



Allegheny County Department of Human Services

# Request for Proposals

## Community Violence Reduction Plans from High-Priority Areas

**RFP Posting:**

Wednesday, January 5, 2022

**Deadline for Letter of Interest:**

3 p.m. Eastern Time on Friday, March 4, 2022

**Deadline for Questions:**

3 p.m. Eastern Time on Friday, April 29, 2022

**Submission Deadline:**

3 p.m. Eastern Time on Friday, May 6, 2022

**Estimated Award Decision/Notification:**

July 2022

Allegheny County Department of Human Services  
One Smithfield Street Pittsburgh, PA 15222

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# Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services.
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania.
3. Allegheny County Health Department (ACHD): A department within Allegheny County government whose mission is to protect, promote and preserve the health and well-being of all Allegheny County residents, particularly the most vulnerable.
4. Becoming A Man (BAM): A school-based group counseling and mentoring Evidence-Based Program (EBP) that improves the social-emotional and behavioral competencies of young men in grades 7-12 who have been exposed to traumatic stressors and face social, behavioral, cognitive or emotional challenges.
5. Community Quarterback:<sup>1</sup> The lead agency that will coordinate Community Violence reduction efforts in its respective Eligible Community(ies), oversee the implementation of the Community Violence Reduction Plan (CVRP), and complete the Proposal in response to this RFP. A Community Quarterback can represent more than one Eligible Community and must be the same entity as the Proposer.
6. Community Violence: Exposure to intentional acts of interpersonal violence committed in public areas by individuals who are not intimately related to the victim; it is distinct from other forms of violence such as intimate partner violence or domestic violence.
7. Community Violence Reduction Plan (CVRP): The plan crafted by each Proposer to reduce Community Violence in its respective Eligible Community(ies). The completed Proposal is a Proposer's CVRP.
8. Convener: The Successful Proposer selected through the related RFP, "RFP for Countywide Support for Violence Prevention," to develop and manage a countywide approach to preventing Community Violence and to build productive partnerships that help county communities develop and implement their violence prevention plans
9. Contract Services: The specific services that the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement.
10. Cure Violence: An EBP that addresses violence through a disease control model by detecting and treating those most at risk for violence, interrupting violence and changing norms.
11. Cure Violence Global (CVG): The nonprofit organization that developed the Cure Violence EBP whose mission is to reduce violence globally using public health and disease control methods and who is guided by an understanding that violence is a health

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<sup>1</sup> A term New York Crime Lab director and researcher Patrick Sharkey uses to describe well-run, well-resourced organizations solely dedicated to the ongoing revitalization of a neighborhood. The term was originally coined by the Purpose Built Communities' (PBC) model. According to PBC, "Community Quarterbacks align partners and resources from all sectors – including neighborhood residents – and sets strategy for the overall effort based on the community's vision." We use his term in a slightly different way, in this RFP—to focus on the important role of bringing everyone together under a lead community agency to carry out a plan around community violence reduction, specifically.

issue—a contagious behavior transmitted through exposure, which can be prevented and changed.

12. DHS: [Allegheny County] Department of Human Services
13. Eligible Communities: Select communities in Allegheny County with high concentrations of Community Violence who can submit a response to this RFP. The Eligible Communities specifically are Braddock, Clairton, Duquesne, East Pittsburgh, Homestead, McKeesport, McKees Rocks/Stowe Township, Mount Oliver, North Braddock, Penn Hills, Rankin and Wilksburg
14. Evidence-Based Programs (EBP): Specific programmatic activities and processes, which—based on a review of available research and ongoing research efforts—appear to be related to positive outcomes for program participants.
15. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP. A Proposal is a Proposer’s CVRP.
16. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP on behalf of an Eligible Community(ies) and all partners involved in the CVRP. The Proposer must be the same entity as the planned Community Quarterback for a given Eligible Community(ies).
17. Response Form: The Word document in which Proposers respond to requested information about this RFP.
18. READI Chicago: An EBP that responds to urban gun violence by connecting men at the highest risk of being involved with gun violence—as victim or perpetrator—with cognitive behavioral interventions, transitional employment and job training, and wrap-around support services in order to foster safer communities and more opportunities.
19. RFP: Request for Proposals
20. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services

Other terms shall have the meaning or definition as stated in the RFP.

# The RFP at a Glance

## *Introduction*

Communities in Allegheny County have worked hard to reduce violence in their public spaces, but levels of investment in Community Violence prevention and intervention are low, compared with what is at stake for health and safety. County communities have made remarkable progress, but have not always been able to continue moving forward because:

1. The implementation of an evidence-based approach has been limited, particularly outside the City of Pittsburgh.
2. Grants to pay for community-led programs are often short-term and not sustained.
3. There is a lack of coordination that brings partners together and shares information.
4. The county is missing some of the “backbone” violence prevention/reduction programs that operate centrally and provide infrastructure that supports all communities.

While the City of Pittsburgh has a focused strategy for combatting Community Violence that is already funded and being implemented, most municipalities outside Pittsburgh with high violence do not have the infrastructure and resources to create and invest in a coordinated strategy. Through this RFP, Allegheny County aims to support these municipalities in addressing Community Violence. The RFP focuses on high-violence communities (outside of the City of Pittsburgh) and asks stakeholders serving these communities for a plan to reduce violence and to choose one organization to be the “Community Quarterback” that makes sure the plan moves ahead. Concurrent to this RFP, DHS is issuing a second, but related RFP that seeks coordination and countywide programming.

While no *one* program, leader or organization can singlehandedly stop Community Violence, coordinated efforts rooted in EBPs, sustainable funding and solid infrastructure (for example, communication, technical assistance, training and monitoring) have the potential to change a community.

## *Purpose*

The Department of Human Services (DHS), on behalf of Allegheny County, is seeking Proposals from select Eligible Communities highly impacted by violence for Community Violence Reduction Plans (CVRPs) that detail strategies chosen to reduce and prevent intentional interpersonal violence in public spaces. The CVRP must include at least one Evidence-Based Program (EBP) and may include other complementary efforts, groups and activities that show results or promise in reducing Community Violence.

Collaboration is key to a successful CVRP and it must involve many people such as:

- Stakeholders serving Eligible Communities: can include community-based organizations, neighborhood groups, municipal governments and individual residents. Their role is to develop and agree upon a CVRP and select an organization to be their Community Quarterback.

- Community Quarterback: Can be a non-profit organization, for-profit organization or small business. It is responsible for coordinating, overseeing and implementing the CVRP.
- Partners: Can be non-profit organizations, for-profit organizations, small businesses, municipal governments, school districts or individuals. They are committed to a role in carrying out the Contracted Services under their CVRP.
- Other stakeholders: Can be municipal governments, school districts, law enforcement, neighborhood groups and individual residents. They back the CVRP and provide support as applicable.

For the purposes of this RFP, Community Quarterbacks are Proposers and their CVRP is their Proposal. These terms are used interchangeably.

### ***Award Details***

The County intends to choose several Successful Proposals and will enter into an Agreement with the Successful Proposers to deliver Contract Services for a term of at least five years. The terms and conditions to be included in the Agreement will provide the County, through DHS, with the right to terminate the Agreement at its convenience at any time for any reason. The compensation to be paid under the Agreement to the Successful Proposers will depend on the strategies that each Successful Proposer has chosen to implement.

### ***Who can apply***

Proposers (Community Quarterbacks) may represent one or more of the following Eligible Communities listed below and may submit a response to this RFP. DHS will reject Proposals from a community that is not on this list. (Note that the related RFP, “RFP for Countywide Support for Violence Prevention,” has a slightly different list of communities, which includes the City of Pittsburgh).

1. Braddock
2. Clairton
3. Duquesne
4. East Pittsburgh
5. Homestead
6. McKeesport
7. McKees Rocks/Stowe Township
8. Mount Oliver Borough
9. North Braddock
10. Penn Hills
11. Rankin
12. Wilkinsburg

Community Quarterbacks may submit Proposals (CVRPs) that encompass multiple Eligible Communities and are encouraged to do so where this magnifies coordination and more greatly impacts violence. (For example, a Community Quarterback could apply on behalf of Braddock,

East Pittsburgh, North Braddock and Rankin.) We encourage Eligible Communities that are contiguous to be covered under the same CVRP, especially if these Eligible Communities fall under the same school district. However, submission of a CVRP on behalf of multiple Eligible Communities is not a requirement.

It is important to note that a Proposer will be working on behalf of its respective Eligible Community(ies), not as an independent actor working in isolation. As such, a Successful Proposer must coordinate Community Violence reduction efforts in its respective Eligible Community(ies), oversee the implementation of its CVRP and collaborate with other entities to successfully complete this Proposal.

Any type of organization is eligible to submit a Proposal in response to this RFP. This includes non-profit organizations, for-profit organizations and small businesses. Proposers may be a municipal government, but are not required to be. Proposers do not need to have an existing contract with Allegheny County to apply, but they must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial, and staffing capabilities to provide the Contracted Services.

Collaborative Proposals are permitted (e.g., two or more entities partnering to submit one comprehensive Proposal in which they collaborate on performing the Contract Services). However, only one of the partnering entities will enter into the Agreement. Entities may participate in more than one collaborative Proposal.

### ***Related RFP***

During the same time period that DHS is issuing this RFP, it is releasing a second solicitation entitled "RFP for Countywide Support for Violence Prevention." The purpose of this related RFP is to strengthen coordination and implement centralized, evidence-based strategies across geographic boundaries. That RFP aims to strengthen countywide coordination through a new "Convener" and to build violence prevention infrastructure through centralized hospital-based violence intervention programs, homicide and data reviews and parent and survivor support efforts. Learn more about County efforts to reduce Community Violence [here](#).

DHS encourages organizations to review both RFPs to understand how they connect, and to consider applying for both where they have strong interest and capacity. All information regarding both RFPs is available on our solicitations website at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).

### ***What's important to us***

It is important that Proposers have:

- Reviewed data and listened to community voices to understand the dynamics of local Community Violence.
- Experience implementing community outreach and/or human service programs.
- A commitment to work with local and national experts to implement EBPs.

- The trust of the people most impacted or currently involved in Community Violence.
- Demonstrated support from named partners (i.e., those who will play a role in carrying out the Contracted Services under their CVRP); highest-level stakeholders in local government (e.g., Mayor); and other relevant stakeholders where applicable (e.g., school districts, law enforcement, neighborhood groups, individual residents).
- A desire to play this critical role of Community Quarterback for their selected Eligible Community(ies).
- A commitment to providing high-quality services regardless of one’s race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences.
- A history of being a collaborative, communicative partner.
- Willingness and capacity to work with other Community Quarterback agencies throughout the county, the to-be-determined countywide Convener, and with other municipalities and communities to learn, innovate and do what it takes to prevent violence.

***What we don’t want***

DHS neither does not want to take the place of existing violence prevention efforts nor supplant existing funding, nor discourage organizations or Eligible Communities from devoting resources to violence prevention nor being active in advocating for additional resources.

***Timeline***

Information Session	Tuesday, January 18, 12-1:30 p.m. Eastern
Seminar for Community Violence Reduction RFP Evidence-Based Programs	Wednesday, January 26, 10 a.m. to 12:30 p.m. Eastern
RFP Office Hours	2-2:30 p.m. Eastern on Thursday, February 10, Thursday, March 10 and Thursday, April 14
Deadline for Letters of Intent	Friday, March 4 at 3 p.m. Eastern
Deadline for Questions	Friday, April 29 at 3 p.m. Eastern
Deadline for Proposals	Friday, May 6 at 3 p.m. Eastern
Estimated Award Decision/Notification	July 2022

***Who we are***

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, developmental supports, homelessness and community services. More information about DHS is available at <http://www.alleghenycounty.us/humanservices/index.as>



DHS has partnered with the City of Pittsburgh and the Allegheny County Health Department's (ACHD) Office of Violence Prevention on this RFP and the related RFP for Countywide Support for Violence Prevention. The Office of Violence Prevention oversees and implements Cure Violence in Allegheny County, provides a resource library for violence prevention and coordinates Violence Prevention Advisory Boards composed of community members.

## **Section 1: Why We Are Issuing this RFP**

### **The need to act, now**

All people, regardless of race or socioeconomic status, deserve to live in neighborhoods that are safe and free of Community Violence. However, Community Violence is not randomly distributed. It is heavily concentrated in just a small number of higher need communities and overwhelmingly cuts short the lives of young Black men. On average, homicides occur in just 0.3% of blocks in Allegheny County per year, with 79% of these blocks residing in higher need communities.<sup>2</sup> Despite Black men making up only 6% of the County's population, close to 70% of annual homicide victims are Black men. Most of these victims fall between the ages of 15 and 34 (see Figure 1). While Allegheny County has an average homicide rate that is nearly twice the U.S. homicide rate, young Black men in Allegheny County are killed at a rate that is 41 times the U.S. homicide rate (see Figure 2). Homicides make up only about a quarter of all shootings from year to year, with non-fatal shootings accounting for most gun violence.<sup>3</sup> As such, measuring homicides alone grossly underestimates the actual number of gun violence victims.

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<sup>2</sup> To inform this solicitation, DHS analyzed homicide data (countywide, by municipality and by block) from 2016 through 2020. Homicide data was drawn from the Allegheny County Office of the Medical Examiner. Homicide rates overall and by race, age and gender were calculated using population estimates from the American Community Survey (2019 Five-Year Estimates). We cross referenced homicide data with our Community Need Index and found that 79% of blocks where a homicide(s) occurred from 2016-2020 were in census tracts with moderate, high or extreme community need.

<sup>3</sup> DHS has only non-fatal shooting data for the City of Pittsburgh via the Pittsburgh Bureau of Police. Homicides made up only about a quarter of all gun violence victims (on average) from 2016 through 2020 in the City of Pittsburgh, with non-fatal shootings accounting for about 75% of all gun violence victims (on average).

Figure 1: Homicide Rates in Allegheny County by Age, Gender and Race

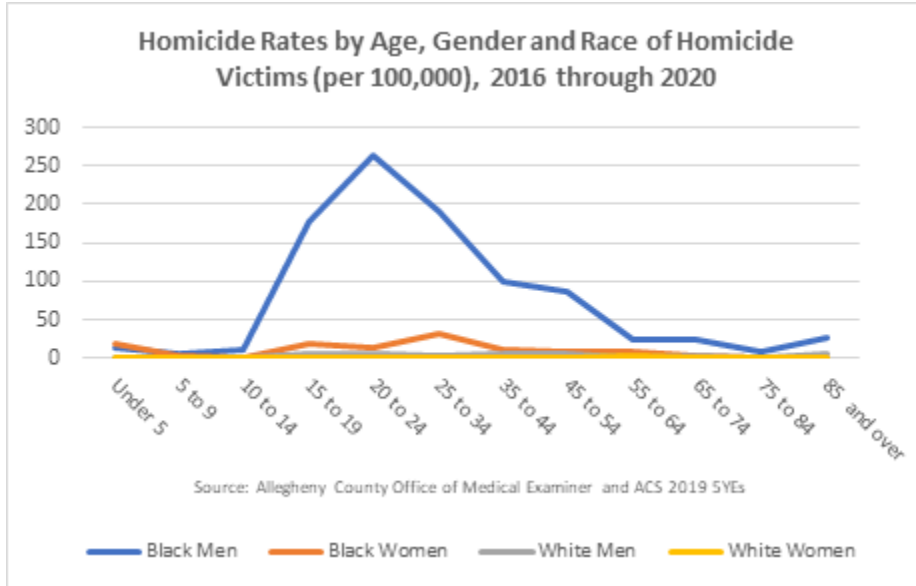
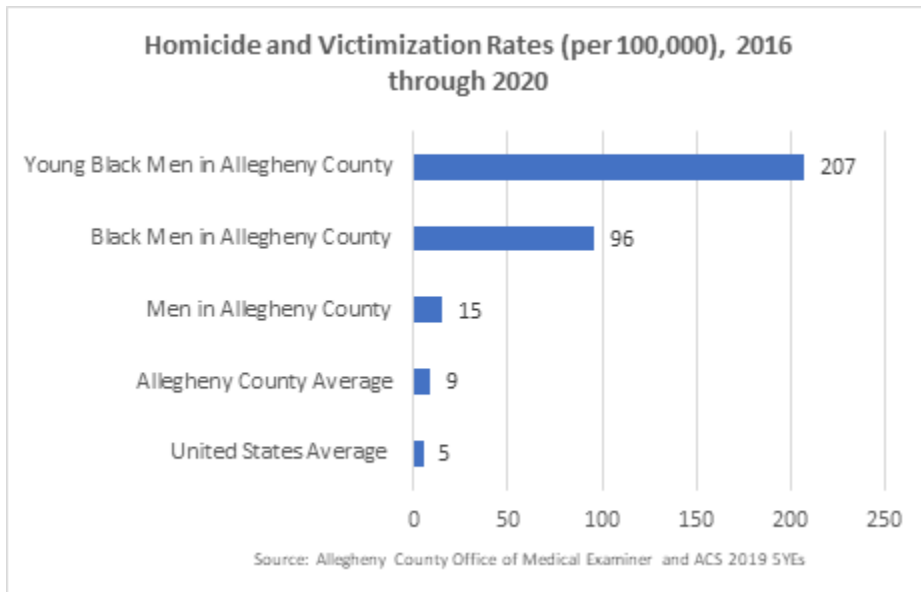


Figure 2: Homicide Victimization Rates in Allegheny County



A very small percentage of at-risk young men in our higher need communities are the most vulnerable to involvement with or victimization from Community Violence, with social network analyses showing that most of these young men are acquainted.<sup>4</sup> One study found that less than 4% of a neighborhood’s population was involved with a large percentage of homicides within a

<sup>4</sup> Papachristos AV, Wildeman C, Roberto E. Tragic, but not random: the social contagion of nonfatal gunshot injuries. Soc Sci Med. 2015;125:139-150.

co-offending social network.<sup>5</sup> Co-offending means that perpetrators and victims know one another and victims are often perpetrators themselves. These at-risk young men have often experienced significant trauma, do not trust authorities to settle disputes, experience peer pressure to be involved with violence, have easy access to a gun and are often imbedded in co-offending social networks wherein they have greater exposure to violence.<sup>6</sup> Most violence erupts as the result of “beefs” between at-risk young men or is retaliatory in response to other instances of violence in the community, with at-risk young men of the belief that they are defending their life, the life of a loved one, or their reputation.<sup>7</sup>

The vast majority of both offenders and victims of Community Violence in Allegheny County are involved with our various health, social, and criminal justice systems: about 60% of both offenders and victims over the last decade received publicly-funded mental health services, roughly 80% received public benefits and roughly 70% had involvement with the Allegheny County Jail, the County court system and/or the juvenile justice system.<sup>8</sup> About 70% of homicide offenders in Pittsburgh over the last decade were between the ages of 19 and 34, with 78% of all offenders being Black males.<sup>9</sup>

The City of Pittsburgh, which has several high-need neighborhoods that are disproportionately impacted by Community Violence, has recently increased funded efforts to address this violence. However, most jurisdictions outside Pittsburgh that have very high rates of Community Violence have not had the resources and infrastructure to create and invest in a coordinated strategy. Additionally, the past few years have seen an increase in the share of homicides occurring outside the City of Pittsburgh (see table 2). This RFP will provide the opportunity for these Eligible Communities to plan, launch and coordinate violence prevention and response. The related RFP will strengthen prevention across the county, including the City.

Community Violence outside of the City of Pittsburgh most disproportionately impacts the following municipalities in Allegheny County listed below; these are the **Eligible Communities**:

1. Braddock
2. Clairton
3. Duquesne
4. East Pittsburgh
5. Homestead
6. McKeesport
7. McKees Rocks/Stowe Township
8. Mount Oliver Borough
9. North Braddock

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<sup>5</sup> Andrew V, Papachristos and Christopher Wildeman, “Network Exposure and Homicide Victimization in an African American Community.” *American Journal of Public Health* 104, no.1 (2014).

<sup>6</sup> Andrew V, Papachristos and Christopher Wildeman (2014).

<sup>7</sup> Abt, T. (2019). *Bleeding out: The Devastating Consequences of Urban Violence – And A Bold New Plan For Peace In The Streets*. Basic Book, New York.

<sup>8</sup> Source: Allegheny County Department of Human Services Data Warehouse, Pittsburgh Bureau of Police and Allegheny County Office of the Medical Examiner. Data is for homicide victims in Allegheny County from 2011 through 2020 and homicide offenders in the City of Pittsburgh from 2011 through 2020.

<sup>9</sup> Source: Allegheny County Department of Human Services Data Warehouse and Pittsburgh Bureau of Police. Data is for homicide offenders in the City of Pittsburgh from 2011 through 2020.

- 10. Penn Hills<sup>10</sup>
- 11. Rankin
- 12. Wilkinsburg

*Table 1: Highest Average Homicide Rates per 100,000 by Allegheny County Municipality, 2016 through 2020<sup>11</sup>*

<b>Municipality</b>	<b>Average Homicide Rate Per 100,000, 2016 through 2020</b>
Wilkinsburg Borough	56
Rankin Borough	48
McKees Rocks Borough	47
Homestead Borough	44
East Pittsburgh Borough	38
Mount Oliver Borough	36
Stowe Township	36
McKeesport	34
Churchill Borough*	34
North Braddock Borough	34
Braddock Borough	32
Clairton	27
Duquesne	25

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<sup>10</sup> Overall, Penn Hills has an average homicide rate that is not much higher than Allegheny County’s homicide rate. However, homicides in Penn Hills tend to concentrate in two of its western-most census tracts (5231 and 5232), which have two of the highest homicide rates among census tracts in the county. For this reason, Penn Hills was included as an eligible community. DHS calculated average homicide rates for municipalities in Allegheny County with more than 1000 people. Homicide data from 2016 through 2020 was pulled from the Allegheny County Office of the Medical Examiner. Population estimates for Homicide rates were calculated using estimates from the American Community Survey (2019 Five-Year Estimates).

\*Although Churchill has a high average homicide rate, DHS decided not to include it among eligible communities. The data suggests that Churchill’s inclusion in Table 1 is skewed by an unusually violent year in 2020. Unlike other communities in table 1, Churchill’s exposure to homicide(s) was rare over most of the last decade, including zero homicides occurring so far in 2021 (upon release of this RFP).

Table 2: Change in Homicides within Pittsburgh and within Allegheny County Municipalities Outside Pittsburgh, 2016 through 2020

Year	Pittsburgh	Percent Change in Pittsburgh	Outside Pittsburgh	Percent Change Outside Pittsburgh	Share of Homicides Occurring Outside Pittsburgh
2016	59	0%	49	-14%	45%
2017	57	-3%	50	2%	47%
2018	56	-2%	50	0%	47%
2019	37	-34%	57	14%	61%
2020	48	30%	62	9%	56%
2021	50	4%	62	0%	55%

## Root Causes of Community Violence

Communities were made susceptible to Community Violence through more than a century of policy decisions and socioeconomic changes: decades of discriminatory housing, lending and land use policy<sup>12</sup>; outmigration and the devastating impacts of deindustrialization and economic restructuring<sup>13</sup>; the crack-cocaine epidemic and the ensuing War on Drugs<sup>14</sup>; and persistent disinvestment and abandonment.<sup>15</sup>

These policy decisions and socioeconomic changes made communities susceptible to Community Violence as the result of their concentrating poverty, joblessness, disadvantage and disinvestment; socially isolating residents from resources, social networks, key institutions and opportunities; and through the entrenchment of legal cynicism resulting from racism and classism in our criminal justice system, all of which destabilized the social fabric of these communities and subsequently allowed violence to take hold. It is important to note that such consequences were not distributed equally across communities. Black communities in Allegheny County tend to be higher in need while White communities (with key exceptions) tend to be lower in need, with need defined as relative rates of poverty, unemployment, lack of educational attainment, single parenthood and gun violence.<sup>16</sup>

While violence is incredibly concentrated in just a small number of higher need communities (made vulnerable by the reasons stated above), it is important to reiterate that only a small

<sup>12</sup> Rothstein, R. (2018). *The Color of Law*. NYC: Liveright Publishing Corp; Exposing Housing Discrimination. n.d. Urban Institute; Trounstein, J. (2018). *Segregation by Design: Local Politics and Inequality in American Cities*. Cambridge: Cambridge University Press.

<sup>13</sup> Wilson, W. (2012). *The Truly Disadvantaged: The inner city, the underclass, and public policy*. Chicago: University of Chicago Press.

<sup>14</sup> Alexander, M. (2010). *The New Jim Crow Mass Incarceration in the Age of Colorblindness*. N.p.: The New Press.

<sup>15</sup> Sharkey, P. (2018). *Uneasy Peace: The Great Crime Decline, the Renewal of City Life, and the Next War on Violence*. New York City: W. W. Norton & Company.

<sup>16</sup> Cotter, N., & Mejia, N. (2021, May). *The Allegheny County Community Need Index: Update for 2021 with a Focus on the Connection between Race and Community Need*. Allegheny County Analytics.

percentage of at-risk young men in these higher need communities tend to be involved in gun violence. The individual root causes of involvement with or victimization from Community Violence are often trauma, peer pressure and being socially linked to a homicide victim.

## **Impact of Community Violence on Communities**

The cycle of violence is brutal, self-reinforcing and yet another perpetuator of poverty in our most disadvantaged communities. The costs of violence extend far beyond offenders, victims and their loved ones. Violence impacts the entire community:

- IQ scores fell half a standard deviation below average if children took an IQ test within week of a local murder, all else equal. Researchers estimate that this dramatic dip in testing performance is equivalent to missing two to four years of schooling.<sup>17</sup>
- Each gun fatality costs taxpayers \$270,399 and each nonfatal gun injury costs taxpayers \$52,585, with costs falling under our medical, police and criminal justice systems.<sup>18</sup>
- Exposure to gun violence is linked to higher risk of suicidal ideation and psychotic experience and higher levels of depression and distress.<sup>19</sup>
- Perceptions of violence significantly increase the probability that a family will move, and researchers found that resident perceptions of violence decrease after moving.<sup>20</sup>

## **Addressing the challenges**

Community-based organizations have been on the front lines of Community Violence reduction for decades, but they often face challenges that may inhibit their ability to curb violence. To help address these challenges, DHS will:

- Fund effective violence reduction efforts, rooted in EBPs, in a sustainable way.
- Build coordination at two levels:
  - Locally: Community Quarterbacks must coordinate violence reduction efforts in their community and oversee the implementation of their community's violence reduction plan, not just their own efforts.
  - Countywide: Community Quarterbacks must coordinate with the to-be-determined countywide Convener being solicited in the related RFP.
- Support staffing needed to implement strategies that reduce violence.
- Work with the model developers of EBPs to monitor the implementation and impact of those programs in Allegheny County.

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<sup>17</sup> Sharkey, P. 2010, June 29. "The Acute Effect of Local Homicides on Children's Cognitive Performance." Proceedings of the National Academy of Sciences of the United States of America.

<sup>18</sup> The Economic Cost of Gun Violence How to Save \$280 Billion During a COVID Recession (2021, February 2). In Everytown Research & Policy.

<sup>19</sup> Smith, M. E. et al (2020, February). The impact of exposure to gun violence fatality on mental health outcomes in four urban U.S. settings. *Social Science and Medicine*.

<sup>20</sup> Gabriel, R., Hess, C., & Crowder, K. (2021, May). When push comes to shove: Local violence and residential mobility among residents. *Journal of Marriage and Family*.

## Section 2: What We Are Looking For

### Summary

DHS is seeking Successful Proposers to serve as Community Quarterbacks on behalf of Eligible Community(ies) and oversee, coordinate and implement their Community Violence Reduction Plans (CVRPs). The Proposal at its essence will be the CVRP and will:

- Describe the violence reduction strategies that the Eligible Community(ies) has chosen. The CVRP must have at least one of the EBPs listed in this RFP plus any other strategies that support violence reduction and prevention.
- Explain how the Eligible Community(ies) chose the Proposer as Community Quarterback and what the Proposer envisions as their role.
- Demonstrate partner/stakeholder commitment within the Eligible Community(ies).

### The types of strategies DHS would like to support

DHS would like to support/fund CVRPs that include:

1. At least one of the EBPs described below (Proposers may choose to implement all the EBPs described below, if they have the capacity and stakeholder commitment to do so)
2. Current violence prevention efforts that show results or promise
3. Groups and activities that bring people together (e.g., block clubs, barbecues) because these groups and activities also can support violence prevention

#### *1. Evidenced-Based Violence Reduction Models (EBPs)*

Research shows that the EBPs Cure Violence, the Rapid Employment and Development Initiative (READI Chicago) and Becoming a Man (BAM) can reduce homicides and shootings when implemented with fidelity. These are EBPs that have been carefully studied at cities and settings across the country, and that have model developers and an infrastructure that can provide technical assistance to communities as they begin to implement the strategy locally.

EBPs that reduce Community Violence tend to share one or more of the following principles:

- Focus only on those people most at-risk for victimization from or involvement with Community Violence.
- Connect at-risk young men with trauma informed care and help them manage impulse control, often through cognitive behavioral therapy.
- Provide wrap-around services to help stabilize and improve the lives of these at-risk young men.
- Reduce the opportunity to commit Community Violence.
- Provide peer support and interrupt transmission of violence through credible messengers.

While these EBPs operate on similar principles, each is unique in the services that they provide, whom they focus on and how they identify the people most at-risk for violence to participate. Each model is summarized in an appendix to this RFP to help stakeholders serving Eligible Community(ies) determine which best meet their needs (see Appendices A, B and C).

DHS will host a virtual seminar with the model developers to help stakeholders serving Eligible Community(ies) and potential Proposers learn more about each of these EBPs. We strongly encourage stakeholders in Eligible Community(ies) to participate in this seminar (see Section 4.1 for details).

The Community Quarterback may implement one or more of the EBPs chosen by their Eligible Community(ies), or partner organizations identified in the CVRP may implement the EBPs. Successful Proposals will need a letter of commitment from the implementing partner, as appropriate, and letters of commitment from stakeholder institutions for each model that is chosen. For example:

- If Cure Violence is chosen, Proposal would need to identify the Community Quarterback as the implementing partner OR it would need a letter of commitment from the partner organization selected as the implementing partner
- If a READI-like program is chosen, Proposal would need to identify the Community Quarterback as the implementing partner OR it would need a letter of commitment from the partner organization selected as the implementing partner
- If BAM is chosen, the Proposal would need letter(s) of commitment from the local school district(s)

## ***2. Current violence prevention efforts that show results or promise***

Stakeholders serving Eligible Communities may already have violence reduction programs that they find successful. Those efforts can be included in the CVRP, for possible funding, if:

- The program is primarily focused on Community Violence reduction, shows an impact on violence and/or has a logic about how the program will impact Community Violence (i.e., shows promise).
- It complements the EBP(s) that stakeholders serving Eligible Community(ies) have chosen.
- Existing outreach efforts that are programmatically similar to Cure or READI can be folded into the relevant EBP; and existing school-based efforts that are programmatically similar to BAM can be folded into that EBP.
- The Proposer can show how much money and other resources are already dedicated to the program in the Eligible Community(ies).



### ***3. Groups or activities that bring people together***

Researcher Patrick Sharkey<sup>21</sup> has found evidence that groups or activities that bring people together help promote stronger, safer neighborhoods. Examples of these types of groups and activities include:

- Block clubs that care for individual streets
- Organizing music performances and festivals
- Organizing street fairs and barbecues
- Building playgrounds
- Mentoring children

These groups and activities can be important in supporting EBPs and other violence reduction efforts.<sup>22</sup> Therefore, Proposers may include starting or continuing these groups and activities in their CVRPs.

### **Community Quarterback**

Stakeholders serving each Eligible Community (or grouping of Eligible Communities) will need to come together to choose their Community Quarterback (Proposer). The Community Quarterback will be responsible for:

- Coordinating and implementing the CVRP for Eligible Community(ies)
- Collaborating with stakeholders
- Serving as fiscal agent for any entities that will be implementing parts of the CVRP using DHS resources
- Entering into an Agreement with the County

### **The Importance of Collaboration**

Because violence crosses borders, collaboration is essential to the success of all CVRPs. DHS encourages stakeholders serving Eligible Communities to consider submitting a joint Proposal with one or more other Eligible Communities especially if a joint Proposal would amplify their ability to reduce violence.

Proposers should provide evidence of such collaborations through letters of commitment attached to their Proposals. Collaborations will vary by strategy and include partners (i.e., those who will play a role in carrying out the Contracted Services under their CVRP) and other relevant stakeholders (e.g., municipal government, school districts, law enforcement, community-based organizations, neighborhood groups, individual residents). In addition:

- Successful Proposers who choose to implement Cure Violence must work with ACHD, which is responsible for monitoring Cure Violence across the County

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<sup>21</sup> Sharkey, Patrick. *Uneasy Peace: The Great Crime Decline, The Renewal of City Life, and the Next War on Violence*, 2018

<sup>22</sup> <https://charleshamiltonhouston.org/news/2017/11/unsung-role-ordinary-citizens-played-great-crime-decline/>

- All Successful Proposers must collaborate with the to-be-determined countywide Convener who will coordinate violence reduction efforts across Allegheny County
- CVRPs must demonstrate support from the highest level of local government (e.g., Mayor)
- DHS will monitor all Successful Proposers and connect them with the appropriate model developers (CVG, Heartland Alliance and Youth Guidance) who will provide ongoing technical assistance, process evaluation and training. Proposers must work with the model developers and their partners.

## **Training & Technical Assistance**

DHS will provide a period of four months to respond to this RFP. This extended period of time is intended to give stakeholders serving Eligible Community(ies) enough time to identify and work with their Community Quarterback and stakeholders to prepare the CVRP and submit a Proposal.

DHS and ACHD will provide support beyond funding for the CVRP. During the four-month period for Proposers to respond to this RFP, DHS will provide:

- Virtual Seminar: For in-depth information about the EBPs, model developers from CVG, Heartland Alliance and Youth Guidance will each give a presentation and a question-and-answer session during a virtual seminar. Attending the virtual seminar is strongly encouraged, but not mandatory. See Section 4.1 for more details.
- Planning Assistance: DHS will connect Eligible Community(ies) with independent planners/community organizers who can support CVRP development and identification of priorities, partners and a Community Quarterback. (Please note that the planners/community organizers will be independent of DHS and will have no involvement in the Proposal evaluation process). See Section 4.1 for more details.

After Successful Proposals are selected, DHS and ACHD will provide:

- Capacity Building, if requested/necessary: This may include helping the Community Quarterback improve the systems/infrastructure that is critical to their role in violence prevention.
- EBP Support: DHS and ACHD will ensure CVRP staff receive relevant training, oversight, technical assistance and liaison with model developers for Cure Violence, READI-like programs and BAM.
- Partnership Support: This may include facilitating partnerships with local governments and other organizations.
- Inclusion in Countywide Violence Reduction Efforts: This includes providing support for countywide initiatives that benefit communities.

## **Data Collection & Reporting**

Successful Proposers must provide data and reporting that allows DHS to learn the impact of the CVRP on Community Violence, make program adjustments and support program operations

(e.g., information that can assist violence interrupters and outreach workers in improving their effectiveness and safety). Successful Proposers and their implementation partners also must provide data with the model developers, as needed.

This information also will inform a study of the overall impact of the County's violence prevention initiative. DHS, ACHD and the to-be-determined countywide Convener will develop a study design aimed at measuring outcomes for the length of the implementation in each community and in the county.

## **Budget**

Proposers must submit a budget that details estimated expenses for the Community Quarterback's work as coordinator and revenues from other resources that could support the CVRP. Proposers are not asked to develop a program budget for their chosen violence reduction strategies, including the EBPs. Instead, Proposers must provide an estimated number of participants that they expect to serve with each strategy. DHS will use the proposed budget and participant estimates as starting points to work with Successful Proposers to discuss and agree upon a final budget for the strategies it will support.

## **Section 3: Proposal Requirements and Evaluation Criteria**

DHS will evaluate Proposals based upon the evaluation criteria listed below. Proposers must address their qualifications in their Proposal by responding to the requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations). The maximum score that a Proposal can receive is 160 points, as outlined in the following sections.

### **A. Stakeholder Commitment (35 points possible)**

- Demonstrated commitment for the CVRP from partners and stakeholders, as evidenced by signed letters of commitment

### **B. Summary of Community Violence Reduction Plan (75 points possible)**

- The Eligible Community(ies) and the target areas within them (5 points)
- A description of what is driving Community Violence in the chosen community(ies) (5 points)
- The Community Violence reduction strategies chosen, including at least one EBP listed in the RFP, and the details requested in the Response Form (40 points)
- Process used to choose the Community Quarterback (5 points)
- Community Quarterback's plan to ensure the CVRP is well implemented (10 points)

- Implementation plan and timeline (10 points)

### **C. Community Quarterback’s Organizational Experience (40 points possible)**

- Description of why the Proposer wants to serve as the Community Quarterback for the Eligible Community(ies) and which parts of the CVRP they will directly implement (5 points)
- Two examples of how the Community Quarterback has successfully served the target population (10 points)
- Two examples of how the Community Quarterback has successfully convened stakeholders, built partnerships and coordinated large-scale initiatives (5 points)
- Description of the Community Quarterback’s organizational structure and how the CVRP responsibilities will fall and be managed within it, including details requested in the Response Form (20 points)
- Examples of how the Community Quarterback is committed to serving all individuals regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences (5 points)

### **D. Budget and Participant Estimates (10 points possible)**

- Estimated number of participants involved in each DHS-funded strategy (5 points)
- Estimate of Community Quarterback’s operation and revenue budget (5 points)

## **Section 4: How to Apply**

### **4.1 Prepare**

#### **a. Information Session**

- There will be an information session at noon Eastern Time on Tuesday, January 18, 2022 via Microsoft Teams. It will include a presentation about the RFP and DHS staff will answer questions from attendees.
- Attendance at the information session is not required in order to submit a Proposal. Everything (video recording, slide deck, transcribed Q&A) shared during the information session will be posted afterwards on the DHS Solicitations webpage.
- Preliminary answers will be provided orally for questions asked during the conference. Final, definitive answers will be posted in writing on the DHS Solicitations webpage.
- Please join the information session by:
  - Calling (267)368-7515 and using Conference ID 773 235 498#
  - Or following this link: [Click here to join the meeting](#)
  - Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YmIxODlkODEtNmFkNy00M2NILWJkOGUtMWU](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YmIxODlkODEtNmFkNy00M2NILWJkOGUtMWU)

[yNzFiNTg5ODQx%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MWUyZjAwOWItNmI0MS00MGE4LWJjZmQtZjU5NDdjY2RjMTNk%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)

b. Virtual Seminar

- DHS encourages Proposers and other stakeholders from Eligible Community(ies) attend a virtual seminar to learn more about the EBPs listed in this RFP on Wednesday, January 26, from 10:00 a.m. to 12:30 p.m. Eastern. The seminar will include a presentation from each model developer.
- Attendance at the seminar is not required in order to submit a Proposal. Everything (video recording, slide deck, transcribed Q&A) shared during the seminar will be posted afterwards on the DHS Solicitations webpage.
- Preliminary answers will be provided orally for questions asked during the seminar. Final, definitive answers will be posted in writing on the DHS Solicitations webpage.
- Please join the information session by:
  - Calling (267)368-7515 and using Conference ID 352 309 612#
  - Or following this link: [Click here to join the meeting](#)
  - Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_MWUyZjAwOWItNmI0MS00MGE4LWJjZmQtZjU5NDdjY2RjMTNk%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MWUyZjAwOWItNmI0MS00MGE4LWJjZmQtZjU5NDdjY2RjMTNk%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)

c. Office Hours

- There will be “RFP open office hours” from 2-2:30 p.m. Eastern Time on the second Thursday of each month that the RFP is open, excluding January (i.e., February 10, March 10 and April 14) via Microsoft Teams. Anyone interested in the RFP and in submitting a Proposal may drop in at any time during the half hour to ask questions.
- Attendance at the office hours is not required in order to submit a Proposal. Preliminary answers will be provided orally for questions asked during the office hours. Final, definitive answers will be posted in writing on the DHS Solicitations webpage.
- Please join the Thursday, February 10<sup>th</sup> office hours by:
  - Calling (267)368-7515 and using Conference ID 560 894 186#
  - Or following this link: [Click here to join the meeting](#)
  - Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_ZjgzMjdIMGMtZWVjMS00Y2FjLWE3MDgtMzcyMDY3NjhlMjFm%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZjgzMjdIMGMtZWVjMS00Y2FjLWE3MDgtMzcyMDY3NjhlMjFm%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)
- Please join the Thursday, March 10<sup>th</sup> office hours by:
  - Calling (267)368-7515 and using Conference ID 447 818 724#
  - Or following this link: [Click here to join the meeting](#)

- Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YjhjYzcyZTQtMDQ2NC00NTliLThlMTQtNGRhOGQ3NjA1NGVh%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YjhjYzcyZTQtMDQ2NC00NTliLThlMTQtNGRhOGQ3NjA1NGVh%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)
- Please join the Thursday, April 14<sup>th</sup> office hours by:
  - Calling (267)368-7515 and using Conference ID 209 812 483#
  - Or following this link: [Click here to join the meeting](#)
  - Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_NGVkNmNiMjItNDcwMy00NDk4LWI3NzYtMTBiYjdiZjQ2N2Y0%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_NGVkNmNiMjItNDcwMy00NDk4LWI3NzYtMTBiYjdiZjQ2N2Y0%40thread.v2/0?context=%7b%22Tid%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22Oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)

## 4.2 Submit a Letter of Intent

- a. Email [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) no later than 3 p.m. Eastern Time on Friday, March 4, 2022 with a non-binding, but required, Letter of Intent to apply.
- b. If stakeholders in Eligible Community(ies) would like planning assistance (independent of DHS), as mentioned in Training and Technical Assistance in Section 2, they must request it in the Letter of Intent. DHS will contact them to learn more about what types of assistance is requested. Then, DHS will make a referral.
- c. The Letter of Intent should include: 1) the Eligible Community(ies); 2) the identified Community Quarterback, if known, or potential Community Quarterbacks; 3) a list of partners and/or stakeholders that have been identified at that time; 4) whether or not the Eligible Community(ies) would like planning assistance; and 5) a designated contact's name, telephone number and email.

## 4.3 Submit a Proposal

- a. Proposers should take time to review and understand the RFP in its entirety including:
  - The background (see Section 1: Why We Are Issuing this RFP)
  - The narrative (see Section 2: What We Are Looking For)
  - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
  - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- c. Proposers must submit a complete Proposal. The Proposal includes the following attachments that are available on our Active Solicitations website:
  - Response Form
  - Partner and stakeholder commitment letters

- Minority, Women or Disadvantaged Business Enterprise (MWDBE) and Veteran Owned Small Business (VOSB) documents (see sections 7.1 and 7.2)
  - Allegheny County Vendor Creation Form
  - Audited financial reports or other financial documentation for the last three years
  - Internal Revenue Service Form W-9
- d. Proposers should not send any attachments other than those listed either above or in the Response Form.
  - e. If a Proposer does not have audited financial reports for the last three years, then the Proposer may submit other financial documentation that attest to the Proposer's financial health of your organization. Tax returns are the preferred alternative. Please note that providing adequate financial documentation is a requirement of contracting with Allegheny County.
  - f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
  - g. **Proposals must be submitted electronically to [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) no later than 3:00 p.m. Eastern Time on Friday, May 6, 2022 to be considered for review.**
  - h. All Proposals must be submitted before the deadline! If a Proposal is late, it will be rejected and will not be presented to the Evaluation Committee (as described in Section 5 below) for review and scoring.
  - i. Proposers will receive an email acknowledging receipt of their Proposal. If a Proposer does not receive this notification within 48 hours of submitting their Proposal, please contact: [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

#### 4.4 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) by 3 p.m. Eastern Time on Friday, April 29, 2022.
- b. All information about the RFP, including answers to questions, changes and clarifications, will be posted at our Active Solicitations website at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- c. Please check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

#### 4.5 Other Information

- a. **The issuance of this RFP does not obligate the County to accept any Proposal or enter into an Agreement with any Proposer. The County reserves the right to reject any and all Proposals and not to enter into an Agreement for the Contracted Services.**
- b. Any Agreement originating from this RFP is subject to all the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.

- e. Successful Proposal(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).

#### **4.6 Pennsylvania’s Right-to-Know Law**

Proposers should be aware that all documents and materials submitted in response to this RFP may be subject to requests for access to public records made pursuant to Pennsylvania’s Right-To-Know Law (RTKL). Under the RTKL, records in the possession of a public agency like the County are presumed to be public records and the County may have to make documents and materials submitted by the Proposer available to a requestor after an award of an Agreement is made.

If the Proposer includes any information within its Proposal that the Proposer asserts is either a “trade secret” or “confidential proprietary information,” as those terms are defined under the RTKL, the Proposer must include with its Proposal a written statement signed by an authorized representative of the Proposer identifying those portions or parts of its Proposal that the Proposer believes constitute a “trade secret” or “confidential proprietary information” and provide contact information to enable DHS to contact the Proposer in the event that the County receives a Right-To-Know request for the Proposal. The Proposer shall have five (5) business days from date of receipt of any notification from the County to provide a written statement signed by an authorized representative of the Proposer explaining why the Proposal or any portion thereof is exempt from disclosure as a trade secret, confidential proprietary information or other legal reason. The County shall consider this statement in either granting or denying a request for public access to the Proposal or any portion thereof. The County will notify the Proposer of its decision whether to grant or deny the request either in whole or in part.

## **Section 5: How We Will Evaluate Your Proposal**

DHS will convene an Evaluation Committee to evaluate Proposals. The Evaluation Committee will assign scores to each Proposal by awarding points based on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria, by using the point scale listed in Section 5.1 b.

### **5.1 Evaluation of Proposals**

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee. The Evaluation Committee will be comprised of evaluators with expertise in the subject matter of this RFP and may include community members with lived experience, external subject matter experts or DHS-contracted provider representative(s), representative(s) from key partners or funders and DHS internal staff.
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer’s Response Form utilizing their personal expertise and best judgment of how the Proposal



submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:

- 0 – Not addressed in Proposal
- 1 – Poor
- 2 – Below expectations
- 3 – Meets expectations
- 4 – Exceeds expectations
- 5 – Outstanding

- c. Each 0-5 score will be multiplied by the appropriate weight for the number of possible points noted after each evaluation criterion in Section 3. For example, for a criterion worth 15 points, the 0-5 score would be multiplied by three. An “Outstanding” response would receive 15 points, while one that “Meets Expectations” would receive nine points.
- d. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP. The Committee will have the discretion to proceed as follows: (i) to recommend to the Director of DHS that a reduced number of Proposals be shortlisted for more extensive review through a formal oral presentation to the Committee; or (ii) to recommend to the Director of DHS that DHS request authorization for the County to enter into an Agreement(s) with the Successful Proposer(s).
- e. As described in c above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. Each Committee member will individually score the oral presentation of the shortlisted Proposers using the following criteria and the scale outlined in 5.1b. The maximum score that a shortlisted Proposer’s oral presentation can receive is 15 points:
  - Presentation demonstrates Proposer’s ability to implement the Contract Services effectively (5 points)
  - Proposer’s answers to Evaluation Committee’s questions (5 points)
  - Proposer’s presentation is thoughtful and professional (5 points)
- f. DHS will tally the average scores of the members of the Evaluation Committee to the shortlisted Proposer formal oral presentations and report a list of average scores to the entire Committee. The Committee will meet, consider the scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP.
- g. The Committee will submit its recommendation for award of an Agreement or Agreements to the Director of DHS for approval. The Director will, in turn, submit a request to the County Manager for approval for the County to enter into an Agreement or Agreement with the Successful Proposer(s).
- h. At any time during the evaluation process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- i. As part of determining a Proposer’s eligibility to enter into a contract with Allegheny County, all Proposers’ financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure a Proposer’s financial stability.

- j. **The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
- k. All Proposers will be notified of the County’s final decision of which Proposer(s) will be awarded an Agreement.
- l. Proposers who are not awarded an Agreement but who are interested in receiving feedback regarding their submission may request a phone call at [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

## 5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

# Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).

## 6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Business Enterprises and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- a. All Proposals must include a completed Allegheny County DHS Combined MWDBE Form and supporting documents. The Allegheny County DHS Combined MWDBE Form should be completed as follows:
  - All Proposers must complete Section 1 – Contact Information and attach their MWDBE Diversity Plan (see Section 4 – Sample Diversity Policy).
  - If the Proposer is able to meet the MWDBE contract goals, the Proposer should complete Section 2 – MWDBE Participation Statement. Proposers also must attach the MWDBE certifications of the firms cited in the Participation Statement.

- If the Proposer would like to request a waiver from participating in the MWDBE contract goals, the Proposer should complete Section 2 – MWDBE Participation Statement and Section 3 – MWDBE Participation Waiver Request Form.
- b. MWDBE forms and resources can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - [Allegheny County DHS Combined MWDBE Form](#)
  - MWDBE Resources
    - [MWDBE Contract Specifications Manual](#)
    - [MWDBE Guide for DHS Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County Department of Equity and Inclusion website](#).

## 6.2 Veteran Owned Small Business (VOSB) Requirement

Allegheny County also has a goal of 5% participation for veteran-owned small businesses (VOSB) in all contracts. The County, therefore, expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting this goal.

- a. A veteran-owned small business is defined by the County as a business having 100 or fewer full-time employees and not less than 51% of which is owned by one or more veterans, or in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more veterans, and the management and daily business operations of which are controlled by one or more veterans. The VOSB vendor **MUST** provide proof of veteran ownership including percentage and name and address of business.
  - For contracts under \$100,000, VOSB vendors shall be exempt from all bonding requirements.
- b. All Proposals must include either of the following:
  - If the Proposer is able to meet the VOSB contract goal, a completed VOSB Participation Statement is required. You must also attach a copy of the VOSB vendor(s) DD 214 discharge form(s) cited in the Participation Statement.
  - If the Proposer requests a waiver from participating in the VOSB contract goal, a completed VOSB Participation Statement and VOSB Waiver Request are required.
- c. VOSB forms can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - [VOSB Participation Statement](#)
  - [VOSB Waiver Request](#)

## 6.3 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

## 6.4 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications that begin on page 14 of the [DHS Contract Specifications Manual](#), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

## **6.5 Equal Employment Opportunity and Non-Discrimination Requirements**

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

## **6.6 Language Diversity Requirements**

Successful Proposer(s) must assure resources are secured and/or made available for participants/consumers/clients with limited English proficiency or other communication barriers. Such actions shall include but not be limited to assessing the need for interpreters, evaluating the need for alternate language materials, identifying internal and external resources to meet identified needs, and accessing services contracted by DHS through their assigned contract monitor(s).

## **6.7 New Provider Requirements**

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the DHS New Provider Application.

# Appendix A: Cure Violence

Cure Violence is an EBP that approaches Community Violence as a health issue—a contagious behavior transmitted through exposure, which can be prevented and changed. Cure Violence’s health-based model is grounded in an understanding that violence follows a contagious process: it clusters and spreads geographically, is transmitted through exposure, and is perpetuated and reinforced through social norms. Thus, its violence prevention approach is built upon a robust public health framework that embraces the following values: 1) respect for human life, 2) caring for those at highest risk, and 3) intervention that is community-driven, compassionate, founded on trust, evidence-based, and focused on the delivery of care and support without judgement or blame.

Cure Violence’s theory of change utilizes carefully selected and trained workers—trusted members of the community—to stop the violence contagion using a four-pronged approach: 1) detect and intervene before violence erupts, 2) identify and change the behavior of those at highest risk for involvement with or victimization from violence, 3) change social norms to discourage the use of violence and 4) respond to every shooting to prevent retaliation and treat trauma.

## Key stakeholders typically involved

Cure Violence Global (CVG) is the model developer organization that will provide start-up training, ongoing technical assistance, a peer learning network and process evaluation to ensure fidelity to the approach. The structure of Cure Violence adaptations can vary by city. Each city, county, or country is unique, and these differences mean that what works for one city may not work for another. CVG will help guide communities to choose the structure that will work best.

The ACHD’s Office of Violence Prevention is the “oversight entity” that leads Cure Violence implementation in the County. (Cure Violence is currently being implemented in several sites in Allegheny County. If Cure Violence is already operating in an Eligible Community, we expect the EBP to be included in the CVRP and the Proposer should indicate if additional resources are required to fully implement Cure Violence.) If a CVRP includes the Cure Violence model, the Office of Violence Prevention will monitor all implementation of the model.

CVRPs that include Cure Violence in their CVRP will identify an “implementing partner” who is responsible for all aspects of implementation. The implementing partner can be the Community Quarterback or a partner organization. Cure Violence can include “supporting partners” who collaborate on the implementation (e.g., hospitals, law enforcement, faith communities, parole/probation).

## Results

Over the past 13 years, CVG’s approach has undergone eight rigorous, independent evaluations. Each evaluation has found statistically significant reductions in shootings and killings. Six evaluations examined implementation in US cities (Chicago (2), New York City (2), Baltimore,

and Philadelphia) and two Latin America/Caribbean cities (Cali, Colombia, Port of Spain, Trinidad).

## **Appendix B: Programs like the Rapid Employment and Development Initiative (READI Chicago)**

[READI Chicago](#) is an intensive 12-month initiative that connects people most highly impacted by violence with evidence-based interventions intended to decrease violence involvement, arrests and recidivism among adult men facing high rates of arrests and victimizations. READI works with participants to stay safe, free from incarceration and able to sustainably support themselves and their families. The main components of READI are:

1. **Outreach**: READI relies on the expertise of community-based practitioners, predictive analytics and partners in the criminal legal system to identify participants and engage them in programming—knowing the target population does not traditionally seek out social services and may be difficult to reach. Outreach staff focus on building meaningful relationships with participants and may spend up to 12 months working with them.
2. **Cognitive Behavioral Interventions (CBI)**: Research has shown that gun violence is often the result of split-second decisions. READI’s CBI curriculum is designed to help individuals slow down their thinking and respond less automatically in stressful situations. READI staff trained in the CBI curriculum lead daily group sessions of five to ten participants.
3. **Paid Transitional Employment**: READI provides participants with a viable opportunity to make real change in their lives, in part by connecting them to 12 months of paid transitional employment. In addition to keeping participants safer and more likely to attend programming, engaging people in paid work experience builds skills promoting sustained economic opportunity.
4. **Skill Building and Support Services**: READI outreach workers, coaches, and work crew staff work together to provide participants with critical supports and access to services to help set them up for optimal and sustained success in work and in life. Participants most often report needing assistance with housing, food, legal services, mental health and substance abuse.

### **Key stakeholders typically involved**

Heartland Alliance is the model developer organization who is not ready to replicate the READI-banded model, but is committed to support Eligible Communities who wish to implement a program like READI (READI-like program). Heartland Alliance will provide technical assistance to the to-be-determined countywide Convener, who will act as the “oversight entity” directing the implementation of READI-like programs in up to three Eligible Communities in Allegheny County.

Community-based organizations with deep history and relationships within the communities that they serve administer the direct service components of a READI-like program. CVRPs that

include the READI-like will identify an “implementing partner” who is responsible for all aspects of implementation. The implementing partner can be the Community Quarterback or a partner organization.

The direct-service partner will work with employers to understand who the program serves and what barriers they face. Once an employer signs on, participants begin working for them in transitional jobs supervised by staff of the direct-service partner. Employer partners work with participants to build job skills and specialized training, while Heartland Alliance pays participants an hourly wage. Direct-service staff work to build relationships with existing social service organizations and community partners in order to quickly refer and connect participants with other necessary supports.

## Results

READI Chicago is seeing success in identifying and engaging men most likely to be involved in gun violence, keeping them engaged in programming over time, and reducing their involvement in shootings and homicides—men who participate in READI have 79% fewer arrests for shootings and homicides, a large and statistically significant difference.

## **Appendix C: Becoming A Man (BAM)**

[BAM](#) is an innovative program integrating clinical theory and practice, rites of passage work and a dynamic approach to youth engagement and development. BAM places full-time, highly skilled counselors in schools to guide young men as they learn, practice and internalize social-emotional skills, make responsible decisions for their future and become positive members of their school and community.

BAM targets young men in grades 7-12 who are experiencing risk factors that correlate to school dropout or criminal legal system involvement, such as being off-track academically, witnessing or experiencing trauma, and displaying emotional or behavioral regulation challenges. Each BAM counselor is present in their assigned school from bell to bell, delivering a blend of group and individual support services for up to 55 students. Weekly curriculum-based group sessions, called BAM Circles, are intended to foster positive relationships, skill development and future orientation as participants explore social-emotional tools that align with six program core values: 1) integrity, 2) accountability, 3) self-determination, 4) positive anger expression, 5) respect for womanhood and 6) visionary goal setting. Each BAM Circle is built around a lesson plan designed to develop specific skills through dynamic experiential learning opportunities and guided reflection. Through individual check-ins and support services that are delivered outside of the BAM Circle, BAM counselors provide consistency, accountability and support to help young men recognize and reach their potential.

BAM is grounded in research showing that a large share of youth-involved violent crime stems from impulsive behavior—young people with access to weapons “massively over-reacting” to some aspect of their social environment. This is consistent with a growing body of research showing that social-emotional skills, such as impulse control, future orientation and conflict

resolution, are predictive of a wide range of key like outcomes, including school success and crime involvement. BAM is delivered during the school day, complementing academic content and skills by developing key social and emotional, communication and goal-oriented skills that serve as building blocks for success in school, career and life.

Key stakeholders typically involved:

Youth Guidance is the model developer organization that directly employs full-time BAM Counselors who will work in schools. BAM Counselors are hired locally. The BAM program partners with school districts and school implementation sites, public and private service organizations and local leaders that are committed to promoting equity, opportunity and success for all youth. Therefore, CVRPs do not need to identify an “implementing partner.”

As a school-based program, Youth Guidance requires a district level memorandum of understanding, a data sharing agreement and collaboration on integrating BAM into their existing student support framework. School implementation sites, which are identified in partnership with the school district, provide BAM with referrals, access to students and program space during the school day. These requirements will be worked out with Successful Proposers. In the interim, Successful Providers must provide a letter of commitment from their school district partner(s).

Results

BAM participants experience greater personal well-being and are more likely to develop healthy relationships, graduate high school on time, and stay out of the justice system. External researchers at the University of Chicago Crime Lab have validated BAM’s impact, concluding that BAM participants were 50% less likely to be arrested for violent crime, 35% less likely to be arrested overall, 25% more engaged in school and graduated high school on-time at 19% higher rates.