ Submitter at the address set forth below.

SOQ Submitter Name:	
SOQ Submitter Contact:	
Title:	
Address:	
Telephone Number:	
Fax Number:	
E-Mail Address:	

**16. ADDITIONAL REPRESENTATION**

SOQ Submitter hereby represents that the undersigned is duly authorized to submit this SOQ on behalf of SOQ Submitter.

**AGREED TO AND SUBMITTED ON** \_\_\_\_\_, 2009

Name of SOQ Submitter (SOQ Submitter):	
Signature of SOQ Submitter Representative:	
Name (Typed/Printed):	
Title (Typed/Printed):	

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 5  
COMPENSATION FORMS**



<b>COMPENSATION FORMS</b>
---------------------------

Name of SOQ Submitter:	
Name of RFQ	<b>Human Resources Consulting Services</b>

Human Resources Consultants that submit a Statement Of Qualifications ("SOQ") must include in such SOQ the Compensation Form for each Category of Services for which they want to be considered.

Complete the appropriate Compensation Forms that follow.



**COMPENSATION FORM –  
TEMPORARY STAFFING SERVICES**

CRRA seeks qualified firms to provide temporary staffing services for a wide range of positions. Please submit your hourly rates and conversion fees (if applicable) for the following sample positions:

Position	Hourly Rates		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Clerical	\$	\$	\$
Secretarial	\$	\$	\$
Entry-Level Accountant	\$	\$	\$
Professional-Level Employee*	\$	\$	\$
Managerial-Level Employee	\$	\$	\$

\* e.g., Engineer, Human Resources Professional, Financial Analyst

Position	Conversion Fees		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Clerical	\$	\$	\$
Secretarial	\$	\$	\$
Entry-Level Accountant	\$	\$	\$
Professional-Level Employee*	\$	\$	\$
Managerial-Level Employee	\$	\$	\$

\* e.g., Engineer, Human Resources Professional, Financial Analyst



**COMPENSATION FORM –  
RECRUITING SERVICES**

CRRA seeks qualified firms to provide a range of recruiting services. CRRA may use firms to perform a full placement engagement to assist an internal placement process. Please submit price information for both a full recruiting engagement (e.g., percentage of salary, flat fee, etc.) and an hourly engagement assisting an internal recruitment process. Prices should be submitted for all levels of staff in firms who may participate in a CRRA engagement.

**Full Recruiting Engagement**

Provide price information for a full recruiting engagement (e.g., percentage of salary, flat fee, etc.).

Method of Compensation	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Percentage of Salary	%	%	%
Flat Fee	\$	\$	\$
Other*			

\* Specify other method: \_\_\_\_\_

**Hourly Engagement Assisting An Internal Recruitment Process**

Provide price information for an hourly engagement assisting an internal recruitment process. Prices should be provided for all levels of staff who may participate in a CRRA engagement.

Staff Name	Staff Level	Hourly Rate		
		July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$

## Mark-Up Percentage

Provide information the percentage mark-up applied to travel, advertising and other expenses related to any engagement. If no mark-up is applied, enter "0%."

Item	Percentage of Mark-Up
Travel	%
Advertising	%
Other	%



**COMPENSATION FORM –  
GENERAL/MISCELLANEOUS HUMAN  
RESOURCES CONSULTING SERVICES**

A wide range of human resources consulting services exist beyond the scope of the temporary staffing services and the recruiting services categories. These services include, but are not limited to, the following: outplacement services, salary consultation, team-building projects, employee development, development planning, coaching, position design, and other similar services. For any and all of such services for which you submit an SOQ, please indicate the typical per-engagement fee and/or hourly rates of any of your staff who would participate. If there are other services not enumerated herein, but for which you believe CRRA may have a need, please list such services and your price arrangements.

Service	Typical Per-Engagement Fee		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Outplacement Services	\$	\$	\$
Salary Consultation	\$	\$	\$
Team-Building Projects	\$	\$	\$
Employee Development	\$	\$	\$
Development Planning	\$	\$	\$
Coaching	\$	\$	\$
Position Design	\$	\$	\$
Other (Specify Below)			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

Staff Name	Staff Level	Hourly Rate		
		July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 6  
REFERENCES FORM**



<b>REFERENCES FORM</b>
------------------------

<b>CATEGORY OF SERVICES FOR WHICH THIS FORM IS SUBMITTED:</b>	
---	--

In space below, provide the names of three (3) references who can attest to the quality of work performed/services provided by Bidder/Proposer/SOQ Submitter. Include job title, affiliation, address, phone number and a brief description of the work performed/services provided for each reference. Bidder/Proposer/SOQ Submitter should review Section 10(f) of the Instructions To Human Resources Consultants (Section 3 of the RFQ Package Documents) for specific instructions concerning this Form.

**REFERENCE 1**

Name of Person:	
Title:	
Name of Firm:	
Address:	
Telephone Number:	
Description Of Work Performed:	

**REFERENCE 2**

Name of Person:	
Title:	
Name of Firm:	
Address:	
Telephone Number:	
Description Of Work Performed:	

**REFERENCE 3**

Name of Person:	
Title:	
Name of Firm:	
Address:	
Telephone Number:	
Description Of Work Performed:	

**REQUEST FOR QUALIFICATIONS  
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**SECTION 7  
BACKGROUND AND EXPERIENCE FORM**



<b>BACKGROUND AND EXPERIENCE FORM</b>
---------------------------------------

<b>CATEGORY OF SERVICES FOR WHICH THIS FORM IS SUBMITTED:</b>	
---	--

In the space below, summarize work performed/services provided of a similar nature to that specified in the Contract Documents which has been performed by the Bidder/Proposer/SOQ Submitter and which will enable CRRA to evaluate the experience and professional capabilities of the Bidder/Proposer/SOQ Submitter. Bidder/Proposer/SOQ Submitter should review Section 10(g) of the Instructions To Human Resources Consultants (Section 3 of the RFQ Package Documents) for specific instructions concerning this Form.

[Attach Additional Pages If Necessary]

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**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 8  
QUESTIONNAIRE CONCERNING AFFIRMATIVE  
ACTION, SMALL BUSINESS CONTRACTORS  
AND OCCUPATIONAL HEALTH AND SAFETY**



**QUESTIONNAIRE CONCERNING AFFIRMATIVE  
ACTION, SMALL BUSINESS CONTRACTORS AND  
OCCUPATIONAL HEALTH AND SAFETY**

Because CRRA is a political subdivision of the State of Connecticut, it is required by various statutes and regulations to obtain background information on prospective contractors prior to entering into a contract. The questions below are designed to assist CRRA in procuring this information. Many of the questions are required to be asked by RCSA 46a-68j-31. For the purposes of this form, "Contractor" means Bidder or Proposer or Statement Of Qualifications Submitter, as appropriate.

	Yes	No
1. Is the Contractor an Individual? <i>If you answered "Yes" to Question 1, skip to Question 2. If you answered "No" to Question 1, proceed to Question 1A and then to Question 2.</i>	<input type="checkbox"/>	<input type="checkbox"/>
1A. How many employees does the Contractor have? <input type="text"/>		
2. Is the Contractor a Small Contractor based on the criteria in Schedule A? <i>If you answered "Yes" to Question 2, proceed to Question 2A and then to Question 3. If you answered "No" to Question 2, skip to Question 3.</i>	<input type="checkbox"/>	<input type="checkbox"/>
2A. Is the Contractor registered with the DAS as a Certified Small Business? <i>If you answered "Yes" to Question 2A, please provide a copy of your Set-Aside Certificate.</i>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the Contractor a MWDP Business Enterprise based on the criteria in Schedule B? <i>If you answered "Yes" to Question 3, proceed to Question 3A and then to Question 4. If you answered "No" to Question 3, skip to Question 4.</i>	<input type="checkbox"/>	<input type="checkbox"/>
3A. Is the Contractor registered with DAS as a MWDP Small Business?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the Contractor have an Affirmative Action Plan? <i>If you answered "Yes" to Question 4, proceed to Question 4A and then to Question 5. If you answered "No" to Question 4, skip to Question 4B and then to Question 5.</i>	<input type="checkbox"/>	<input type="checkbox"/>
4A. Has the Affirmative Action Plan been approved by the CHRO?	<input type="checkbox"/>	<input type="checkbox"/>
4B. Will the Contractor develop and implement an Affirmative Action Plan?	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the Contractor have an apprenticeship program complying with RCSA 46a-68-1 through 46a-68-17?	<input type="checkbox"/>	<input type="checkbox"/>
6. Has the Contractor been cited for three or more willful or serious violations of any occupational safety and health act?	<input type="checkbox"/>	<input type="checkbox"/>
7. Has the Contractor received one or more criminal convictions related to the injury or death of any employee in the three-year period preceding the issuance of this Request For Bids/Proposals/Qualifications?	<input type="checkbox"/>	<input type="checkbox"/>
8. Has the Contractor been the recipient of one or more ethical violations from the State of Connecticut Ethics Commission during the three-year period preceding the issuance of this Request For Bids/Proposals/Qualifications?	<input type="checkbox"/>	<input type="checkbox"/>
9. Will subcontractors be involved? <i>If you answered "Yes" to Question 9, proceed to Question 9A. If you answered "No" to Question 9, you are finished with the questionnaire.</i>	<input type="checkbox"/>	<input type="checkbox"/>
9A. How many subcontractors will be involved? <input type="text"/>		

## LIST OF ACRONYMS

RCSA	–	Regulations of Connecticut State Agencies
CHRO	–	State of Connecticut Commission on Human Rights and Opportunities
DAS	–	State of Connecticut Department of Administrative Services
MWDP	–	Minority/Women/Disabled Person

## FOOTNOTE

- <sup>1</sup> If the Contract is a "public works contract" (as defined in Section 46a-68b of the Connecticut General Statutes), the dollar amount exceeds \$50,000.00 in any fiscal year, and the Contractor has 50 or more employees, the Contractor, in accordance with the provisions of Section 46a-68c of the Connecticut General Statutes, shall develop and file an affirmative action plan with the Connecticut Commission on Human Rights and Opportunities.

## SCHEDULE A CRITERIA FOR A SMALL CONTRACTOR

Contractor must meet all of the following criteria to qualify as a Small Contractor:

1. Has been doing business and has maintained its principal place of business in the State for a period of at least one year immediately preceding the issuance of the Request For Bids/Proposals/Qualifications;
2. Has had gross revenues not exceeding ten million dollars in the most recently completed fiscal year;
3. Is headquartered in Connecticut; and,
4. At least 51% of the ownership of the Contractor is held by a person or persons who are active in the daily affairs of the business and have the power to direct the management and policies of the business.

## SCHEDULE B CRITERIA FOR A MINORITY/WOMAN/DISABLED PERSON BUSINESS ENTERPRISE

Contractor must meet all of the following criteria to qualify as a Minority/Woman/Disabled Person Business Enterprise:

1. Satisfies all of the criteria in Schedule A for a Small Contractor;
2. 51% or more of the business and/or its assets must be owned by a person or persons who are minorities as defined in Connecticut General Statutes Section 32-9n (please see below) or is an individual with a disability;
3. The Minority/Woman/Disabled Person must have the power to change policy and management of the business; and,
4. The Minority/Woman/Disabled Person must be active in the day-to-day affairs of the business.

## CONNECTICUT GENERAL STATUTES SECTION 32-9n

Sec. 32-9n. Office of Small Business Affairs. (a) There is established within the Department of Economic and Community Development an Office of Small Business Affairs. Such office shall aid and encourage small business enterprises, particularly those owned and operated by minorities and other socially or economically disadvantaged individuals in Connecticut. As used in this section, minority means: (1) Black Americans, including all persons having origins in any of the Black African racial groups not of Hispanic origin; (2) Hispanic Americans, including all persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race; (3) all persons having origins in the Iberian Peninsula, including Portugal, regardless of race; (4) women; (5) Asian Pacific Americans and Pacific islanders; or (6) American Indians and persons having origins in any of the original peoples of North America and maintaining identifiable tribal affiliations through membership and participation or community identification.

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 9  
CERTIFICATION CONCERNING  
NONDISCRIMINATION**



**CERTIFICATION CONCERNING  
NONDISCRIMINATION**

(This certification must be executed by an individual or business entity submitting a bid/proposal/ statement of qualifications to the Connecticut Resources Recovery Authority regarding support of nondiscrimination against persons on account of their race, color, religious creed, age, marital or civil union status, national origin, ancestry, sex, mental retardation, physical disability or sexual orientation.)

I, \_\_\_\_\_, a duly authorized officer and/or representative  
of \_\_\_\_\_ (firm name)  
(the "Consultant"), hereby certify that:

1. Consultant seeks to enter into the Human Resources Consulting Services Agreement (the "Agreement") with the Connecticut Resources Recovery Authority; and
2. In carrying out its obligation under the Agreement, Consultant will abide by the nondiscrimination agreements and warranties required under Connecticut General Statutes Sections 4a-60(a)(1) and 4a-60a(a)(1), as amended in State of Connecticut Public Act 07-245 and Sections 9(a)(1) and 10(a)(1) of Public Act 07-142; and
3. Attached are the policies and procedures concerning nondiscrimination, which have not been modified or rescinded, adopted by the appropriate governing body or management of Consultant; and
4. The information set forth herein is true, complete and accurate to the best of my knowledge and belief.

IN WITNESS WHEREOF, the undersigned has executed this certificate this

\_\_\_\_\_ day of \_\_\_\_\_ 200 9

By (Signature): \_\_\_\_\_

Name (Print): \_\_\_\_\_

Title: \_\_\_\_\_

**REQUEST FOR QUALIFICATIONS  
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**SECTION 10  
BACKGROUND QUESTIONNAIRE**



**BACKGROUND QUESTIONNAIRE**

*Please answer the following questions by placing an "X" in the appropriate box.*

	Yes	No
<p>1. Has the Bidder/Proposer/Statement Of Qualifications ("SOQ") Submitter or any of its principals, owners, officers, partners, directors or stockholders holding more than 50% of the stock of the Bidder/Proposer/SOQ Submitter ever been the subject of a <b>criminal</b> investigation?</p> <p><i>If you answered "Yes" to Question 1, proceed to Question 1A and, on a separate sheet of paper, state the following: the court in which the investigation is taking or took place; the approximate date the investigation commenced and, if applicable, concluded; the subject matter of the investigation; and the identity of the person or entity involved.</i></p> <p><i>If you answered "No" to Question 1, proceed to Question 2.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>1A. Has any indictment arisen out of any such investigation?</p> <p><i>If you answered "Yes" to Question 1A, proceed to Question 2 and, on a separate sheet of paper, state the following: the name of the person or entity indicted; and the status of any such indictment.</i></p> <p><i>If you answered "No" to Question 1A, proceed to Question 2.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>2. Has the Bidder/Proposer/SOQ Submitter or any of its principals, owners, officers, partners, directors or stockholders holding more than 50% of the stock of the Bidder/Proposer/SOQ Submitter ever been the subject of a <b>civil</b> investigation?</p> <p><i>If you answered "Yes" to Question 2, proceed to Question 3 and, on a separate sheet of paper, state the following: the court or other forum in which the investigation took or is taking place; the approximate date the investigation commenced and, if applicable, concluded; the subject matter of the investigation; the identity of the person or entity involved; and the status of the investigation.</i></p> <p><i>If you answered "No" to Question 2, proceed to Question 3.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>3. Has any entity (e.g., corporation, partnership, etc.) in which a principal, owner, officer, partner, director or stockholder of the Bidder/Proposer/SOQ Submitter has an ownership interest in excess of 50% in such entity ever been the subject of a <b>criminal</b> investigation?</p> <p><i>If you answered "Yes" to Question 3, proceed to Question 3A and, on a separate sheet of paper, state the following: the court in which the investigation is taking or took place; the approximate date the investigation commenced and, if applicable, concluded; the subject matter of the investigation; and the identity of the person or entity involved.</i></p> <p><i>If you answered "No" to Question 3, proceed to Question 4.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>3A. Has any indictment arisen out of any such investigation?</p> <p><i>If you answered "Yes" to Question 3A, proceed to Question 4 and, on a separate sheet of paper, state the following: the name of the person or entity indicted; and the status of any such indictment.</i></p> <p><i>If you answered "No" to question 3A, proceed to Question 4.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
<p>4. Has any entity (e.g., corporation, partnership, etc.) in which a principal, owner, officer, partner, director or stockholder of the Bidder/Proposer/SOQ Submitter has an ownership interest in excess of 50% in such entity ever been the subject of a <b>civil</b> investigation?</p> <p><i>If you answered "Yes" to Question 4, on a separate sheet of paper state the following: the court in which the investigation is taking or took place; the approximate date the investigation commenced and, if applicable, concluded; the subject matter of the investigation; the identity of the person or entity involved; and the status of the investigation.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>5. Has the Bidder/Proposer/SOQ Submitter or any of its principals, owners, officers, partners, directors or stockholders holding more than 50% of the stock of the Bidder/Proposer/SOQ Submitter ever been debarred from bidding on, or otherwise applying for, any contract with the State of Connecticut or any other governmental authority?</p> <p><i>If you answered "Yes" to Question 5, on a separate sheet of paper please explain.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>

Signature: \_\_\_\_\_

Name (print/type): \_\_\_\_\_

Title: \_\_\_\_\_

State Of: \_\_\_\_\_

County Of: \_\_\_\_\_

\_\_\_\_\_, being fully sworn, deposes and says that  
 he/she is the \_\_\_\_\_ (Title) of

\_\_\_\_\_  
 (Firm Name),

the Bidder/Proposer/SOQ Submitter herein, that he/she has provided answers to the foregoing questions on the Bidder's/Proposer's/SOQ Submitter's background, and, under the penalty of perjury, certifies that each and every answer is true.

Sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 200 9

\_\_\_\_\_  
 Notary Public/Commissioner of the Superior Court

**REQUEST FOR QUALIFICATIONS  
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**SECTION 11  
ISSUES AND QUESTIONS TO BE ADDRESSED**

## ISSUES AND QUESTIONS TO BE ADDRESSED

**INSTRUCTIONS:** Complete, written answers must be provided to each of the following issues/questions and each answer must begin on a new page.

1. For each category of services for which the SOQ submitter wishes to be considered, provide a brief description of the backgrounds of the individuals who would be assigned to work with CRRA. Please indicate their probable areas of responsibility and the percentage of their time that would be available to assist CRRA.
2. Provide a summary of the key strengths and qualifications of your firm to serve as Human Resources Consulting Firm to CRRA. (Your response to this question should not exceed one page).

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES**

**SECTION 12  
SEEC FORM 11  
NOTICE TO EXECUTIVE BRANCH STATE  
CONTRACTORS AND PROSPECTIVE STATE  
CONTRACTORS OF CAMPAIGN CONTRIBUTION  
AND SOLICITATION BAN**