REQUEST FOR PROPOSALS

RFP #8658-0-2017

Peer Support Initiative

Release Date: August 16, 2017
Due Date: 12:00 p.m., NOON
Friday, September 29, 2017
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# RFP SUMMARY

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<tr>
<th>RFP NUMBER</th>
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<tr>
<td>RFP TITLE</td>
<td>Peer Support Initiative</td>
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| DEADLINE FOR PROPOSAL APPLICATIONS | 12:00 P.M. (NOON) CDT, Friday, September 29, 2017  
Proposals received after the deadline will not be considered. |
| SCOPE | The City of Madison is seeking proposals from qualified entities to provide Peer Support Services in two separate program models: crisis focused and re-entry. |
| FUNDS AVAILABLE: | $325,000 is available for allocation in 2017. It is anticipated that the 2018 City budget will allocate $400,000 to continue this initiative. |
| Application Form and Guidelines | Available at: [Community Development Division Funding Opportunities Website](#) |
| E-MAIL PROPOSAL TO: | CDDapplications@cityofmadison.com  
All proposals must be submitted electronically in Excel Workbook format. Please put Peer Support in email subject line. |
| DIRECT ALL INQUIRES TO: | Laura Noel, Community Resources Program Manager  
lnoel@cityofmadison.com  
City of Madison Community Development Division  
Phone: 608-266-6520 |
| RFP CALENDAR | Please Note: These dates are for planning purposes. They represent the City’s desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate. |

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<tr>
<th>Date</th>
<th>RFP Activity</th>
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<tr>
<td>August 16, 2017</td>
<td>Release of RFP</td>
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<tr>
<td>August 23, 2017</td>
<td>Application Workshops, Register <a href="#">HERE</a></td>
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<tr>
<td>12:00 p.m. (CST)</td>
<td>DEADLINE FOR SUBMISSION OF PROPOSALS</td>
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<tr>
<td>September 29, 2017</td>
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<tr>
<td>Week of October 16</td>
<td>Applicant Presentations</td>
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<tr>
<td>(Tentative)</td>
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<tr>
<td>November 1, 2017</td>
<td>Earliest anticipated contract start date</td>
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SECTION 1: SCOPE OF WORK

Peer Support Initiative 2017

1.1 Purpose

The City of Madison seeks to reinforce existing efforts to reduce the incidence of violent crime in our community by offering peer support and other assistance to persons who have themselves been touched by violence and are deemed at risk of engaging in future violent or criminal behavior. In addition, the City seeks, also through the provision of peer support and other services, to prevent the rate of recidivism among persons returning to Madison from the correctional system.

1.2 Background

In 2016, a group of community residents and stakeholders, alarmed by the impacts of violent crime on residents of Madison, worked with local elected officials to craft a series of strategies they believed could help address racial disparities, violence and recidivism. This effort and its strategies became known collectively as “the 15-Point Plan and was the impetus for inclusion of $400,000 in the City’s 2017 Adopted Operating Budget toward implementation of some of those strategies. Specifically, the budget directs the Community Development Division (CDD) to “…implement a Peer Support Coach initiative that will focus on assistance and mentoring for people at risk of recidivism and people at risk of violent criminal behavior.”

In conversations with Council members and others who were involved in formulating the 15-Point Plan, and in consultation with best practices research, CDD staff is proposing offering support to two separate and distinct program models and service continuums: a Crisis Based model and a community based model. The crisis focused model would work with persons referred for service primarily through the health care system following their exposure to or involvement in an act of violence. The community based model will work primarily with those returning or integrating to the community upon their release from incarceration. For each of these groups, peer support counseling will constitute the core service offered to participants, however, funds may also be utilized to support the provision of focused case management services and to help defray short-term costs associated with basic needs including, for example, such things as housing, employment, transportation, etc.

1.3 Identified Strategies

The following descriptions highlight the characteristics of each program as envisioned.
A. CRISIS FOCUSED PEER SUPPORT

The City of Madison will seek proposals from experienced entities to provide peer support and case management services to persons who have recently experienced or been associated with an act of violence and who are determined, through a standardized evaluation, to be at risk of committing future acts of violence. The goal of peer support counseling is to engage participants using available supports and, thereby, prevent them from becoming involved in future acts of violence and inflicting harm on themselves, potential victims and the community at large.

Population
The population to be served under the crisis-focused peer support model is comprised of individuals and their support systems, who have been victimized by a recent episode of physical violence or have been associated with an act of violence against another, and who, through these experiences, have come into contact with the health care system, or other community partner. Participants will be further screened for their likelihood of committing violence in the future. The goal is to work with at least 50 people, with a priority placed on serving young adults ages 16 - 35.

Criteria
The intent of this initiative is to serve persons deemed at risk of committing future acts of violence. Accordingly, in determining eligibility for services, agencies should conduct a standard trauma-informed care assessment and/or utilize a criminogenic/violence risk index evaluation to help determine a person’s risk level for committing violent acts or engaging in criminal behaviors. Individuals with a moderate to significant risk for violent or criminal behavior will have priority to access services (subject to staff and resource availability). Note: As a discrete service continuum of care exists within Madison to address the primary victims and perpetrators of domestic violence and sexual assault, this initiative is not intended to serve that population.

Effective crisis-focused peer support includes the following elements and/or goals:

a) 24-hour/7 days a week emergency access to peer support services. Emergency referrals may be made following the occurrence of a traumatic violent or criminal event. It is expected that the health care system will be the primary source of referral and/or a point of first contact. However, referrals may also be accepted from other community partners and sources.

b) Opportunity for participants to establish meaningful relationships and receive individualized coaching or mentoring from a trained, certified and culturally responsive peer support specialist.

c) Completion of an asset and needs assessment and formulation of a personalized plan designed to help reduce the risk of involvement in future violence or criminal acts.

d) Support in the development of life-skills (i.e. interpersonal relationships, effective communication, anger management, financial literacy, and building support networks).

e) Increased knowledge of and access to community resources (housing, employment, and educational and financial support).

f) Mentoring and support for interactions with common public institutions (hospitals, courts, law enforcement and employers).

g) An increased sense of well-being and connection to the community.
h) Opportunities for clients to learn about the Peer Support Specialists’ relevant life lessons.

i) An opportunity to receive weekly peer support services for at least six months after initial acceptance into the program.

j) Access to financial resources to help meet short-term needs.

k) A clearly stated policy regarding client confidentiality that reflects a primary focus on participant needs for safety and stabilization.

l) An effective working relationship with Madison Police Department and other agencies that respond to individuals and families in crisis.

Desired components of proposals for agencies seeking funds to provide crisis-focused peer support services:

1. A clear program description that demonstrates collaboration involving the health care system, peer support counselors and providers of additional resources related to housing, employment, transportation, and mental health and/or AODA treatment needs.

2. A plan to provide 24-hour emergency peer support response through hospital or other health care and community settings. A process by which referrals for these services can be made by community partners, health care providers, law enforcement, and Dane County District Attorney’s Office.

3. A description of how the agency will coordinate its response to emergency events with local law enforcement officials.

4. A standardized, evidence-based assessment tool for use in evaluating a participant’s risk for engaging in future acts of violence. The assessment should take into account information regarding a client’s assets, resources and supports, mental and physical health, and prior history with violence or trauma.

5. Peer Support Specialists will be expected to be trained and certified through an evidenced based curriculum such as Wisconsin Peer Support Specialist Certification, Peer Star or Pulling Levers. Training should be culturally responsive and prepare specialists to provide trauma-informed care and address issues involving mental health and AODA issues and anger/crisis management. Specialists with lived experience – e.g. with violence, trauma, incarceration, etc – are highly preferred.

6. A plan for the peer support specialists to receive ongoing training, support and supervision for their work.

7. A component of case management services should be included in the proposal. Case management should assist participants in accessing housing, employment and mental health and AODA services.

8. Staffing capacity should be sufficient to establish and maintain meaningful relationships with participants; at least weekly contact between participants and peer support specialists and/or case managers is advised.

9. A proposal may set aside funds for use in offering direct financial assistance to participants to help meet specified, short-term needs. It must include a clear and detailed plan describing the policies and procedures that will govern the use of these funds.
10. The proposal should outline the roles and responsibilities of the collaborative partners, clearly identify performance measurements, and outline the proposed funding plan for each partner. The proposal should identify strategies to coordinate with other established service agencies in the community and leverage other available resources.

11. A description of participant information and data that will be collected and how it will be managed and shared with collaborative partners. Applicants will consider participant safety and confidentiality and support appropriate information exchanges between partners in order to facilitate continuity of care.

12. In lieu of completion and submission of a detailed budget for the applicant agency, the city may request a copy of a recent applicant agency board approved budget and/or a recent agency audit statement.

B. PEER SUPPORT SERVICES TO ADDRESS RECIDIVISM

The City of Madison will seek proposals from qualified entities to provide peer support and case management services for individuals who have recently been or are about to be released from incarceration and are determined, through a standardized evaluation, to be at risk for re-offending. It is expected that, given the complex needs of individuals returning from incarceration, the applicant agency will demonstrate effective partnerships with collaborative services that would contribute to individual and family stabilization. The goal of peer support counseling is to directly engage and assist participants in order to help them avoid actions or behaviors that could lead to their re-incarceration.

Population
The population to be served under the re-entry focused peer support model is comprised of individuals who have been previously incarcerated and are deemed to be at greater risk of re-offending and/or engaging in activities or behavior that could lead to re-incarceration. The goal is to work with at least 50 people, with a priority placed on service to young men, ages 16-35.

Criteria
The intent of this initiative is to serve persons returning to the community after a period of imprisonment who, lacking some of the basic skill sets, resources or relationships needed to resume their lives, are at high risk of returning to incarceration. A standardized assessment and/or criminogenic/violence risk index evaluation will be needed to determine eligibility and prioritize participants. As a discrete service continuum of care exists within Madison to address the primary victims and perpetrators of domestic violence and sexual assault, this initiative is not intended to serve that population.

Effective community based re-entry focused peer support should include the following benefits to participants:

a) Participants have the opportunity to have contact with a peer support specialist prior to their release from incarceration, or upon referral from community partners following release.

b) Participants have opportunities to establish meaningful relationships within the community and receive individualized coaching or mentoring from a certified peer support specialist.
c) Preparation and implementation of a personalized, needs-based plan provides an effective means to avoid actions or behavior that might lead to re-incarceration.

d) Promises help in strengthening key life-skills (i.e. interpersonal relationships, effective communication, anger management, financial capabilities, and building support networks)

e) Increased knowledge of and access to community resources (housing, employment, and educational supports, and financial assistance).

f) Mentoring and support for interacting with public institutions (health care system, courts, law enforcement and employers) that participants.

g) An increased sense of well-being and connection to the community.

h) Insight gained from life experiences of peer support specialists.

i) An opportunity to receive peer support services for at least six months after initial acceptance into the program.

j) Access to financial resources to help meet short-term needs.

Desired components of proposals for agencies seeking funds to provide re-entry-focused peer support services:

1. A clear description of a peer support program that demonstrates collaboration with community partners that are key to the success of individuals referred to the program including law enforcement, and agencies serving the target population on housing issues, employment, health care, mental health and AODA issues and other social service settings. It should also speak to plans for conducting outreach to prospective participants within the jail and detention systems prior to their release.

2. A standardized, evidence-based assessment tool to be used to evaluate a participant’s vulnerability or risk for engaging in actions or behaviors likely to lead to re-incarceration. The assessment should take into account information regarding a client’s assets, resources and supports, mental and physical health, and prior history with violence or trauma.

3. Staff capacity sufficient to ensure that individual program participants have weekly access to peer support counselors for a period of 6 months, as well as access to case management services, as needed.

4. Peer Support Specialists will be expected to be trained and certified through an evidenced based curriculum such as Wisconsin Peer Support Specialist Certification, Peer Star or Pulling Levers. Training should be culturally responsive and prepare specialists to provide trauma-informed care and address such topics as mental health and AODA issues and anger management. Specialists that have lived experience – e.g. with violence, trauma, incarceration, etc – are highly desired.

5. A plan for the peer support specialists to receive ongoing training, support and supervision for their work.

6. A component of case management services should be included in the proposal. Case management should assist participants and their families in accessing housing, employment and mental health and AODA services.

7. A proposal may set aside funds for use in offering direct financial assistance to participants to help meet specified, short-term needs. It must include a clear and detailed plan describing the policies and procedures that will govern the use of these funds.
8. The proposal should outline the roles, responsibilities and performance measurements for the collaborative partners, and outline the allocation of funds across the collaborative. The proposal should identify strategies to coordinate with other established service agencies in the community and leverage other available resources. It should demonstrate the applicant’s ability to develop community based referral networks and partnerships.

9. A description of participant information and data that will be collected and how it will be managed and shared with collaborative partners. Applicants will consider participant safety and confidentiality and support appropriate information exchanges between partners in order to facilitate continuity of care.

10. In lieu of completion and submission of a detailed budget for the applicant agency, the city may request a copy of a recent applicant agency board approved budget and/or a recent agency audit statement.

1.4. **Measurements of Success**

Applicants will be asked to identify which of the following outcomes best reflect the work of their proposed program and systems that will be put in place to track those outcomes. The following are the proposed outcome measures for both program models to be funded under this initiative:

1. Participants receiving peer support services will learn of and access at least one additional supportive resource that will aid in stabilization.
2. Participants will engage with Peer Support specialists through at least three contacts after intake.
3. Participants will maintain contact and relationships with peer support specialists for at least 3 months.
4. Participants who work with a peer support specialist for at least 3 months will state that they have learned and utilized at least one new approach to conflict.

1.5. **Funds Available**

The City of Madison’s 2017 adopted operating budget allocates $400,000 for Peer Support Initiatives. Funds requested for 2017 must be expended in 2017. It is expected that this funding will continue in the 2018 City budget. The City’s intent is to offer funds to two separate collaborative initiatives (one focused on persons who have been exposed to or affected by recent acts of violence and the other on persons who are returning to the community after a period of incarceration. Up to 20% of the award(s) can be allocated to training and evaluation. Proposals may set aside up to 20% of funds awarded for direct aid to clients. The proposal must identify those funds in the budget and include a detailed plan regarding their use.

Applicants will be asked to outline their proposed budgets for both 2017 and 2018, knowing that the earliest anticipated start date for the resultant contracts will be November 1, 2017. These funds and resultant contracts will be subject to all city ordinances and rules governing purchase of service contracts including but not limited to living wage requirements, equal opportunity and benefits provisions, and insurance requirements.
1.6. **Eligibility**
Applicants must be registered as 501(c)3 organizations to be eligible to apply. Applicants can apply for either or both program models (Crisis or re-entry). However, only one application per program model will be accepted from each agency. Agencies can be identified as partners in multiple applications.

1.7. **Criteria for Proposal Review**
As part of the review process, proposals will be scored utilizing the following criteria. Funding decisions may also take into consideration information shared in presentations, issues of geographic and demographic reach of programs, and number and quality of other proposals received.

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<thead>
<tr>
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<th>Clear process is described for establishing first contacts with participants. Collaborative relationships with health care and/or corrections and law enforcement are in place. Intake procedures, participant assessments and tools used to determine participant eligibility are identified, evidence based and consistent with program purpose.</th>
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<tr>
<td>2</td>
<td>Proposed program model (Location, staffing, and service hours) provides for accessible and meaningful contact with peer support specialists.</td>
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<td>3</td>
<td>Linkages for supportive services are clearly stated, primary partners are identified, and likely to be successful. Roles and functions of partner organizations are clear and supported through direct budget allocation and/or through formal letters of commitment and support.</td>
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<td>4</td>
<td>Peer support specialists are selected with a focus on lived experience. Training, certification and support strategies for peer support specialists are fully described and consistent with suggested certification programs.</td>
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<td>5</td>
<td>Proposed model and partnerships considers and provides for culturally relevant programming for target population</td>
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<td>6</td>
<td>Criteria and processes for the effective administration of direct aid funds are clearly articulated.</td>
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<td>7</td>
<td>Budget and staff allocations are reasonable and appropriate to scope of program, and are in compliance with City’s living wage ordinance.</td>
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<td>8</td>
<td>Information sharing processes are clearly articulated, and provide for participant confidentiality.</td>
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<td>9</td>
<td>Proposed timeline and steps are achievable and will lead to successful program implementation.</td>
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<tr>
<td>10</td>
<td>Process and plan for capturing data related to outcome measurements are clearly stated, and likely to be successful.</td>
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**Total Points Available** 100
SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

2.1 Response Format

1. Applicant agencies will utilize the provided application. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted.

2. Proposal must be submitted by e-mail, to CDDapplications@cityofmadison.com in Excel Workbook format provided. Please put Peer Support in the subject line.

2.2 Required Information And Content of Proposals

Please include only the required submittals specified below.

A. RFP Application form
   Available on the Community Development Division Funding Opportunities website

B. Designation of Proprietary and Confidential Information
   Complete the form on the CDD Funding Opportunities website, if applicable.

SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

3.1. Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Laura Noel, Community Resources Program Manager
City of Madison Community Development Division
Phone: 608-266-6520
Email: lnoel@cityofmadison.com

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.
3.2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department’s website, CDD Funding Opportunities. Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder’s own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

3.3. Contracting Agency

The contract resulting from this RFP will be administered by Community Development Division, City of Madison.

3.4. Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the Community Development Division Funding Opportunities Website. The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

3.5. Oral Presentations / Site Visits / Pre-Bid Meetings

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer’s expense.
3.6. Acceptance/Rejection of Proposals

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).

2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

3.7. Incurring Costs

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

3.8. Proposer Qualifications

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

3.9. Proposal Content

The evaluation and selection of a Contractor and the contract will be based on the information submitted in the vendor’s proposal plus any additional information required. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.
3.10. Withdrawal or Revision of Proposals

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.

2. Proposals may not be modified or altered after the deadline.

3.11. Designation of Proprietary Information

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.

2. Requests shall use the following process:
   - Email or phone the RFP contact to discuss your concern.
   - Any information to be considered confidential or proprietary must clearly be stated on the “Designation of Confidential and Proprietary Information” form. (posted on our website).
   - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Commingling of confidential/proprietary and other information is not acceptable.
   - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.

3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.

4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorneys fees, awarded to the requestor and ordered to paid by the City, in any such legal action.

6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

3.12. Sample Contract Documents
A sample CDD Purchase of service Contract is available on the Peer Support Initiative CDD Funding Process website.

3.13. Proposal Evaluation and Award

1. PRELIMINARY EVALUATION

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

2. PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS

The City’s designated RFP Selection Committee will make the final selection and recommendation following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the Selection Committee may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists’ proposals based upon the written documents submitted and any clarifications offered in the interviews.
3. BEST AND FINAL OFFER

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

4. CLARIFICATION OF PROPOSALS

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

5. PRICE AND/OR COST ANALYSIS

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

6. NEGOTIATION

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

7. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8. COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.