

# CITY OF PITTSBURGH

## Office of Management & Budget

*on behalf of the*

Department of Public Safety



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## Request for Proposals

*For*

### Group Violence Intervention Street Outreach

RFP No. 2016-0008

Release Date: March 11, 2016

Submittal Deadline: April 1, 2016

no later than 3:00pm EST

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## 1 Introduction

March 11, 2016

To All Prospective Bidders:

The City of Pittsburgh Office of Management and Budget, on behalf of the Department of Public Safety, invites you to submit a proposal for Group Violence Intervention (GVI) Street Outreach. Street outreach is part of the City's Group Violence Intervention strategy. It consists of forming relationships with high-risk individuals in order to steer them away from violence and in more positive directions. It does not include the direct delivery of social services.

Any questions in regard to this RFP should be submitted in writing **no later than** EOB March 21, 2016 and directed to:

Stephanie Dorman  
Procurement Coordinator  
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 **April 1, 2016** as described in the Timeline section of this RFP. The Committee will announce the Awardee on or about April 25, 2016.

Sincerely,



Jennifer Olzinger, Assistant Director  
Office of Management and Budget

## 2 Background

The Department of Public Safety is soliciting proposals from qualified agencies for outreach to the small number of individuals in street groups who are responsible for the majority of the violence that occurs in disadvantaged neighborhoods (referred to in this document as the target population). Street outreach services will be provided to those street group-involved individuals in the City of Pittsburgh who are at the highest risk of committing violence. Outreach workers will work with law enforcement and other partners of the City of Pittsburgh's Group Violence Intervention (GVI) to deliver an anti-violence message to the target population. Pittsburgh's GVI and its outreach are based on a national model of violence prevention known as Group Violence Intervention that is in used by cities across the country and is promoted by the National Network for Safe Communities.

In depth information on the national strategy can be found here:

<http://nnscommunities.org/our-work/strategy/group-violence-intervention>

The GVI model has repeatedly demonstrated that violence can be dramatically reduced when a partnership of community members, law enforcement and social service providers directly engage authentically with the small and active number of individuals involved in street-related violence, with a clear coordinated model for intervening and preventing violence while also providing social services to all those in need. A central method and critical component of a successful GVI intervention is the development of open and accountable relationships within and among law enforcement, street outreach teams, community stakeholders, service organizations, businesses and government.

Outreach will include but is not limited to communicating positive messages to violence prone populations, encouraging compliance with the law, encouraging eligible individuals to take advantage of social services offered by the City or other providers and referring them to those agencies, data collection, reporting and evaluation related to the program.

Collaborative applications are encouraged. In any collaborative application, please clearly define the roles of each collaborative partner.

### 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:	March 11, 2016
Mandatory Pre-Proposal Conference:	March 17, 2016
Cut-off for questions:	March 21, 2016
Proposal submission deadline:	April 1, 2016 @ 3:00pm
Proposals opened:	April 4, 2016
Proposal Review & Supplier Scoring	Week of April 4, 2016
Contract award:	On or about April 25, 2016
Project start date:	Date of Contract Execution

A mandatory Pre-Proposal Conference will be held on Thursday, March 17, 2016 at 10:00 am at Police Headquarters, 1203 Western Avenue, Pittsburgh 15233. The purpose of this session is to answer questions concerning the Group Violence Intervention strategy and the RFP process. Please RSVP no later than Wednesday, March 15, 2016 at 12:00 pm to the Procurement Coordinator listed in this document.

## 4 Scope of Services

### 4.1 Scope Detail

The goal of GVI is to alter dynamics inside identifiable violence prone groups to foster internal social pressure that deters violence, to establish clear community standards against violence, to offer group members meaningful and realistic opportunities to transition from their street activities and experiences associated with committing acts of violence and to provide a supported path for those who want to change. Street outreach plays an important role in changing those internal dynamics.

#### 4.1.1 Duties of Outreach Workers

- Seek out and connect with those individuals who are most likely to commit violent acts in order to form mentoring relationships, link them to needed or desired services and institutions, advocate on their behalf and, when necessary, inform law enforcement of negative developments or useful information. These connections are made primarily at community locations.
- Cultivate and maintain close relationships with a case load of a few individuals known by law enforcement and/or outreach workers as high risk or medium risk for violence
- Attempt to mediate disputes among street groups.
- Notify police or other law enforcement when workers become aware of an imminent act of violence.
- Interact regularly with 10 to 20 community members so the community will know the role of the outreach worker and see them as allies. These people will be individuals located in the community who keep up with what's going on in the streets – coaches, barbers, activity center staff, etc.
- Direct emergency services to individuals who are in need of quick assistance in order to prevent further violence. Such assistance could include temporary or permanent housing, relocation, protection, accessing Goodwill's case managers 24/7, etc.
- Regularly interact with GVI's contracted service delivery partner (currently Goodwill).
- Facilitate support groups for ex-offenders.

#### 4.1.2 Duties of Outreach Supervisors

- Stay in close contact with each outreach worker.
- Channel information to police, when necessary.
- Meet with other supervisors and community partners regularly.
- Monitor the completion of all necessary reports.
- Participate in regular meetings with the GVI team.
- Receive and disseminate information on group related shootings and homicides in the city and individuals returning to the City from incarceration and disseminate that information as necessary to outreach workers.
- Visit individuals while still incarcerated prior to returning to the city where rivalries are still strong.
- Speaking at call-in sessions as necessary.

**4.1.3 Relationship with police**

- All workers must receive a background check by the police.
- Workers can have no current outstanding issues with law enforcement.
- Each worker should be trained by police and introduced to the officers and detectives in the zones where he will be working.
- Each worker and supervisor will have regular opportunities to develop relationships with the police.

**4.1.4 Reporting and Information Sharing**

- Regular sharing of data and information gained through outreach with police should include the progress of outreach workers in relationship development among identified individuals, dispute mediation attempts, and general neighborhood conditions (including a few specific reasons for the general condition).
- Care must be taken to protect the outreach workers' credibility and safety. An outreach worker or supervisor could be at risk if they are thought of as being a paid informant.
- Regular sharing from law enforcement to outreach workers should include new individuals thought to be involved in street disputes or violence and law enforcement outcomes regarding individuals or situations reported by outreach workers.
- Credible threats of violence to themselves or a third party should be reported to law enforcement on an expedited basis.

**4.1.5 General**

- No more than 5 workers to 1 supervisor.
- Workers should spend significant time in their home districts, but will regularly be traveling across the City as necessary.
- All workers should have organization issued identification with them at all times.

## **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: <https://procurement.pittsburghpa.gov/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. Please follow the page limits as indicated. Use section dividers, tabbed in accordance with this Section as specified below.

#### 8.1.1 Cover Letter (1 page maximum)

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 (2 pages maximum)

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. Describe your agency's past interactions with law enforcement.

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 (3 pages maximum)**

Provide a brief summary of the proposed staffing ratio and staff qualifications and experience of each team member/outreach worker assigned to this project, including length of time doing street outreach, neighborhoods or groups that can be reached 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 (5 pages maximum)**

At the beginning of this section, provide a short summary (1 or 2 paragraphs) of the proposed outreach services and description of the staffing requirements as well as proposed target neighborhoods. Then provide a detailed discussion of your firm's approach to the successful completion of the scope of services outlined in this RFP and its familiarity with the GVI model. 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. Identify the staff roles who would be assigned to each major task, including sub-consultants. Provide a form of monthly suggested outreach report.

**8.1.5 TAB E: Expense Budget (2 pages maximum)**

The total budget for this project is \$150,000. Provide a total expense budget for all services to be delivered, delineated by line items 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 Section 7 of this document:

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

**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) original and five (5) printed copies of your proposal; and
  - 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  
Procurement Coordinator  
Office of Management and Budget  
City-County Building, Room 502  
Pittsburgh, PA 15219  
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:

- Knowledge of Group Violence Intervention strategy
- Overall outreach strategy
- Experience with street outreach
- Experience interacting with law enforcement
- Management capabilities and outcome documentation ability
- Qualifications of key personnel, including supervisors and outreach workers
- References
- MWDBE & VOSB Participation

## 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

Appendix D – Issue Brief on Support and Outreach from National Network for Safe Communities