

# CITY OF PITTSBURGH

## Office of Management & Budget

*on behalf of*

Department of Public Safety/  
Pittsburgh Bureau of Police



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Request for Proposal

*for*

Training Consultant

RFP No. 2015-0005

Release Date: December 4, 2015

Submittal Deadline: January 8, 2016 no later than 3:00pm EST

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## 1 Introduction

December 4, 2016

To All Prospective Bidders:

The City of Pittsburgh Office of Management and Budget on behalf of the Department of Public Safety, Pittsburgh Bureau of Police invites you to submit a proposal for a Police Training Development Consultant. The City of Pittsburgh is seeking proposals from qualified experts interested in serving as consultant to the City's Bureau of Police.

Any questions in regard to this RFP should be submitted in writing **no later than** EOB Friday, December 18, 2015 and directed to:

Stephanie Dorman  
Purchasing Agent  
Office of Management and Budget  
City-County Building, Room 502  
Pittsburgh, PA 15219  
Email: [stephanie.dorman@pittsburghpa.gov](mailto:stephanie.dorman@pittsburghpa.gov)

All proposals will be due by **Friday, January 8, 2016** as described in the Timeline section of this RFP. The Committee will announce the Awardee on or about January 15, 2016.

Sincerely,



Jennifer Olzinger, Assistant Director  
Office of Management and Budget

## 2 Background

The City of Pittsburgh (“City”) is now accepting proposals from qualified experts for professional and consulting services development of the City Police Bureau’s training programs. Proposals will be accepted for all of the services identified in the “Scope of Work” section set forth below. The City intends to enter into a professional services agreement with chosen vendor for a term of one (1) year, with an option to renew for two (2) additional one (1) year periods, to commence as early as February 1, 2016.

The City of Pittsburgh Bureau of Police has an authorized sworn strength of 917 members. The Bureau consists of a Uniformed Operations Branch, Investigations Branch, Administration Branch, Office of Professional Standards and an Executive Branch. All police training is directed under the Assistant Chief of the Office of Professional Standards.

The Police Bureau is in the process of undergoing significant organizational change. The Chief of Police is seeking to ensure changes to organizational philosophy are fully integrated into all aspects of training. These changes include implementing data-driven, community-oriented policing, with emphasis on the Peelian principals of policing; to improve the accountability systems; ensure consistent standards of ethical conduct are communicated and enforced at all levels; and to institutionalize strong leadership competencies at all levels of the organization.

### 3 Tentative Schedule of Events

The following represents the tentative schedule for this project. Any change in the scheduled dates for the Pre-Proposal Conference (if applicable), Deadline for Submission of Written Questions, or Proposal Submission Deadline will be advertised in the form of an addendum to this RFP. The schedule for the evaluation process and other future dates may be adjusted without notice.

RFP released:	December 4, 2015
Cut-off for questions:	December 18, 2015
Proposal submission deadline:	January 8, 2016 by 3:00pm
Proposals opened:	January 11, 2016
Proposal Review & Supplier Scoring	Week of January 11
Contract award:	On or about January 15, 2016
Project start date:	Date of Contract Execution

## 4 Scope of Services

### 4.1 Scope Detail

The City seeks to hire a consultant (referred to herein as “Service Provider”) as an independent contractor to provide expert training services with regard to the best practices in police training to include leadership, community oriented policing, use of force, adult learning theory, and police ethics.

Required services include the following:

- Conduct and modify police pre-service, in-service, field training and specialized training programs to ensure full integration of community policing philosophies to include:
  - Ethical Standards of Conduct and the best practices of the policing profession are consistently reinforced.
  - Complete review of Use of Force and Simulation training – Training must ensure proper emphasis is placed on the police role as “guardians of the community” and proper emphasis on verbal communication and de-escalation skills.
  - Adult learning theory concepts are used for training program development and consistently applied in all levels of training.
- To develop and implement a comprehensive leadership development program:
  - Based upon either the West Point “Leadership in Organizations” curriculum, or the later developed, IACP “Leadership in Police Organizations” program.
  - Strong preference will be given to these programs, as approximately 80 Bureau members have already received this training. However, other comparable curricula will be considered.
- Create a Train-the-Trainer Program to train Bureau instructor candidates to conduct leadership training for all Bureau members.
  - Oversee the delivery of leadership training to all members of the Bureau, providing guidance, mentoring and support for new instructors.
- Provide oversight and direction to Police Training personnel relative to training curriculum development, delivery and outcomes.

### **COMPENSATION**

The City is seeking bids for delivery of these services, but has finite resources which have yet to be determined. Applicants are encouraged to provide a competitive fee schedule in their application. Proposals above One-Hundred Fifty Thousand Dollars (\$150,000) per year will not be considered.

**GENERAL INFORMATION AND INSTRUCTIONS TO SERVICE PROVIDERS**

This RFP is for the provision of expert police training development services for the Bureau of Police. The City reserves the right to award to the responsible Service Provider(s) whose proposal is judged to offer the most advantages to the City, with the City being the sole judge thereof; to negotiate with any or all Service Providers; to reject any or all proposals, in whole or any part thereof, and to re-solicit for proposals in such an event; and to waive any minor technicalities or informalities as permitted by law in accordance with the City's determination of its own best interests.

The requirements listed throughout the RFP are to be considered a minimum. If your company standards are more stringent you must adhere to your internal standards. It is critical to maintain ongoing local interaction between the City and the Service Provider.

The Service Provider must provide and maintain in force at all times during the term of the services contemplated herein insurance for Professional Liability insurance (\$1,000,000) and Workers'/Unemployment Compensation insurance (statutory minimums). Such policies shall be issued by companies authorized to do business in the Commonwealth of Pennsylvania.

**Evidence of such coverage is to be submitted as part of the proposal and included in the Appendix thereof.**

## **5 General Terms & Conditions**

### **5.1 Examination of Proposal Documents**

The submission of a proposal shall be deemed a representation and certification by the Respondent that they:

- 5.1.1** Have carefully read and fully understand the information that was provided by the City to serve as the basis for submission of the proposal
- 5.1.2** Have the capability to successfully undertake and complete the responsibilities and obligations of the proposal being submitted.
- 5.1.3** Represent that all information contained in the proposal is true and correct.
- 5.1.4** Did not, in any way, collude; conspire to agree, directly or indirectly, with any person, firm, corporation or other proposer in regard to the amount, terms or conditions of this proposal.
- 5.1.5** Acknowledge that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by a proposer, and proposer hereby grants the City permission to make these inquiries, and to provide any and all related documentation in a timely manner.

No request for modification of the proposal shall be considered after its submission on the grounds that the proposer was not fully informed to any fact or condition.

### **5.2 RFP Term**

Respondent's proposal shall remain firm and effective, subject to the City's review and approval, for a period of one hundred twenty (120) days from the closing date for the receipt of proposals.

The City may enter into negotiations with one or more Respondents during the one hundred twenty (120) day period during which all proposals will stay effective. The purpose of such negotiations will be to address questions and identify issues as the parties move towards the execution of a final contract or contracts.

### **5.3 RFP Communications**

Unauthorized contact regarding this RFP with employees or officials of the City of Pittsburgh other than the RFP Coordinator named in Section 3 of this document may result in disqualification from this procurement process.

Neither Respondent (s) nor any person acting on Respondent (s)'s behalf shall attempt to influence the outcome of the award by the offer, presentation or promise of gratuities, favors, or

anything of value to any appointed or elected official or employee of the City of Pittsburgh, their families or staff members. All inquiries regarding the solicitation are to be directed to the designated RFP Coordinator identified in Section 3 of this document.

**5.3.1** Interested parties must direct all communications regarding this RFP as outlined in Section 3 of this document.

**5.3.2** The City shall not be responsible for nor bound by any oral instructions, interpretations or explanations issued by the City or its representatives.

**5.3.3** Each proposer shall assume the risk of the method of dispatching any communication or proposal.

**5.3.4** The RFP Coordinator must receive all written comments, including questions and requests for clarification, no later than the Deadline for Submission Questions listed in the tentative project schedule.

**5.3.5** The City reserves the right to determine, at its sole discretion, the appropriate and adequate responses to written comments, questions, and requests for clarification. The City's official responses and other official communications pursuant to this RFP shall constitute an addendum of this RFP.

**5.3.6** The City will publish all official responses and communications pursuant to this RFP to the City of Pittsburgh procurement website. It is the responsibility of each proposer to check the site and incorporate all addenda into their response. All addenda for this RFP will be distributed via the City of Pittsburgh procurement website: [www.buildpgh.com/beacon](http://www.buildpgh.com/beacon)

**5.3.7** Only the City's official, written responses and communications shall be considered binding with regard to this RFP.

#### **5.4 Addenda/Clarifications**

Should discrepancies or omissions be found in this RFP or should there be a need to clarify this RFP, questions or comments regarding this RFP must be put in writing and received by the City as outlined in Section 3 of this document

#### **5.5 Withdrawal of Proposals**

A proposer may withdraw its proposal at any time before the expiration of the time for submission of proposals as provided in this RFP by delivering a written request for withdrawal signed by, or on behalf of, the proposer.

## **5.6 Public Record**

Respondent, by submittal of a proposal, acknowledges that all proposals may be considered public information in accordance with the Commonwealth of Pennsylvania Right to Know laws. Subject to award of this RFP, all or part of any submittal may be released to any person or firm who may request it. Therefore, proposers shall specify in their Cover Letter if any portion of their submittal should be treated as proprietary and not releasable as public information. Proposers should be aware that all such requests may be subject to legal review and challenge.

Any information considered proprietary should be indicated as such or not included in the response.

## **5.7 Disqualification**

Factors such as, but not limited to, any of the following may be considered just cause to disqualify a proposal without further consideration:

**5.8.1** Evidence of collusion, directly or indirectly, among proposers in regard to the amount, terms or conditions of this proposal;

**5.8.2** Any attempt to improperly influence any member of the evaluation team;

**5.8.3** Existence of any lawsuit, unresolved contractual claim, or dispute between the proposer and the City;

**5.8.4** Evidence of incorrect information submitted as part of the proposal;

**5.8.5** Evidence of proposer's inability to successfully complete the responsibilities and obligation of the proposal; and

**5.8.6** Proposer's default under any previous agreement with the City, which results in termination of the agreement.

## **5.8 Non-Conforming Proposal**

A proposal shall be prepared and submitted in accordance with the provisions of these RFP instructions and specifications. Any alteration, omission, addition, variance, or limitation of, from or to a proposal may be sufficient grounds for non-acceptance of the proposal, at the sole discretion of the City.

## **5.9 Restrictions on Gifts and Activities**

The City of Pittsburgh Ethics Code and Chapter 198 of the City Code (Code of Conduct) was established to promote public confidence in the proper operation of our local government. These resources outline the requirements for disclosure of interests and restricted activities as related to public procurement processes. Proposers are responsible to determine the applicability of these requirements to their activities and to comply with its requirements.

### 5.10 Rights of the City of Pittsburgh

This RFP does not commit the City to enter into a contract, nor does it obligate the City to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. The City reserves the right to:

- A. Reject any and all proposals;
- B. Issue subsequent Requests for Proposals;
- C. Cancel this RFP with or without issuing another RFP;
- D. Remedy technical errors in the Request for Proposals process;
- E. Approve or disapprove the use of particular sub-consultants;
- F. Make an award without further discussion of the submittal with the proposer (therefore, the proposal should be submitted initially on the most favorable terms that the firm or individual might propose);
- G. Meet with select proposers at any time to gather additional information;
- H. Make adjustments to the scope of services at any time if deemed by the Office of Management and Budget to be in the best interest of the City;
- I. Accept other than the lowest offer.
- J. Waive any informality, defect, non-responsiveness, or deviation from this RFP that is not material to the Respondent's proposal;
- K. Reject the proposal of any Respondent who, in the City's sole judgment, has been delinquent or unfaithful in the performance of any contract with the City;
- L. Reject the proposal of any Respondent who, in the City's sole judgment, is financially or technically incapable of performing in accordance with this RFP;
- M. Negotiate with any, all, or none of the Offerors and to enter into an agreement with another Offeror in the event that the originally selected finalist defaults or fails to execute an agreement with the City.
- N. Award a contract to the firm(s) that presents the best qualifications and whose proposal best accomplishes the desired results; and/or
- O. Enter into an agreement with another proposer in the event the originally selected proposer defaults or fails to execute an agreement with the City.
- P. Require a performance bond and/or other "failure to deliver" agreement by the awardee at time of contracting

## 6 Miscellaneous Requirements

### 6.1 Acknowledgements

#### A. Conflict of Interest

By submission of a proposal to this RFP, Respondent agrees that it presently has no interest and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of the services required under this RFP.

#### B. Code of Ethics

By submission of a proposal to this RFP, Respondent agrees to abide by the Code of Ethics of The City of Pittsburgh. The full Ethics Handbook can be found here:  
[http://pittsburghpa.gov/personnel/files/policies/10\\_Ethics\\_Handbook.pdf](http://pittsburghpa.gov/personnel/files/policies/10_Ethics_Handbook.pdf)

#### C. Fair Trade Certification

By responding to this RFP, the Respondent certifies that no attempt has been made, or will be made, by the Respondent to induce any other person or firm to submit or not to submit a submission for the purpose of restricting competition.

#### D. Non-Disclosure

By responding to this RFP, the Respondent acknowledges they may be required to sign a Non-Disclosure Agreement during the contracting process if they are the successful bidder.

#### E. Debarment

This RFP is also subject to Section 161.22 of the City of Pittsburgh Code related to debarment from bidding on and participating in City contracts.

#### F. Financial Interest

No proposal shall be accepted from, or contract awarded to, any individual or firm in which any City employee, director, or official has a direct or indirect financial interest in violation of applicable City and State ethics rules. Entities that are legally related to each other or to a common entity which seek to submit separate and competing proposals must disclose the nature of their relatedness.

#### G. Full Fee Disclosure

Pursuant to Section 161.36 of the Pittsburgh City Code, a Respondent must include a disclosure of any finder's fees, fee splitting, firm affiliation or relationship with any broker-dealer, payments to consultants, lobbyists, or commissioned representatives or other contractual arrangements of the firm that could present a real or perceived conflict of interest.

## 7 Equal Opportunity

### 7.1 MWE/DBE

The City of Pittsburgh is committed to the ideal of providing all citizens an equal opportunity to participate in City and its Authorities' contracting opportunities. It is therefore the City's goal to encourage increased participation of women and minority groups in all City contracts.

The City requires that all bidders demonstrate good faith efforts to obtain the participation of Minority-Owned Business Enterprises (MBE's) and Women-Owned Business Enterprises (WBE's) in work to be performed under City contracts. The levels of MBE and WBE participation will be monitored by the City of Pittsburgh's Equal Opportunity Review Commission (EORC).

In order to ensure that there are opportunities for historically disadvantaged minority groups and women to participate on Covered Contracts, and consistent with the City's current equal employment opportunity practice and goals, the EORC will review contracts to include an evaluation of a developer/contractor's employment of minority groups and women, encourage goals of twenty-five (25) percent and ten (10) percent respectively.

### 7.2 Veteran-Owned Small Business

It is also the City's goal to encourage participation by veteran-owned small businesses in all contracts. The City of Pittsburgh shall have an annual goal of not less than five (5) percent participation by veteran-owned small businesses in all contracts. The participation goal shall apply to the overall dollar amount expended with respect to the contracts.

The City requires that all bidders demonstrate good faith efforts to obtain the participation of veteran-owned small business in work to be performed under City contracts. The levels of veteran-owned participation will be monitored by the City of Pittsburgh's EORC.

### 7.3 Good Faith Commitment

In order to demonstrate good faith commitment to these goals, all bidders are required to complete and submit with their bids either: the attached MDE/WBE/Veteran-Owned Solicitation and Commitment Form (which details the efforts made by the bidder to obtain such participation), or the attached MBE/WBE/Veteran-Owned Solicitation and Commitment Form – Waiver Request (which details why no MDE/WBE/Veteran-Owned business participation could be obtained. Failure to submit either of these forms will result in rejection of the bid. Copies of these forms are attached as Appendices B & C.

For further information, including definitions and additional requirements, please see Chapter 177A (Sections 177A.01 *et. seq.*) of the City Code and Section 161.40 of the City Code.

## 8 Format & Submittal Requirements

### 8.1 Format Requirements

Each response to this RFP shall include the information described in this section. Provide the information in the specified order. Failure to include all of the elements specified may be cause for rejection. Additional information may be provided, but should be succinct and relevant to the goals of this RFP. Excessive information will not be considered favorably.

The proposal should be bound or contained in a loose leaf binder. Document pages shall be 8-1/2 inches by 11 inches in size or folded to such a size. Use section dividers, tabbed in accordance with this Section as specified below.

#### 8.1.1 Cover Letter

A cover letter should be submitted with the following information:

- Title of this RFP
- Name and Mailing Address of Firm (including physical location if mailing address is a PO Box)
- Contact Person, Telephone Number, Fax Number, and Email Address
- A statement that the submitting firm will perform the services and adhere to the requirements described in this RFP, including any addenda (*reference the addenda by date and/or number*)
- Acknowledgement that all proposals may be considered public information in accordance with the Commonwealth of Pennsylvania Right to Know Laws as described in Section 5.7 of this document.
- The Cover Letter must be signed by an officer empowered by the firm to sign such material and thereby commit the firm to the obligations contained in the RFP response. Further, the signing and submission of a response shall indicate the intention of the proposer to adhere to the provisions described in this RFP and a commitment to enter a binding contract.
- If you, as an individual, or if any principal or employee of your firm, has a relationship or knowledge of, or contact with any official or employee of the City; that relationship, knowledge, or contact should be stated and described in your Letter of Transmittal.

#### 8.1.2 TAB A: Firm's Qualifications, Experience & References

Describe the firm and provide a statement of the firm's qualifications for providing the scope of services. Identify the services which would be completed by your firm's staff and those that would be provided by sub-consultants, if any. Identify any sub-consultants you proposed to utilize to supplement your firm's staff.

Provide a summary of the firm's experience in providing these or similar services. Provide a minimum of three references for related projects, including dates, contact person, phone number, email, and a brief description of the project or scope of work.

**8.1.3 TAB C: Qualifications of Team**

Provide a brief summary of the qualifications and experience of each team member assigned to this project, including length of service with the firm and resume/bio, and the qualifications /experience of any sub-consultant staff on your project team.

**8.1.4 TAB D: Project Approach and Plan**

Provide a detailed discussion of your firm's approach to the successful completion of the scope of services outlined in this RFP. Include thorough discussions of methodologies you believe are essential to accomplishing this project or completing the scope of services. Include a proposed work schedule to accomplish all of the required tasks within the desired timeline. Identify the staff roles who would be assigned to each major task, including sub-consultants.

**8.1.5 TAB E: Cost Proposal**

Provide a total cost proposal for all services to be delivered, and a breakdown of costs delineated by major phase and/or deliverable as described in your project plan. Include a schedule of hourly rates for all proposed staff and the amount of time each person will be devoted to this project. Define any reimbursable expenses (e.g., travel) requested to be paid by the City. Note: if travel expenses are included, the rate assumptions generally should not exceed the United State General Services Administration (GSA) rates for Pittsburgh.

**8.1.6 TAB F: Required Statements**

Include statements of assurance regarding the following requirements detailed in this document:

- Applicable completed MWE/DBE & Veteran-Owned Small Business Solicitation & Commitment Form (Appendix B or C)
- Insurance Certificate

**8.1.7 TAB G: Exceptions**

Describe any and all proposed exceptions, alterations, or amendments to the Scope of Services or other requirements of this RFP, including the City of Pittsburgh Sample Professional Services Agreement. This section shall be clearly marked "Proposed Exceptions" in your submittal. The nature and scope of your proposed exceptions may affect the evaluation of your submittal and the City's determination of whether it is possible to successfully negotiate a contract with your firm.

**8.2 Submittal Requirements**

- A. Your submittal package, to be returned by the date and time outlined in Section 3 of this document, shall include the following:
- One (1) electronic copy of your proposal in either MS Word or PDF format to be delivered via email.

**B.** Submittals shall be sent by U.S. Mail, commercial delivery service or Hand Delivery. Submissions may not be sent by fax.

**C.** Responses should be delivered ONLY to the OMB RFP Coordinator:

Stephanie Dorman  
Purchasing Agent  
Office of Management and Budget  
City-County Building, Room 502  
Pittsburgh, PA 15219  
Email: [stephanie.dorman@pittsburghpa.gov](mailto:stephanie.dorman@pittsburghpa.gov)

**D.** The City of Pittsburgh shall not be responsible for proposals delivered to a person or location other than that specified herein.

**E.** Late proposals shall not be accepted or considered.

**F.** All submittals, whether selected or rejected, shall become the property of the City of Pittsburgh and will not be returned.

**G.** All costs associated with proposal preparation shall be borne by the Respondent.

## 9 Evaluation & Selection

### 9.1 Selection Procedure

- A. Your Proposal will be evaluated by a Proposal Committee comprised of the Director or other supervisor of the Using Department, one or more members of the Director's staff, at least one member of the Office of Management & Budget and any other department representatives as deemed necessary.
  
- B. Submittals will be reviewed for responsiveness, and responsive submittals will further be screened by a selection committee in accordance with the above criteria. The firm(s) submitting the highest rated proposal may be invited for interviews.

### 9.2 Criteria

All proposals will be evaluated using the following criteria:

- Cost
- Experience with Similar Projects
- Technical Expertise, Procedures, Methods
- Qualifications of Key Personnel
- References

## 10 Award & Contract

### 10.1 Award

After the City has received all Proposals and conducted its initial Evaluation, described above, the Proposal Committee may invite one or more Respondents to a follow-up interview to further discuss their Proposal(s).

The Proposal Committee may decide to accept the Proposal of one or more Respondents. It may decide to reject all proposals. Once a Proposal is accepted, the contract negotiation process will commence. This RFP and your response to it, in the form of your entire Proposal, will become part of the Contract. If a real or apparent conflict should arise between this RFP/Proposal and other language contained in the final Contract, the language of the final Contract shall control.

### 10.2 Contracting Process

Successful Respondents will be required to enter into a Contract with the City of Pittsburgh, contingent upon the approval of City Council. This Contract will be directed and managed by the issuing department and the Office of Management & Budget. A copy of the City's Standard Professional Services Contract is attached for your review.

Work cannot commence on the Scope of the RFP until it a contract is fully executed. The City cannot process invoices nor approve payments until this Contract has been fully executed by the Respondent and all required City signatories, including the issuing department, the Law Department, and the City Controller.

City laws and policies mandate the incorporation of various terms and conditions into all City contracts (see Appendices). For this reason the City will not sign any standard contract proffered by the Respondent.

An agreement shall not be binding or valid with the City unless and until it is fully executed by authorized representatives of the City and of the Proposer. Once the Contract is fully executed the City will notify Respondent in writing and give the order to proceed.

## 11 Appendices

### 11.1 Attachment(s) Listing

Appendix A – Sample Professional Services Agreement

Appendix B – MWE/DBE and Veteran-Owned Solicitation and Commitment Form

Appendix C – MWE/DBE and Veteran-Owned Solicitation and Commitment Form Waiver Request