



Solicitation Number: RFP20000247

Document and Reengineer Police Bureau Business Processes

Request for Proposal (RFP)

City of Pittsburgh

July 17, 2020 - September 03, 2020

General Header Information

No. RFP20000247
Title: Document and Reengineer Police Bureau Business Processes
Type: Formal Request for Proposal (RFP)
Who can see this bid?: Everyone
Start Date: July 17, 2020 at 3:00:00 PM EDT
End Date: September 03, 2020 at 3:00:00 PM EDT
Vendor Q&A Start Date:
Vendor Q&A End Date:
Estimated Total Value:
Who can respond to this bid? : All Vendors
Description: The Department of Public Safety is seeking a consulting partner to conduct a detailed analysis of the Bureau of Police and a redesign of business processes with the objective to better align processes with best practices and with new technology in the Bureau.
Justification:
Delivery Terms: Free On Board Destination
Payment Terms: Vendor Specified
Contact Information: City of Pittsburgh
Cody Winiesdorffer
414 Grant Street Room 502
Pittsburgh PA, 15219
Tel: 412-255-2422
Email: cody.winiesdorffer@pittsburghpa.gov
Contact Details: If you have any questions, Please contact:
Cody Winiesdorffer
414 Grant Street Room 502
Pittsburgh PA, 15219
Tel: 412-255-2422
Email: cody.winiesdorffer@pittsburghpa.gov
Selected Categories: Management advisory services (80100000)
Process and procedures management consultation service (80101513)
Management and Business Professionals and Administrative Services (80000000)

Solicitation Requirements: Tentative Schedule of Events

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:	<i>July 17th at 3pm</i>
Deadline for Submission of Written Questions:	<i>July 28th at 3pm</i>
Proposal Submission Deadline:	<i>September 3rd at 3pm</i>

Scope of Services

Background

After evaluating current technologies and practices in partnership with an external consultant, the Department of Public Safety (“DPS”) is seeking a consulting partner to conduct a detailed analysis of the Bureau of Police and a redesign of business processes with the objective to better align processes with best practices and with new technology in the Bureau.

The mission of the Pittsburgh’s Department of Public Safety is to provide for the security and safety of the City’s residents and patrons through the oversight and execution of strategies coordinated by its four Bureaus: Police; Fire; Emergency Medical Services (“EMS”); and Animal Care and Control. In addition to overseeing the Bureaus, the Director of Public Safety oversees the divisions in the administrative arm of DPS, which include Finance and Administration, Community Outreach, Training and Outreach, and the Office of Public Safety Technology.

In 2018, the City of Pittsburgh (“City”) engaged DELTAWRX to review its Public Safety technology environment and develop a roadmap to guide future technology investments to support Public Safety operations. Project end goals drivers included:

- Making Pittsburgh a national leader in the delivery of public safety services;
- Providing better access to data, enabling analysis and analytics for tactical, operational and reporting purposes; and
- Create transparency and increase public trust by providing accurate and timely information.

To identify the City’s public safety technology needs, DELTAWRX collected and reviewed background information, conducted interviews and observed operations. They reviewed system documentation, budgets and other financial information; City Codes; the 1997 Consent Decree; and the 2016 Deloitte Information Technology Assessment Report for the City of Pittsburgh. They also conducted interviews with representatives of functional areas in all the Public Safety Bureaus, members of the Department of Innovation and Performance (I&P), members of the administrative arm of DPS and Allegheny County IT staff. During the interview process, DELTAWRX visited all the Public Safety Bureaus to observe business processes and the technology in use.

DELTAWRX found that the City faces challenges within each technology environment. Unfortunately, where the technology environment should be facilitating productivity, it is instead frustrating users, limiting productivity, hindering innovation and exposing the City to risk. Additionally, the City’s Public Safety Bureaus, along with I&P, have been developing and procuring technology on an ad-hoc basis in response to immediate challenges rather than with a cohesive, integrated strategy that proactively leverages technology to achieve operational and fiscal efficiencies. This ad hoc investment approach to technology may not be the best use of either taxpayer funds or public safety resources.

In order for DPS to achieve the departments end-goals mentioned in the beginning, DELTAWRX laid out several initiatives that the DPS should undertake. One of the major initiatives was “Document and Reengineer Police Bureau Business Processes”. This RFP is vis-à-vis achieving this particular objective.

Current Police Bureau business practices compromise productivity, frustrate staff and expose the City to potential financial risk. The current practices involve labor-intensive manual data collection and processing, paper-based processes, duplicated data entry and multiple data stores. Reengineering practices will automate manual processes and identify duplicative practices, especially those that involve unnecessary printing, filing and multiple data entry points; this effort will also help illuminate processes that may be increasing the City’s risk exposure.

Scope Details

City of Pittsburgh - DPS seeks a consulting team to accomplish the following objectives:

1. Identify and document "As-is" workflow processes at an appropriate level of detail and in a consistent format across departments including any workarounds that are currently employed.
2. Identify different ways to streamline existing processes to increase process efficiency along with their implementation plan and training based on nationwide best practices in law enforcement.
3. Educate and train City of Pittsburgh staff on Business Process terminology, modeling, symbols, and workflow process documentation.
4. Align proposed business processes with the new RMS and other technology tools
5. Support PBP developing a training plan to implement the new processes.

The goals of this project, therefore, are to better understand the current state of business and the redesign of those City of Pittsburgh DPS – Bureau of Police Services & business functions. City of Pittsburgh– Bureau of Police is looking for recommendations for operational change to implement immediately as well as changes to implement in the future.

Note: The proposal must detail the methodology for documenting "As-is" processes and studying, discovering, identifying, and formulating recommendations.

Statement of Work

City of Pittsburgh– Bureau of Police provides law enforcement and public safety services to Pittsburgh's residents and visitors. The Bureau is organized into the Chief's Office and four main branches which are each led by a sworn Assistant Chief of Police.

Currently, City of Pittsburgh is preparing to select and implement a new computer system to support the entire DPS, and this Business Process & Operations Improvement Project is the foundational phase (Phase 1) of this undertaking, which is outlined below:

Phase 1: "As-Is" Business Process & Operations Improvement

Phase 2: Business Requirements Gathering

Phase 3: System Procurement

Phase 4: "To-Be" / Business Process Redesign / Systems Implementation

Phase 5: Change Management (Ongoing across all phases)

Key points to be taken into consideration regarding this specific project's scope of work is that the City of Pittsburgh is looking for recommendations for operational change and improvement in organizational configuration to implement immediately as well as changes to implement with the new software; specific timing should be noted in the implementation plan deliverable. The City of Pittsburgh's goal is operational efficiency, which means benchmarking with nationwide best practices in law enforcement and identifying the best and most efficient way to accomplish Bureau of Police business functions.

High Level Project Milestones

The city of Pittsburgh expects the contractors to fulfill the following high-level project outcomes in two phases that will need to be reviewed with the stake holders before moving the project any further.

Once the Milestone A work is completed, it will be presented by the contractors to be reviewed by the key stakeholders. After the review of Milestone A and if there are no objections, the contractors are expected to go through the same work and review process for Milestone B.

Note: Review of Milestone A and Milestone B can happen back to back if the contractor decides that it would be beneficial and can be better understood that way.

Milestone A. The complete documentation of current "As-Is" business process of the processes included in City of Pittsburgh– Bureau of Police.

- Proposers should note that this includes processes currently supported by the current RMS system as well as workarounds that are currently employed. This documentation should also include an inventory of all the current systems, "shadow" systems, and existing workarounds.
- It is also important to note that a scalable approach will be needed for each business stream. Specifically, the responses should address the approach to gathering information for each business stream. Please provide a specific methodology that recommends and justifies the level of detail to be included in the deliverables.

Milestone B. Operational improvement plan, findings, cost or time savings, impacts, and recommendations for change

- Proposers should note that the operations improvement work should result in an implementation plan for the City of Pittsburgh. This implementation plan should propose a strategy for implementing the recommendations for change resulting from the findings. The Vendor shall detail a plan to note which changes should be put into practice immediately, over time, and/or with the implementation of a new software system. The City of Pittsburgh understands the challenge of implementing change and will expect consideration of the challenge to be considered in the implementation plan.

The services requested will provide evidence-based operational improvement recommendations, conceptually redesigning the way City of Pittsburgh– Bureau of Police functions with respect to Administrative Services, specifically in the areas of:

1. Organizational configuration: The City of Pittsburgh recognizes the need to align and plan for changes to its operational and business structure (e.g., centralized or de-centralized functions) as a pre-requisite to changes to its administrative software.
2. Roles and responsibilities: The City of Pittsburgh also anticipates changes to current roles and responsibilities of business process owners and users as a result of, or in conjunction with, changes to fundamental operations.
3. Policies and procedures: The City of Pittsburgh requests an evaluation of its current policies and procedures to ensure compliance with legal regulations and alignment with industry best practices. The City of Pittsburgh recognizes that this operational improvement effort will necessitate some modification of, and in some cases entirely new, policies and procedures.

Expected Interim Project Deliverables

In the event of an award, and for the pricing offered, Contractor should anticipate being responsible for deliverables to include, but not limited to, the following:

Interim Deliverables:

- a. Submit weekly updated work breakdown structure (WBS) timeline with deliverable milestones.
- b. Submit draft workflows mappings with work details along with resulting approximate hard/soft dollar cost-savings for DPS, as each is approximately 40% complete, for review and revision comments from City staff.
- c. Submit draft workflows mappings with work details as each is 100% complete for final review, approval and sign-off from City staff,
- d. Provided electronic copies of each detailed workflow mapping with work details in editable electronic file format (Visio) after each have been approved.
- e. Provide a report of proposed changes to Current State business processes along with their cost or time savings as each workflow mapping and work details is submitted for final review.

- f. Provide a report of recommended Future State (“to-be”) additions for implementation when an anticipated automated system recommended by the City staff is in place, as each workflow mapping and work details is submitted for final review.
- g. Provide a report of Other Process Improvement Recommendations.

Final Deliverables:

- a. Develop City of Pittsburgh – Bureau of police Business Process Manual.
- b. Provide a hard copy of completed City of Pittsburgh – Bureau of police Business Process Manual with workflow mappings and work detail assembled manual style (department/divisions/process tabs).
- c. Provide consolidated editable electronic files for each process, workflow, activity, rule, exception, etc., that is included in the above City of Pittsburgh – Bureau of police Business Process Manual.
- d. Provide final report summarizing the project, listing Current State and Future State change recommendations and Other Process Improvement Recommendations.
- e. Training plan consisting with timelines for the current and new recruits.
- f. Formal presentation for key stakeholders.

Other deliverables that may be specified, especially if Option B in Project Procurement approach is selected and/or utilized.

Correction and Changes in Work

- a. If the City finds it necessary to require corrections to completed work due to errors made by the Contractor, the Contractor shall correct the work at no additional cost to the City.
- b. If the City requires changes in completed work, the Contractor shall make such changes as directed by the City and the Contractor will be compensated at the same rates established by the Contractor’s hourly rate(s).

Ownership of Document and Content

- a. The City will retain all property rights, including publication rights, to all content developed by Contractor.
- b. The Contractor shall ensure that duplication and distribution rights are secured for the City from any and all contractors and subcontractors.
- c. The Contractor shall obtain all required copyrights for the City, when and where applicable.

Copyright

Contractor shall not assert rights at common law or in equity or establish any claim to statutory copyright any material or information developed in performance of the services authorized. The City has the right to use, reproduce, or distribute any or all of such information and other materials without the necessity of obtaining any permission from Contractor and without expense and charge. Content or portions of content made or obtained by the Contractor may be used if approved by the City in writing.

Project Procurement Approach

At the City’s option, one of two approaches will be taken for professional services for this project, as noted below. Respondents shall provide a proposal to include, lump sum fee, hourly rates, and a schedule for Option A. Respondents shall provide hourly rates for Option B. Following the initial task order, future work assignments may be assigned under Option B.

Option A: Full Project Services will be provided for Scope of Services described in the OBJECTIVES, ACTIVITIES, WORK DETAILS AND PROCESS CATEGORIES - for a lump sum price; or

Option B: Task Order Services to be provided on an as-needed basis – based upon hourly rates for professional services.

Additional/optional services: Newly identified Process Categories and newly identified Review Areas, will be considered additional services to be developed on a task order basis for Options A and B.

The City reserves the right to modify the scope of services at any time before execution of a contract to add, delete, or otherwise amend any item(s), as it deems necessary, in its sole judgment, and in the best interest of the City.

Appendix Items

Appendix A – MWDBE and Veteran-Owned Solicitation and Commitment Form

Equal Opportunity

EORC Terms

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 respondents 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, and encourages goals of eighteen (18) percent and seven (7) percent participation respectively.

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 respondents 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.

Good Faith Commitment

In order to demonstrate good faith commitment to these goals, all respondent are required to complete the attached MDE/WBE/Veteran-Owned Solicitation and Commitment Form (which details the efforts made by the respondents to obtain such participation). **Failure to submit this form along with all documented correspondence to potential MDE/WBE/Veteran-Owned subcontractors may result in rejection of the proposal.**

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.

Upload completed MWDBE Good Faith Effort Commitment Form and Outreach Documentation

Company's bidding on this RFP opportunity will solicit certified MWDBE/VOSB vendors and document their outreach efforts. Upload those documents here.

Proposal Format

Format Requirements

All submitted responses shall follow the formatting below, and all proposals will need to be provided electronically through Beacon. Each numbered section is to be uploaded as a separate file. If hard copies of submissions are required, each numbered section shall be a removable tab. Document pages shall be 8-1/2 inches by 11 inches in size or folded to such a size.

1. Response to Scope

1. Firm's Qualifications, Experience and References

2. Qualifications of Team

3. Project Approach and Plan

2. Cost Proposal

3. Demonstration of Good Faith Effort (if applicable)

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.

If additional hard copies are requested under Submittal Requirements, 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. All proposals will need to be provided electronically so the following format will apply for the electronic submittal through the Beacon website.

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.

Qualifications of Team

The respondent shall provide evidence of the qualifications of the firm and the individuals who will be assigned to the project. Consultants shall have experience in preparing business process documentation and workflows, preferable with municipal or county experience. Extensive work of implementing best practices in DPS - Bureau of Police would be desirable. Experience with applying established workflows that work in tandem with the standardized RMS systems is also desirable.

Project Manager Qualifications:

- Be a permanent staff employee of the firm.
- Oversee all aspects of the project.
- Serve as the constant primary point of contact for the City
- A minimum of ten (10) years of relevant experience.

Key Team Members Qualifications:

- A minimum of five (5) years of relevant experience

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.

The Consultant shall not subcontract the performance of any of the Consultant Services without the prior written approval of the Borough.

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 States General Services Administration (GSA) rates for Pittsburgh.

PLEASE NOTE: The City does not agree to late fees, penalties, interest, attorney's fees or other contingent liability. In no event shall the City be liable for special, indirect, incidental, reliance, lost profits or other business interest damages.

Demonstration of Good Faith Effort

Include statements of assurance regarding the following requirements detailed in the Equal Opportunity section of this solicitation:

- Solicit certified MBE/WBE/Veteran-Owned companies for various service categories where opportunities exist to subcontract within their company's business model.
- Complete Appendix A – MBE/WBE/Veteran-Owned Solicitation and Commitment Form to document good faith effort. Please provide scope of services to be delivered by each subcontractor. If a subcontractor is not chosen, a justification is required describing why services could not be rendered by a sub-contractor.
- Provide email documentation of solicitation correspondence with MBE/WBE/Veteran-Owned companies.

Submittal Requirements

Submittal Requirements

1. All respondents must register on Beacon to submit a bid for this opportunity. The registration link can be found here: <http://pittsburghpa.gov/beacon/registration.html>
2. Once registered, respondents must login and find the solicitation for which they intend to submit a proposal. The list of solicitations can be found here: <http://pittsburghpa.gov/beacon/bid-opportunities.html>
3. If additional assistance is needed with registration or submitting a proposal in response to the solicitation, please email support webprocure-support@proactis.com or call the support line at 866-889-8533.
4. Respondents must submit their proposals electronically within the eProcurement tool located on Beacon by the submission deadline.
5. Respondents are required to provide one (1) electronic copy of their proposal in either MS Word or PDF by the submission deadline.
6. Questions regarding proposals should be delivered **ONLY** to the Sourcing Specialist, whose contact information can be found in the header of this solicitation.
- 7 Additional submission considerations:
 - Late proposals will not be accepted or considered. Respondents should allow enough time to register company on Beacon, search the solicitation they wish to respond to and complete the submission process online before the deadline.
 - The City of Pittsburgh shall not be responsible for proposals delivered to a person or location other than that specified herein.
 - All submittals, whether selected or rejected, shall become the property of the City of Pittsburgh and will not be returned.
 - All costs associated with proposal preparation shall be borne by the applicant.

Proposal Evaluation & Selection

Selection Procedure

1. 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.
2. Submittals will be reviewed for responsiveness, and responsive submittals will further be screened by a selection committee in accordance with the criteria listed below. The firm(s) submitting the highest rated proposal may be invited for interviews.

Criteria

All proposals will be evaluated using the following criteria:

- Firm's Qualifications, Experience and References (15 points)
- Qualifications of Team (15 points)
- Project Approach and Plan (30 points)
- Cost Proposal (30 points)
- MWDBE/VOSB Good Faith Effort (10 points)

Award and Contract

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.

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.

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 custom terms and conditions into all City contracts. 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.

General Terms & Conditions

Examination of Proposal Documents

1. The submission of a proposal shall be deemed a representation and certification by the Respondent that they:
 - Have carefully read and fully understand the information that was provided by the City to serve as the basis for submission of the proposal
 - Have the capability to successfully undertake and complete the responsibilities and obligations of the proposal being submitted.
 - Represent that all information contained in the proposal is true and correct.
 - 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.
 - 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.
2. 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.

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.

RFP Communications

Unauthorized contact regarding this RFP with employees or officials of the City of Pittsburgh other than the RFP Coordinator named in the header section of this solicitation 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. Outside of pertinent RFP questions directed to the City of Pittsburgh as specified above, any other attempts to contact any City of Pittsburgh personnel regarding this RFP, without prior approval by the RFP Coordinator will be considered grounds for dismissal and immediate disqualification from the RFP process. This includes, but is not limited to, all verbal, voice, text, e-mail, and social media (e.g. – LinkedIn) contact.

Please note the following:

- The City shall not be responsible for nor bound by any oral instructions, interpretations or explanations issued by the City or its representatives.
- Each proposer shall assume the risk of the method of dispatching any communication or proposal.
- 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.
- 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.
- 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 at procurement.pittsburghpa.gov/beacon/opportunities
- Only the City's official, written responses and communications shall be considered binding with regard to this RFP.

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 RFP Coordinator as outlined in the submittal requirements section of this solicitation.

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.

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 proposal response 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.

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.

Disqualification

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

- Evidence of collusion, directly or indirectly, among proposers in regard to the amount, terms or conditions of this proposal;
- Any attempt to improperly influence any member of the evaluation team;
- Existence of any lawsuit, unresolved contractual claim, or dispute between the proposer and the City;
- Evidence of incorrect information submitted as part of the proposal;
- Evidence of proposer's inability to successfully complete the responsibilities and obligation of the proposal; and
- Proposer's default under any previous agreement with the City, which results in termination of the agreement.

Restrictions on Gifts & 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.

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:

- Reject any and all proposals;
- Issue subsequent Requests for Proposals;
- Cancel this RFP with or without issuing another RFP;
- Remedy technical errors in the Request for Proposals process;
- Approve or disapprove the use of particular sub-consultants;
- 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);
- Meet with select proposers at any time to gather additional information;
- 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;
- Accept other than the lowest offer.
- Waive any informality, defect, non-responsiveness, or deviation from this RFP that is not material to the Respondent's proposal;
- 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;
- 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;
- 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.
- Award a contract to the firm(s) that presents the best qualifications and whose proposal best accomplishes the desired results; and/or
- Enter into an agreement with another proposer in the event the originally selected proposer defaults or fails to execute an agreement with the City.
- Require a performance bond and/or other "failure to deliver" agreement by the awardee at time of contracting.

Miscellaneous Requirements

Acknowledgements

- 1. Conflict of Interest**-By submission of a proposal to this solicitation, 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.
- 2. Code of Ethics**-By submission of a proposal to this solicitation, 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/humanresources/files/policies/10_Ethics_Handbook.pdf
- 3. Fair Trade Certification**-By responding to this solicitation, 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.
- 4. Non-Disclosure**-By responding to this solicitation, the Respondent acknowledges they may be required to sign a Non-Disclosure Agreement during the contracting process if they are the successful respondent.
- 5. Debarment** -This solicitation is also subject to Section 161.22 of the City of Pittsburgh Code related to debarment from bidding on and participating in City contracts.
- 6. 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.
- 7. 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.

Questionnaire:

Required Documents

Description: Please fill in the following required documents/information

Upload completed vendor contact sheet

Type ATTACHMENT
Is Required Y

Upload completed updated W9

Type ATTACHMENT
Is Required Y

Upload completed Vendor Registration Form

Type ATTACHMENT
Is Required Y

Upload completed Statement of Affiliation

Type ATTACHMENT
Is Required Y

Provide the name, title, & email address of the authorized signer for your company (for details on who is considered an authorized signer, please look at our terms & conditions section)

Type TEXT
Is Required Y

Documents:

RFP20000247 Question Submission Form.docx

Appendix A - MWDBEVOSB Commitment Forms.pdf

Exhibit C Statement of Affiliations 2020.pdf

Exhibit D - Vendor Contact Sheet.pdf

Vendor Registration Form 2019.pdf

W9.pdf

CAD Policy.pdf

PBP Organizational Chart 2020 V2 OSAR.pdf

Electronic communications.pdf

Reports Policy.pdf

RFP20000247 Addendum 1.pdf

Solicitation has been designated as having no line items.

This bid does not have any evaluation committee

Vendors Who Will Receive Solicitation by Email/Fax:

232 Creative
321Blink LLC
4Consulting
4Forward LLC
A O Business Services LLC
A to Z Communications
A.B. Data, Ltd.
ABATOR INFORMATION SERVICES, INC.
Accelare
Access Information
Accion Labs
Active Web Group Inc
Acuta Digital
Ad Hoc LLC
AD Marble Co Inc
Adams FM2, Inc.
ADP LLC
Advance Solutions Corp
Advanced Process Optimization Inc
ADVANTECH INC
Advertising Gifts, Inc.
AFL Internationa Consulting Staff and Services Inc
Agio Brand Solutions
AgreeYa Solutions Inc
AH Actuarial Solutions
Ahmad Zaffarese LLC
Aimpoint Research, LLC
Akraya Inc.
Alexander Proudfoot Company
Alisha L Branson
Allyis Inc
ALROWS LLC
Amec Foster Wheeler Environment Infrastructure
America Walks Inc
American Advertising Company LLC
American Personnel Managers Consultants Inc

Amick Brown LLC
Andrea Geraghty
Apex Systems LLC
Apple-Localization
Applied Decision Technologies, Incorporated
Aptude, Inc.
ARM Services Group Inc
Armory Print Works LLC
Aspire Grant Development LLC
Aspire HR Inc
Astyra Corporation
ath Power Consulting Corporation
Atlantic Personnel Tenant Screening, Inc.
Attribution Cyber Consulting Inc
Augr LLC
Aureus Medical Group
AutonomousSafety LLC
Avalon Staffing LLC
AVC Solutions
Avon Graf Architects LLC
Awareness Protective Consultants, LLC
Axiom Re LP
Baker Tilly Virchow Krause, LLP
BANDY CROWN SOLUTIONS
Bass Specialty Sales Inc
BCS BACKGROUND SCREENING, LLC
BEATTYS SERVICES INC
Bendex Resources, Inc.
Bendsen Signs Graphics Inc
Benefits Plus Consulting Group Inc
Bern Cappelli LLC
BEST Employment SoluTions, LLC
BI INCORPORATED
Bidilla, Inc.
BKD, LLP
Black Ink Creative Partners LLC
BlackBeltHelp

Blender Inc
Blue Oceans Satellite Systems Inc
BlueWave Resource Partners, LLC
BondLink Inc
Boone Business Products Incorporated
Bradley Law LLC
BrandAlliance
Bright Bay Advisors, LLC
BrightKey, Inc.
BriteStar Business Solutions
Broadleaf
Brocade LLC
Bross Group, LLC
Buell Kratzer Powell LTD
Burns White LLC
Buro Happold
BuzzClan LLC
Bynums Marketing Communications Inc
C.A.R.S. Inc.
Calfe Associates
Campos Inc
Carahsoft Technology Corporation
Career Resource Center Limited Liability Company
Carmine Carapella
Carnegie Dartlet
Cascadia Partners LLC
Cash Tiers Ltd
CBIZ Insurance Services Inc
CBS Broadcasting Inc
Cell Staff, LLC
Center for Hearing Deaf Services, Inc. (Self Invited)
Center for Victory Inc
Certified Credit Reporting
Certified Translations LLC dba Clarivita
CherryRoad Technologies Inc.
Chimicles Tikellis LLP
Chris Watts

Cicely Blain Consulting
Cicero Research, LLC
Cisco Systems
City of Pittsburgh 3 (Self Invited)
Cityfi LLC
Citymart US Inc
CityStream Solutions LLC
Civic Design and Planning LLC
Civic Method
Civic Square LLC
CJIS GROUP
Classroom Captioning
Clearscapes PA
CMT Services, Inc.
Coastal Displays of Pittsburgh Inc
Cobalt MedPlans
Colette Holt Associates
Complete Products
Comprehensive Drug Testing Inc
Compucom, Inc (Self Invited)
CompuGroup Technologies LLC
CONDUENT STATE LOCAL SOLUTIONS, INC.
Connections 4 Success
Connectivity Communications Inc
Consolidated Forensic Experts
Construction Advocacy Professionals, LLC
Consultants for Children, LLC
Converge Communications Incorporated
Conversions Global Marketing
CORA Corporation
Corporate Mailing Services Inc
Cover Your Assets LLC
Cowden Associates Inc
Crawford Consulting Services
Creative Services Inc
Cross-cultural Dynamics, LLC
Cushman Wakefield

CustomerFirst Renewables LLC
DALL GROUP LLC
Daryl Milliner Media
Dell Technologies
DeLoJe LLC
Delores Ritzman Esquire
DELTAWRX
Denovo Ventures, LLC
Design Impact
Design Labor Staffing Agency
Destination Think! USA Inc.
Dinsmore Shohl LLP
DLJ Associates LLC
DM TRANS, LLC
Donia LLC
DRAKE COOPER
DRNS Corp
Dylan Rooke
E Holdings Inc
early media collective
EasyVista Inc
Eckert Seamans Cherin Mellott LLC
eDocs Technologies, LLC
Educational Data Systems Inc
EIM Services Inc
ELLIS ASSOCIATES INC
Em Media Inc
Eminence Entertainment Enterprises LLC
Endicott Associates LLC
Environmental Data Services LTD
Environmental Data Validaiton Inc
ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE
Estep Security Professionals, LLC
Estolano Advisors
Etek IT Services, Inc
evolve LLC
Extend Your Reach

Fashion House Talent LLC
FAVORITE HEALTHCARE STAFFING, INC.
Federal Compliance Consulting LLC
Federal Engineering, Inc.
Fire Horse Films Inc
Firespring Print Inc
FirstIdea, Inc.
Five Star Development Inc
Flexible Road LLC
Flyspace Productions
Ford Business Machines Inc
Foursquare Integrated Transportation Planning Inc
Fourth Economy Consulting
Fukui Architects PC
Fully Executed Decision Strategies LLC
Gallagher Benefit Services Inc
Gallagher Benefit Services, Inc.
Gaming Laboratories International LLC
GARTNER INC
Gatto Cycle Shop
General Healthcare Resources, LLC
Genzeon Corporation
Geographic Technologies Group
German-Bliss Equipment, Inc.
Global Logistics Group LLC
Go Phleb LLC
Golabs Eclipse Displays
Golden Holley James LLP
Goody Clancy Associates Inc
GovDeals, Inc.
Grey Matter Group
Griffin Strong PC
Griffin Commons Consulting Co
Grimco
Groff Engineering Consulting LLC
Group O, Inc
Group Services

Growth Capital Management, LLC
Gud Marketing Inc
Guidehouse Inc (Self Invited)
H Rizvi Consulting Inc
Hacking Solutions
Hands 2 Help Senior Services Inc
Handsfree Group
HDS Marketing Inc
Helbling Associates
HFT MANAGEMENT INC
HHW Group LLC
Hireclout Inc
HispaniSpace LLC
HJA Strategies LLC
HK Equipment
Hotel Asset Value Enhancement Inc.
Howroyd-Wright Employment Agency Inc
HPW Associates
HR Consultants Inc
HR Help4You
I.C. System, Inc.
IBEX IT BUSINESS EXPERTS
Idea Learning Group
IFS Industries LLC
Imagebox Productions Inc
IMERGE CONSULTING, INC.
IMG Advisory LLC
Impress Ink
Improvzyze LLC
Independent Living Systems LLC
Industrial Organizational Solutions Inc
Infinity Contractors LLC
Infojini Inc
Infolob Solutions Inc
InfoMart Inc
Infradapt
INNOVA Consulting LLC

Innovative Business Products Services LLC
Innovative Business Products Services LLC
Inquiries Screening
Insight Global, LLC
Insight Policy Research Inc
inSITE Advisory Group LLC
Inspired Services LLC
Institute of Individual and Organizational Change
Intact Technology Inc
Integrative Staffing Group, LLC.
Integrity Communications Inc
Intelligent Decision Systems Inc.
International Association of Chiefs of Police (Self Invited)
International Investigative Group LTD
Ivy Planning Group LLC
J.B.A. Consulting Engineers, Inc.
Jacob Hospodar
Jacobs Management Corporation
Jacobson Associates Inc
JAMA Enterprises dba Strategic Consulting Partners
JEFF MARTIN AUCTIONEERS
Jennifer Perkins
Jennifer Rhea Whitmer Taylor
JH Technical Services Inc
Jireh Business Development
JLK Global
Joel A. Dvoskin, Ph.D.
JP Enterprises Unlimited Inc
Judge Technical Services Inc
Kaplan Kirsch Rockwell LLP
Karen Ann Cofield
Karen Brean Associates
Katie Schibler Associates
Keen Independent Research LLC
Keller Rohrback LLP
Kensevick Inc
Kforce Inc

KJ Consulting Environmental Services LLC
KJS CONSULTING , LLC
KLM Consulting LLC DBA Kompl
KM Systems, Inc
KnowledgeCity
Knox McLaughlin Gornall Sennett PC
Komolafe and Young Staffing Agency LLC
KPMG
KPMG LLP
Kristina Kress
KS Goins Associates LLC
LabLynx, Inc.
Lake Research Partners, Inc.
LAR Consulting LLC
Law Office of Nathaniel M Holmes LLC
Lawrence A Celli
Leadervation Learning LLC
Level Access
Linda Roth Associates Inc
Liquidity Services Operations, LLC
Livery Management Consultants
Logix Guru
Lota Shapiro
LUXE Creative
Madiba Inc
Malady Wooten Inc
Malor Company Inc
Management Partners (Self Invited)
MANAGEMENT REGISTRY, INC.
Marketing Instincts, Inc
MarketSpace Communications LLC
Martina Bacarella Architect
Mary Beth McDonald
MAS Financial Advisory Services LLC
Maslow Lumia Bartorillo Advertising
Mason Tillman Associates, Ltd.
MASSolutions

Mathtech
Matrix Consulting Group, Ltd. (Self Invited)
MAXIMUS Consulting Services, Inc.
McClelland Legal Search
Medical Receivables Solutions, Inc.
MedTech Enginuity Corp.
Menlo Technologies
Merchant Preservation Services
Mercury Incorporated
Metro Analytics PLLC
MFR Consultants Inc
MGT of America Consulting LLC
MGT of America Consulting LLC
MGT of America, Inc.
Miami Dade College
MICHIGAN EXPEDITED LOGISTICS LLC
Michigan Expedited Logistics LLC
Microsoft Corporation
Midwest Cloud Computing LLC
Midwest Presort Services Inc
Miller Brother Staffing Solutions LLC
Mindful Kreative Inc
Mirage Software Inc DBA Bourntec Solutions
Missouri Lawyers Media LLC
Mockenhaupt Benefits Group
Modius Inc
Motivf Corporation
Motley Rice LLC
MS Consulting LLC
MSI Communications Inc
MWIDM Inc
My3Tech Inc
MyWingman LLC
Naked Media
Napoli Shkolnik PLLC
National Health Care Solutions LLC
National Testing Network Inc

Negometrix USA Inc.
Neighborhood Legal Services Association
Nelson D Miller (Self Invited)
Neoweahter LLC
Nesco Resource, LLC
New Beginnings LLC
New Growth Group LLC
Newton Consulting LLC (Self Invited)
Nexlevel Consulting Services LLC
Nexus bec Inc
Nimdzi Insights LLC
Nitsom Promotional Manufacturing Corp
NorthStar Solutions Group LLC
OBrien Rulis Bochicchio
Off Duty Management Inc
Omega Systems Consultants Inc
ON TIME MARKETING CORP
Online Image LLC
optimal workplace environmental wellness
PA Consulting Group Inc
Pacific East Research Inc
Paragould Staffing LLC
Paramount Enterprises LLC
Pat Davis Design Group, Inc.
Pathfinder Labs Inc
Paylocity Corporation
PDDM Solutions LLC
Perfido Weiskopf Wagstaff and Goettel LLC
Periscope Intermediate Corporation
Peritia LLC
Peter Margittai Architects LLC
Pfaffmann Associates PC
Pharicode LLC
Pink Frog Interactive
Pinnacle Actuarial Resources, Inc.
Pipl, Inc.
Pittsburgh Water and Sewer Authority

Point Emblems LLC
Portable Restroom Trailers LLC
PRE-EMPLOY.COM
Precision Copy Products Inc
Precixa
Predictive Index LLC
Prequel Solutions LLC
PricewaterhouseCoopers Public Sector LLP
Probitas Technology Inc
Process Safety Solutions LLC
Process Control Concepts Inc
Procon Consulting LLC
Procopia LLC
Professional Services Resources, Inc
ProFromGo Internet Marketing LLC
ProPublic Solutions LLC Alan E Driggers SOLE MBR (Self Invited)
PROVOX SYSTEMS Inc
Purlegator
Qminder
Quik Stage Inc.
Quintana Investigation
Radgov Inc
Rafilson Associates, LLC
RAMA Consulting Group
Rapid Results Background Check Solutions LLC
RCM Consultants Inc
Real Estate Strategies Inc
Real World Technologies Inc
RedefineHR Inc
ReEngine Consulting, LLC. (Self Invited)
revelae group llc
Reyna Information Technology Services LLC
RFx Analyst, Inc.
Richards Imagine Center of Hope Inc RICH
RICOH USA Inc (Self Invited)
Right 2 Left LLC
RJ Manray Inc

RollKall Technologies LLC (Self Invited)
RSB Solutions LLC
Sanders Search Group Inc
SB Thomas Associates Inc
SCENIUS LLC
Schmidt Market Research Inc
Schnader Harrison Segal Lewis LLP
Scottie Public Affairs
SDI Engineering Inc
SecureOne Outsource Solutions Inc
Seventy 7 Productions
Sharp 10 Group
Sheffield Scientific LLC
Shenandoah Fleet Maintenance and Management, LLC
Shift Collaborative LLC
Shindig Programs Inc
Sigma Resources LLC
Simmons Hanly Conroy LLC
Skelly and Loy Inc
SLCK Enterprises
SMITHGROUP
Social Climber Pro LLC
SoftHQ Inc
Southport Actuarial Services
Space Machine LLC
SPECIALTY PRIVATE INVESTIGATORS INCORPORATED
SpendWorx LLC
Spiral Scout LLC.
Spry Digital LLC
Stafford Multimedia LLC
STAFFusion
Staples Business Advantage
Start Something Solutions LLC
STL Mobile Tech
Storm King Analytics, LLC
Strada Architecture LLC
Strassburger McKenna Gutnick Gefsky

Strategic Medicare Solutions, LLC
Strategy Matters LLC 01-059-0087
Strategy Solutions Inc
Struck
Structured Strategies LLC
Sundance Technologies
Sunny City Enterprises, Inc.
Superior Skilled Trades LLC
Surveillance Resources and Investigations
Susan Cepicka Dietrich
Sustainable Modular Management, Inc.
Swift Break Group LLC
Synergy Real Estate Corporation
T F Exploration LP
Tactical Survival Specialties, Inc. (Self Invited)
Talcott Franklin PC
Tallan Inc
Taylor Mulder, Inc.
TD Support Services Corporation
TechBase IT
Technical Search Consultants Inc
TECHNOCRAFT SOLUTIONS LLC
Telemedia, LLC
The Bradley Partnerships Inc
The CNA Corporation (Self Invited)
The Dering Consulting Group Inc
The ED-TECH Group
The Ferguson Group, LLC
The Glen Price Group
The Hill Group
The Home Depot
The Ray Organization LLC
The Segal Company
The Temple Group Inc
Thomson Rhodes Cowie PC
ThoughtForm Inc
TISOMO CONSULTING GROUP LLC

TJD Consulting
TMI Action, LLC
TopKerv Consulting LLC
Touloukian Touloukian Inc
Towers Watson Delaware Inc
TrailBlaze Creative LLC
Trane US Inc
Transcend Engagement LLC
TranSystems Corporation
Travelers Marketing LLC
TreCom Systems Group Inc
Triangle Press Inc
Triangle Systems Inc
Trophy Awards Manufacturing Inc
Tshibanda Associates
TSS Inc
Turners Office Management for Small Business
TwentyEighty Strategy Execution Inc
Tyrone A Goodwin MBA
UCCS
Unemployment Insurance Services Inc
United Refrigeration Inc.
United We Stand
Urban Design Ventures, LLC
Urban Redevelopment Authority of Pittsburgh
UrbanLeap
US IT Solutions
V Diane Freeman
Vantage Energy Consulting LLC
Vector Fleet Management
Verdant Accounting P.C.
Verizon Wireless
Veterans Express Total Services Inc
Vinformax Systems inc
Virgin Pulse Incorporated
Virtual Alliance Consultants
Virtual Staffing Source

Virtus LLP
VISIMO LLC
VLink, Inc.
Walker Group, LLC
Wayne Staffing LLC
WE MAKE HEART LLC
Weddings of Pittsburgh
Wholehearted Voice LLC
Will to Health LLC DBA LEADHR365
William Dorofy
Windstream Holdings Inc
Wonderware
Workscape Inc
World Promotional Services
World Wide Technology
Xyple LLC
YJ INFOTECH LLC
Zero Model LLC
Zilo International Group LLC
Zolon Tech, Inc.
Zoltun Studios Inc
Zuva Marketing Inc