

**REQUEST FOR PROPOSALS
FOR A CONSULTANT TO IMPLEMENT PHASE IV OF THE ALL
READY PUBLIC AWARENESS CAMPAIGN**

Odwyerpr.com

*East-West Gateway Council of Governments
Gateway Tower
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102*

April 7, 2014

**Request for Proposals
For
A Consultant to Implement Phase IV of the All Ready Public Awareness Campaign**

East-West Gateway Council of Governments (“the Council” or “East-West Gateway”) is seeking proposals from a consultant or a team of consultants to implement the fourth phase of the All Ready Public Awareness Campaign funded by a grant from the U.S. Department of Homeland Security.

Proposals are due no later than 4:00 p.m. local time on May 5, 2014 to the following address:

“RFP—All Ready PAC Phase IV”
c/o Mr. Ed Hillhouse
Executive Director
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

Eight (8) printed copies of the proposal and attachments, along with electronic copies of the proposal and the attachments (in proper format on a CD), must be submitted, along with a letter from a firm principal committing the proposal for a minimum of ninety (90) calendar days (*see Section III for more details*).

Faxed or emailed proposals or proposals submitted with an inadequate number of copies will not be accepted. Unless otherwise due to extenuating circumstances and approved by the Council in advance, any proposals received after the date and time listed above will be rejected and returned unopened.

All proposals, including attachments, appendices, and/or work samples, submitted under this RFP become the exclusive property of East-West Gateway and will not be returned to the responding firm unless otherwise noted in this RFP or East-West Gateway determines that such action is warranted.

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***Note that editable / savable versions of Attachments A through I are available on the Council's website at www.ewgateway.org*

Provided as a separate link on the Council's website:

Attachment J	Draft Contract Terms & Conditions
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I. Introduction & Background

East-West Gateway, along with the St. Louis Area Regional Response System (“STARRS”), is seeking proposals from a consultant or team of consultants to implement Phase IV of the All Ready Public Awareness Campaign (the “Campaign”). These services will be conducted in the eight county, bi-state St. Louis Urban Area, which is defined as: the Missouri Counties of: City of St. Louis, Franklin, Jefferson, St. Charles, and St. Louis; and the Illinois Counties of: Madison, Monroe, and St. Clair (collectively, the “Urban Area”). The services sought by this request for proposals (“RFP”) will consist of a continuation of the Campaign that has been in place since 2010. During Phase IV of the Campaign, the goal is to focus the Campaign on outreach to the access and functional needs populations in the Urban Area and promote the Train the Trainer Program, while at the same time continue some of the work implemented during the prior phases (i.e. social media, website, media relations).

Given that the primary focus of this project is the outreach to the access and functional needs populations and the promotion of the Train the Trainer Program, the Council’s expectation is that the prime consultant selected for this project will have demonstrated and sufficient experience with conducting this type of outreach to and working with the functional and access needs community. Further, the selected consultant must have a history of working on similar projects and on projects that require the coordination of multiple stakeholders and organizations. Further detail about the submission requirements and evaluation criteria are provided in Sections III and IV of this RFP. Additional background information on the Campaign and the Train the Trainer Program is provided below.

Since 2010, STARRS along with the St. Louis Area Regional Coalition of Community Organizations Active in Disasters (“SLARCC”) and the All Ready Steering Committee, which includes representation from the American Red Cross and local agencies across the Urban Area, have undertaken a comprehensive public awareness campaign that was developed to help foster a culture of emergency preparedness in the Urban Area, that is accessible to all, and that is presented in a single approach. The Campaign has substantially “moved the needle” on personal preparedness for high risk groups, especially those with functional and access needs, across the Urban Area. The Campaign has created successful preparedness messaging, empowering individuals and organizations to move from awareness to action. In its first phase, the Campaign was created and launched within the Urban Area and included the development of the project logo, website, printed materials, media outreach, social media, and direct community outreach. Phases II and III of the Campaign were implemented in 2011 through early 2014. These phases of the Campaign included community outreach, outreach regarding the Train the Trainer Program, social media, media outreach, and special events.

As part of its mission to address the major concerns of preparedness in the functional and access needs community, the Campaign focused on messaging that “people with disabilities need to prepare themselves and their support communities for disasters, because first-responder-type assistance may be very difficult to secure.” The main foci of the Campaign’s action include: building training modules for agencies that serve people with disabilities; hosting a venue for community organizations to learn, share and train; offering assistance to Emergency Management Agencies to build up functional and access needs planning; continuing to reach out

to the region-wide community with support and resources; and offering the model to other organizations and communities across the country.

As part of this effort, the American Red Cross, the St. Louis City Office on the Disabled, regional Independent Living Centers, DEAF, Inc., and several other agencies that serve people with disabilities collaborated to develop a "Train the Trainer" program. The training offers: direction on how to message preparedness information with empowerment principles; a presentation with general information on how those with disabilities can become prepared; guidance on how to begin preparedness conversations with those who are deaf or hard of hearing, blind or have low vision, have mobility disabilities, or have intellectual disabilities; and specific preparedness information that may pertain to the varying disability. The program is targeted at service providers with the intention of training others to "prepare it forward."

The purpose of the Train the Trainer program is to provide information to disability interest organizations, other functional and access interest organizations, and other social services agencies so that all of their staffs can assist those of their participants or clients who live independently to prepare and plan to protect themselves in a disaster or other emergency. This program is not about training care givers in nursing homes or other group homes. It is ultimately about training people with disabilities and others with functional and access needs to plan and prepare to protect themselves. The training provided by the Train the Train Program is provided by staff from the St. Louis Chapter of the American Red Cross. The consultant selected for this project will not be responsible for designing or implementing the training.

The final reports from Phase I and Phases II and III, as well as, some sample graphics / materials from prior phases are available on the Council's website as Attachment K.

II. Scope of Work

A. Project Area

The services described in this Section II will be conducted in the eight county, bi-state St. Louis Urban Area, which is defined as: the Missouri Counties of: City of St. Louis, Franklin, Jefferson, St. Charles, and St. Louis; and the Illinois Counties of: Madison, Monroe, and St. Clair (the “Urban Area”).

B. Specific Tasks

The tasks described below are broadly defined and the Council expectation is that each proposal submitted in response to this RFP will *clearly describe the responding firm’s recommendations for each of the following*: (1) approach to each task (i.e. what work will the firm undertake to accomplish each task?); and (2) deliverables that the firm will produce. The proposal must also clearly describe how the particular recommendations will be effective at reaching those in the functional and access needs community.

Please note that Phase IV of the Campaign will not include any changes to the branding or other marketing materials that have been developed for the Campaign during prior phases.

Task #1: Project Kick-Off / Management / Administration

The selected consultant will be responsible for overseeing all aspects of the project. The selected consultant will meet regularly with the Council / STARRS and the All Ready Steering Committee (the “Committee”), and will organize and attend a “kick-off” meeting at the beginning of the project in order to discuss the goals for the project and the development of the project schedule, including the outreach schedule. The selected consultant will be responsible for summarizing the meetings in meeting minutes or a similar document.

The selected consultant must review and become familiar with the Campaign, any prior work that has been completed, and the Train the Trainer Program. The relevant documents and information will be provided to the selected consultant by the Council.

The selected consultant will be responsible for developing a detailed project schedule and adhering to that schedule. The final project schedule will be approved by the Council. Please refer to Part C of this Section II for more information regarding the time constraints associated with this project.

The selected consultant will also be responsible for submitting regular invoices and monthly progress reports to the Council, and for providing the Council with the information that it needs to complete its reports to the Missouri Office of Homeland Security (“MoOHS”) and/or the Federal Emergency Management Agency (“FEMA”). The selected consultant will need to be

available to answer any follow-up questions regarding its work or the information provided in its reports.

Task #2: Community Outreach

Community outreach to the disability and other functional and access needs community will be the primary focus of Phase IV of the Campaign. The selected consultant will be responsible for continuing the community outreach to the functional and access needs community and with organizations regarding the Train the Trainer Program that was implemented during Phases II and III of the Campaign. This outreach included engaging hundreds of community-based organizations on behalf of the Committee. The outreach envisioned for Phase IV of the Campaign is two-fold: (1) engaging organizations that work with the disability and other functional and access needs community to participate in the Train the Trainer Program; and (2) ensuring that the messages of the Campaign are reaching the general population and particularly those in the disability and other functional and access needs community. The contact database from prior Phases will be made available to the selected consultant. The selected consultant will be responsible for recruiting new organizations to participate in the Train the Trainer Program, including those types of organizations that have not been reached during past phases of the Campaign (for example, faith based organizations). This effort will necessarily involve building relationships with these organizations and the selected consultant will be expected to maintain consistent and regular contact with organizations in the Urban Area. The Council's expectation is that these contacts will lead to additional organizations agreeing to participate in the Train the Trainer Program. The selected consultant will work closely with the Committee and EWG / STARRS to develop the approach to conducting this outreach.

The selected consultant will also be responsible for producing and distributing the All Ready Newsletter. The newsletter is sent out quarterly. During prior phases, the Council relied upon Constant Contact to distribute the newsletter, and prefers to use a similar service for distribution of the newsletter during the contract period. The templates for the newsletters will be provided to the selected consultant.

Task #3: Social Media & Website

The Campaign has a Facebook (<https://www.facebook.com/AllReadySTL>) and Twitter account (@AllReadySTL), as well as a project website (<http://www.allreadystl.com>). The selected consultant will be responsible for maintaining these accounts during the course of Phase IV. Specifically, the selected consultant will be responsible for keeping posts on the Facebook and Twitter pages current. Given the nature of these outlets, the selected consultant will be expected to update the pages at a minimum of two (2) times per week and at any time requested by the Committee and/or EWG / STARRS. If relevant, the updates / posts to these pages should refer readers to the Campaign website to get more information. The selected consultant will also be responsible for forwarding all questions received via Facebook and Twitter to Council / STARRS staff. The selected consultant will be responsible for developing content for the Campaign website. The Council's expectation is that the content developed for the website will be similar to the content created in Phases II and III of the Campaign and that the content will be timely and relevant to disaster preparedness and the goals of the Campaign. This content may

include, but is not limited to, relevant news stories and current events. Council / STARRS staff will be responsible for uploading the content to the website.

Task #4: Media Relations

The selected consultant will be responsible for continuing a scaled-down version of the media outreach that was undertaken in Phases II and III of the Campaign. The selected consultant must focus on cost-effective media outreach opportunities that will maximize the Campaign's reach in the functional and access needs community and to encourage visits to the Campaign's social media outlets and the website. The Council's expectation is that high-priced advertising mechanisms will not be utilized or recommended. The Council also expects that reliance upon major networks or media providers will be minimal or non-existent during Phase IV of the Campaign (i.e. advertising on KMOV or similar network). Rather than the more expensive / major market media outlets and publications, the Council expects the selected consultant to recommend less expensive and perhaps more targeted media outreach; such as (but not limited to) outreach to smaller market media outlets and/or publications that reach specific groups. In addition to this type of outreach, the Council anticipates using at least some digital advertising and paid search mechanisms. During Phases II and III of the Campaign, Facebook and Google ads were used successfully and the Council anticipates using this type of outreach for Phase IV of the Campaign. Please refer to Attachment K for information about media outreach that was accomplished during prior phases of the Campaign.

The selected consultant must provide its recommendations for media outreach and explain how the recommended methods will provide the best opportunity for the Council / STARRS and the Committee to reach its goals for Phase IV of the Campaign. The selected consultant will be responsible for developing a media relations schedule that describes when media outreach will be conducted and what outlets will be used. This schedule must be based upon regular and consistent outreach throughout the entire project; however, it must leave flexibility to respond to current events (i.e. weather conditions). Additionally, the selected consultant will be responsible for tracking the results of the media outreach (i.e. web page visits, Facebook visits / likes, etc.).

Task #5: Other Tasks

The selected consultant may also be asked to complete updates to certain marketing materials, such as the posters that are used in Metro Station Areas. These updates will be limited to adding the logos of the Committee member organizations, revising content to correct errors (if any), etc. and will **NOT** include changing the color scheme, branding, etc.

In Phases II and III of the Campaign, the Council / STARRS and the Committee conducted several "special events." While the Council / STARRS does not plan to hold any special events during Phase IV, if the opportunity arises for such an event or if the selected consultant recommends it, the Council / STARRS and the Committee will consider undertaking a special event during this phase of the Campaign. Any such special events will be considered optional and will not be undertaken unless the Council provides its express written approval in advance of the work.

Additionally, the Council / STARRS and the Committee are in the early stages of a project to implement a general population and organizations survey and conduct focus groups about disaster preparedness in the Urban Area. This project will begin in late April / early May and will continue until July 31, 2015. The selected consultant for Phase IV of the Campaign may be tasked with assisting the Council / STARRS with the outreach associated with increasing the response rate / participation in the surveys and/or soliciting participation for the focus groups. These services will be limited to assisting the Council / STARRS by supplementing the work of the survey consultant. The Council / STARRS and the survey consultant have the primary responsibility for outreach for the surveys and focus groups.

C. Project Schedule

Responding firms should be aware that, in order for the Council to meet its grant expenditure deadlines, this project must be completed in strict adherence to the schedule approved by the Council. Responding firms should assume an August 1, 2014 start date for the project and all work associated with this RFP must be completed no later than July 31, 2015. The selected consultant will be responsible for developing a detailed project schedule and adhering to that schedule. The final project schedule will be approved by the Council.

III. Content of the Proposal

Proposals submitted in response to this request should be directed to “RFP–All Ready PAC Phase IV,” c/o Mr. Ed Hillhouse, Executive Director, East-West Gateway Council of Governments, 1 S. Memorial Drive, Suite 1600 St. Louis, MO 63102, no later than 4:00 p.m. local time May 5, 2014. Unless otherwise due to extenuating circumstances and approved by the Council in advance, proposals received after this time will be returned unopened. Eight (8) printed copies of the proposal and attachments, along with electronic copies of the proposal and the attachments (in proper format on a CD), must be submitted, along with a letter from a firm principal (*see Part A below for further guidance*) committing the proposal for a minimum of ninety (90) calendar days.

Submitted proposals are limited to 25-pages, exclusive of the required attachments. Proposals must be provided on 8 ½ ” X 11” paper, 1” margins, and not less than 11-point font. **Each proposal must be organized according to the outline provided below, with each section clearly marked and divided with tabs.** The electronic version of the proposal must be submitted on a CD in *.pdf format, and, as noted in Part C below, Attachment A must be provided in *.xls format on the CD. The CD must also include signed versions (in *.pdf format) of any attachment or other document that requires a signature.

All items listed below must be addressed and included in the proposal. **If all the items listed below are not provided then the firm’s submission may be deemed non-responsive and may not be evaluated.** The Council reserves the right to waive minor errors, omissions, or technicalities as determined to be in the best interest of the Council and that do not impede the Council’s ability to evaluate the responding firm’s quality of work, experience, and/or its ability to perform the requested work. *In addition to the items listed below, firms should ensure that their proposals provide all information relevant to the evaluation process; the evaluation criteria are listed in Section IV.*

- A. **Letter of Interest.** The responding firm must provide a letter of interest (2 –3 pages maximum) that summarizes the firm’s approach to the project and why the firm is particularly qualified to complete the work for this project, as it is described in Section II of this RFP. **The letter must include the name, phone number, and email address of the person who the Council should contact in the event that questions arise regarding the firm’s submission.**
- B. **Project Approach.** The general scope of work has been developed by East-West Gateway staff and is provided in Section II of this RFP. Firms must include further detail regarding the specific methodology or approach that the firm intends to use to complete the tasks described in Section II, Part B of this RFP. Specifically, the description should address Section II of this RFP and clearly describe:
 1. The firm’s approach, including project management, and how the proposed approach will benefit the Council and allow it to accomplish its goals with this project.

2. Any unique methods that the firm may employ to complete this project and why those methods are likely to be successful in terms of the Council's goals with this project.
- C. Project Price. The Council intends to award a single, firm fixed price contract for the services described in this RFP. Each proposal must include a price proposal and each responding firm must use Attachment A – Price Proposal & Person/Hour Commitment Schedule for its price proposal. Firms may modify this attachment as needed in order to account for additional staff, subcontractors, or additional categories of other direct expenses; however, firms must not omit any requested information (i.e. hourly rates, staff titles, hours, etc.).

This attachment must be included in the printed proposal **and** in *.xls (or *.xlsx) format on the CD submitted by each responding firm. The Council reserves the right to reject, as non-responsive, proposals that do not include this attachment. The Council reserves the right to select any portion of the proposed services or any combination of the offered / optional services; and the final costs for this project will be so determined.

*(Attachment A – Price Proposal & Person/Hour Commitment Schedule is available in *.xlsx format on the Council's website: www.ewgateway.org)*

- D. Qualifications. Proposals must indicate the qualifications of the responding firm(s) in relation to conducting outreach and media relations of the type described in the RFP and working with functional and access needs groups; as well as specific prior experience and qualifications applicable to this project. Proposals must include a brief narrative (4 pages maximum—page limit applies to narrative only) regarding the firm's capabilities to carry out the project, including special assets, areas of expertise, analytical tools, and/or data sources to which the firm has access. Proposals must also include the following:
1. Experience summaries of key personnel to be assigned to the project including but not limited to, account management, project management, and personnel with specialized experience necessary to complete the work described in Section II of this RFP. These summaries should clearly identify prior experience on similar projects in similar roles, and outline the responsibilities these individuals will have in the context of this project. Full resumes of these individuals may be included as an attachment.
 2. A team organization chart, in graphic form, that shows the level of organizational responsibility of the firm's key personnel to be assigned to the project.
 3. The address of the office in which each key person currently works.

4. An indication (in number of hours) of the amount of time that each key person will dedicate to the project. Firms must use Attachment A – Price Proposal & Person/Hour Commitment Schedule to provide this information.

Changes to Key Personnel: Each responding firm agrees and understands that the key personnel that it identifies in its proposal must be available for the entirety of the project throughout the term of the contract as long as that individual is employed by the responding firm or unless the Council agrees to a change in key personnel.

5. A description of no less than three (3) projects similar in type, scope, and magnitude of the project described in this RFP that the responding firm has undertaken within the last five (5) years. In addition, for **each** project described, the proposal must also include the following information:
 - a. Project name and location;
 - b. Client point of contact **to include**: name, phone number, and email;
 - c. Description of the project;
 - d. Scheduled completion date **and** actual completion date. Any deviations must be explained; and
 - e. Budget **and** an indication as to whether the project was completed within that budget. Any deviations must be explained.
 6. At least three (3) professional references for which the responding prime firm has completed work, **to include**: point of contact, phone number, and email address.
- E. **Corporate Profile.** Each responding firm must provide the following information about its corporate structure, history, experience, and ability:
1. Firm name and business address, including telephone number.
 2. DUNS Number. If the firm does not have a DUNS number, then the proposal must so indicate.
 3. Year established, (include former firm names and year established, if applicable).
 4. Identify the state in which the firm was organized or incorporated.
 5. Type of ownership, and name and location of parent company and subsidiaries, if any.

6. An indication of whether the firm is registered to do business in the States of Missouri and Illinois. (*Firms must be so registered prior to beginning work for this project*).
7. A summary/description of the firm's ability to comply with state and federal requirements regarding expending grant dollars, including but not limited to, timely invoicing, documenting costs, segregating costs, etc.; as well as, a brief description of the firm's contract management and accounting procedures.
8. A general description of the firm's core business and an indication of the percentage of total revenues generated from outreach, public relations, or related services.

(Responding firms that intend to use subcontractors and/or work in some form of joint venture partnership must provide the same corporate profile information for each subcontractor and/or each member of a joint venture.)

- F. Evidence of Appropriate Resources and Capacity. The responding firm shall provide a description that documents their capacity to take on the work outlined in this RFP and effectively manage the associated risk. This description shall include, but is not limited to, the following:
1. A summary description of firm's current financial strength with supporting documentation (e.g. financial statements; descriptions of historic past revenues/expenditures; audit reports/statements, etc.). This description should include information regarding any reorganization or bankruptcy that the firm has been involved in or a party to within the past three (3) years.
 2. A summary description of the firm's available resources to complete this project, including its ability to obtain resources. Resources include, but are not limited to, staff/personnel, office equipment/space, access to subcontracted resources, etc.
 3. A list of current and anticipated work commitments that the responding firm will be or expect to be engaged in during the course of the contract term (estimated to be 8/1/2014 to 07/31/2015); only as the projects apply to the key personnel that will be assigned to this project. Please use Attachment B or something similar to provide this information.
 4. A statement affirming that, in light of its current and anticipated commitments and the time frame estimated for this project, the firm has the capacity to complete the project within the estimated period of performance.

G. Insurance Requirements. The responding must affirm that it, *and each of its subcontractors*, will be able to meet the insurance coverage requirements listed in Parts 1) and 2) below if it is awarded the contract on this project. These insurance requirements will be included in any contract entered into between the selected consultant and East-West Gateway. Once the contract is awarded, the responding firm will be required to submit proof that it has the required type and amount(s) of insurance coverage(s). East-West Gateway reserves the right to require higher or lower coverage limits where warranted.

1. The selected consultant is required to carry and shall cause its subcontractors to carry commercial general liability and commercial automobile liability insurance from a company authorized to issue insurance in Missouri, and to name the Council as an additional insured. The current minimum required insurance coverage amounts are as follows:

Commercial General Liability Insurance (combined single limit):

\$3,000,000 aggregate limit and

\$1,000,000 per occurrence

Commercial Automobile Liability Insurance, Hired and Non-Owned Vehicles (combined single limit):

\$1,000,000 each accident

2. Unless otherwise exempt under law, the selected consultant is also required to carry insurance in the amount stipulated by law to protect it from claims under worker's compensation acts. A consultant who is claiming an exemption will be required to submit to the Council proof that the firm is exempt from this requirement under the law.

H. Legal Proceedings. Each responding firm must identify any on-going legal proceeding or pending legal proceeding (arbitration, complaint, administrative process, and/or court action) filed by an owner, client, contractor, or governmental entity against the firm for any project within the last five (5) years, as it relates to: (1) the firm's non-performance, including but not limited to: failure to complete a project on-time or at all, unsatisfactory performance, poor quality of products; (2) breach or default of contract, including those based on misfeasance, error, omission, or failure to perform; (3) violation of state or federal law; (4) violation of state or federal rules or regulations related to business ethics, conflicts of interest, and/or the procurement process; or (5) suspension or debarment. If inapplicable, the responding firm should so indicate in its proposal.

I. Statement of Past Performance. The responding firm must include a statement of its past performance with the Council. Additionally, the responding firm must

address its past performance with other federal, state, and/or local governmental entities. If the responding firm does not have prior experience working with the Council or other public entities, then the firm should describe its past performance on projects, in general. Specifically, the statement must include information regarding any contract (public or private), during the past three (3) years, which the person/entity contracting with the firm: (1) terminated the contract for default or breach; (2) sued to compel performance; (3) sued to recover damages, including, without limitation, upon alleged breach of contract, misfeasance, error or omission, or other alleged failure for the firm to perform as required by the contract; or (4) called upon a surety to perform the work.

- J. Conflicts of Interest Disclosure. The Council has a policy regarding conflicts of interest that may arise during the procurement and/or contracting process. The Council's policy is attached to this RFP and each responding firm should carefully review this policy. Each responding firm must enclose with its proposal a **signed** Conflict of Interest Questionnaire & Disclosure Statement (Attachment C). A fillable / savable version of Attachment C is provided on the Council's website at www.ewgateway.org.
- K. Affirmative Action Checklist. All firms submitting a proposal must complete and enclose with their proposal the affirmative action checklist attached to this RFP (Attachment D).
- L. D/S/W/MBE Participation. The Council encourages disadvantaged (D), small (S), women-owned (W), and/or minority (M) business enterprise (collectively, "D/S/W/MBE") participation.

If a responding firm intends to participate as a D/S/W/MBE or intends to hire or has hired a D/S/W/MBE subcontractor, then the firm must also submit with its proposal the attached Letter of Intent to Perform as a D/S/W/MBE (Attachment E) or an equivalent letter for each certified participant. Responding firms must include the D/S/W/MBE Participation Form (Attachment F) in the proposal, even if the D/S/W/MBE participation is zero (0).

Responding firms are required to submit documentation regarding its efforts to include D/S/W/MBEs on this project. Attachment G – Tracking Form for D/S/W/MBEs Contacted, or its equivalent, must be submitted with the proposal.

Please refer to Section VII of this RFP for more information about what constitutes a certified D/S/W/MBE.

- M. Certification Regarding Lobbying. Each responding firm must complete, sign, and enclose with its proposal the Certification Regarding Lobbying (Attachment H). This certification will be included as part of any contract that is awarded under this RFP.

- N. Certification Regarding Debarment and Suspension. Each responding firm must complete, sign, and enclose with its proposal the Certification Regarding Debarment and Suspension (Attachment I). This certification will be included as part of any contract that is awarded under this RFP.
- O. Contract Terms and Conditions. The draft contract terms and conditions are provided in Attachment J (see the Council's website). These terms will govern the project, and may change if circumstances warrant it; however, any terms required by federal or state rules, regulations, or statutes or by the Council's agreement with MoOHS, are non-negotiable and are not subject to change. Responding firms should submit, with its proposal, any questions or concerns regarding the contract terms and conditions.

Please note that certain Appendices referenced in Attachment J (e.g. Appendix I and Appendix II) will not be included in the Attachment because these Appendices are developed by the Council and the selected consultant during contract negotiations.

IV. Evaluation & Selection Procedures

Selection of a firm(s) to provide the services described in this RFP will be in accordance with East-West Gateway's purchasing policies and procedures. Unless otherwise noted in this RFP, East-West Gateway will open and review each proposal that is submitted **no later than 4:00 p.m. local time on May 5, 2014**. Each proposal will be evaluated according to the steps and criterion listed in this Section IV. East-West Gateway will make the contract award to a responsible firm whose proposal is most advantageous to the Council, upon successful selection approval. The Council reserves the right to select a proposal other than one with the lowest proposed price. East-West Gateway reserves the right to contact responding firms regarding their submission at any time during the evaluation process in order to seek clarification or request additional information.

Step 1: Determination of Firm Responsibility/Initial Proposal Review

During this step of the evaluation process each of the elements below will be evaluated in order to determine if the responding firm is responsible. No points are assigned during this stage of the evaluation. Rather, the Council reviews each proposal and assigns either a "yes" or a "no" for each item of information examined. Any proposal that does not include the information necessary for the Council to make its determination regarding responsibility may result in the Council determining that the responding firm is not responsible and, therefore, ineligible to be awarded a contract for this project. Any proposal that does not meet the minimum RFP requirements may be rejected as non-responsive.

- A. East-West Gateway will not award the contract for this project to a responding firm that it determines is not responsible. A responsible firm is one that: has, or has the ability to obtain, the financial and resource capacity to successfully complete the work described in this RFP within the anticipated period of performance; does not have any corporate, legal, or financial barriers to successful performance; has a satisfactory performance record; and is not currently suspended or debarred. East-West Gateway's determination of a responding firm's responsibility may include the following factors:
1. The firm's corporate profile (*Does the proposal provide a clear description of the firm and demonstrate that firm has stability and organizational controls necessary to perform all services throughout the entire contract period?*).
 2. The firm's current financial and resource capacity (*Does the proposal indicate that firm has the necessary financial strength and resources [i.e. staff, facilities, etc.], or the ability to obtain the resources needed, to successfully complete the work?*).
 3. The firm's past performance and record of integrity and business ethics (*Does the response indicate that the firm has a history of unsuccessful performance of work, a history of violating laws, regulations, or rules, and/or a lack of integrity or business ethics?*).

4. The firm's status regarding suspension or debarment (*Is the firm currently suspended or debarred?*).

East-West Gateway may make the determination regarding responsibility based upon the responding firm's submitted proposal, reference evaluations, a review of the offeror's financial situation, and any other information East-West Gateway requests or determines is relevant to its determination. Many of these factors may also be used in the next step(s) of the evaluation process.

- B. East-West Gateway will review each proposal to ensure that it meets the minimum RFP requirements that are listed in Section III. East-West Gateway reserves the right to waive minor errors, omissions, or technicalities as determined to be in the best interest of the Council and that do not impede the Council's ability to evaluate the responding firm's quality of work, experience, and/or its ability to perform the requested work.

East-West Gateway reserves the right to reject any and all proposals received in response to this RFP, including any proposal that fails to meet the minimum RFP requirements.

Step 2: Evaluation of Submitted Proposals

All proposals determined to be from responsible offerors and that meet the minimum RFP requirements listed in Section III of this RFP will be evaluated and scored by a selection committee in accordance with the criteria and points listed below.

- A. **The qualifications and experience of the firm and the key personnel assigned to the project [35 points total]. The factors that the evaluation committee may consider include, but are not limited to:**
- The qualifications of the firm and key personnel assigned to the project
 - The firm's and the key personnel's prior experience performing outreach services, social media / website work, and media relations work similar to that described in this RFP
 - The firm's knowledge of and experience with implementing effective outreach targeted towards those with functional and access needs
 - The firm's knowledge of disaster preparedness topics and its experience conveying information about these topics to those in the functional and access needs communities
 - The project descriptions provided by the firm clearly indicate that firm has the experience sought by this RFP

- B. The firm's understanding of the project requirements, scope of work, and conditions affecting the project [30 points total]. The factors that the evaluation committee may consider include, but are not limited to:**
- The firm provided a clear and concise written proposal that demonstrates that the firm understands the scope of the work and the Council's goals for this project
 - The firm's proposal demonstrates a thorough approach or methodology for providing the requested services
 - The firm and key personnel are familiar with the project area and local/regional conditions in the St. Louis Urban Area that may affect the project
 - The firm has dedicated sufficient personnel to the project so that the project deadlines will be met
 - The project manager and other key personnel have committed a sufficient amount of time to the project so that the project deliverables will be completed within the contract period
 - The firm has the capability to maintain sufficient, consistent contact with East-West Gateway staff throughout the project period
- C. The firm's past performance on other projects [20 points total]. The factors that the evaluation committee may consider include, but are not limited to:**
- The project descriptions provided by the firm indicate that the firm has consistently completed its projects on time and within budget
 - The firm's statement of past performance indicates that the firm has a history of successfully completing projects and working closely with clients
- D. The proposed project price [10 points total]. The factors that the evaluation committee may consider include, but are not limited to:**
- The reasonableness and adequacy of the proposed price, as compared to the other price proposals submitted for the project
- E. The level of D/S/W/MBE participation the firm will provide and the experience of the D/S/W/MBE firms selected for the project [5 points total]. The factors that the evaluation committee may consider include, but are not limited to:**
- The firm's committed level of D/S/W/MBE participation for the project
 - The D/S/W/MBE contractor(s) that the firm has committed to the project have/has the experience necessary to complete its assigned tasks

Each proposal shall be assigned point values as indicated above. Based on the outcome of the computations performed, each firm will receive a total score from each member of the selection

committee (“evaluator”). Each evaluator will independently rank each firm (e.g. 1, 2, 3, 4, etc.) based upon the total score received. After each evaluator has independently ranked each firm, the committee will discuss each firm’s proposal and the individual rankings. Based on these discussions, the committee will, as a group, rank the firms based on a consensus of the committee members.

If interviews are to be conducted, then the Council will create a “short-list” of firms from the highest-ranking firms. These short-listed firms will continue through to Step 4 of the evaluation process. Those firms that are not short-listed will not be selected for interviews or contract award. The Council is in no way required to create a short-list or to select a certain minimum or maximum number of firms for a short-list.

If no interviews occur, then the evaluation process will proceed directly to Step 5. It is possible for the Council to proceed to the interview stage of the evaluation process without electing to conduct reference checks.

Step 3: Reference Checks (Optional)

The Council may elect to contact the references of the top-ranked and/or short-listed firms. Each reference provided by the responding firms will be sent a reference check form. There are five (5) yes/no questions included on the reference check form. Each “yes” answer is assigned five (5) points and each “no” answer is assigned zero (0) points for a total maximum score of twenty-five (25) points for each reference provided. If the reference form for any of the three (3) references provided by the prime consultant is not returned to the Council by the time and date listed on the form, then the score for that reference will be zero (0). The results of the reference checks, if conducted, may be used by the Council in the event of a tie between two (2) firms and/or will be provided to the interview committee members so that each can use the information in the post-interview ranking of the interviewees.

Step 4: Interviews of Short-Listed Firms (Optional)

The Council may ask the short-listed firms to attend an oral interview. If so, identified firms will be notified of their selection for interview. The selection committee will evaluate and score each firm in accordance with the criteria and points listed below.

- A. Experience working on projects that are similar in size, scope, and type to the project described in the RFP [25 points total]**
- B. The firm’s understanding of the project requirements, scope of work, and conditions affecting the project [25 points total]**

After the conclusion of interviews, each evaluator will score each interviewee and will independently rank (e.g. 1, 2, 3, 4, etc.) the interviewees based upon the total score received during the interview.

Step 5: Final Ranking of Responding Firms

If no interviews are conducted, then the final firm rankings will be based upon the selection committee consensus established in Step 2. If interviews are conducted, then the committee will develop the final firm rankings based on a consensus of the committee members based upon the information provided in Steps 2, 3 (optional), and/or 4 of the evaluation process.

Each firm's rank will be noted on the Firm Selection Sheet according to the final firm ranking determined by the selection committee through consensus (e.g. 1, 2, 3, 4).

Step 6: Selection & Negotiations

After the conclusion of Step 5, the highest ranked firm (e.g. the firm ranked #1) will be recommended to the East-West Gateway Board of Directors for award of the contract and approval of the contract price. If the selection recommended to the Board of Directors is approved, the Council will begin negotiations regarding contract terms and conditions with the selected firm. The Council may elect to conduct oral discussions, request clarifications, and presentations concerning the project approach and ability to furnish the requirements as part of the negotiation process. With the exception of minor elements of cost, changes needed due to scope definition, and/or due to good cause, there will be no negotiations regarding the price for the work; and the price provided in the proposal and approved by the Board of Directors will be the contract price.

If the Council cannot successfully contract with the highest ranked firm, then the Council shall formally, and in writing, end all negotiations with that firm and the Council may elect to proceed to negotiate with the next available firm in the order of the selection ranking until a contract is reached or negotiations with all ranked firm(s) end.

The award process is considered open and on-going until all final negotiations have concluded. After all negotiations have been concluded and a contract executed, the Council shall notify the unsuccessful respondents of the results.

V. General Items

A. No Obligation to Award Contract or Pay for Cost to Develop Proposal

This RFP does not commit East-West Gateway to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or contract for services or supplies.

B. Cancellation of this Request

The Council reserves the right to accept or reject any or all of the proposals received as a result of this RFP, or to cancel this request in whole or in part at any time (including, but not limited to, after the Council's Board of Directors has authorized the Executive Director to enter into a contract) if it is in the best interest of the Council.

C. Unauthorized Communications

After release of this RFP, responding firm's contact regarding this RFP or the subject of this RFP must be limited to the person identified in Section IX, Part A of this RFP. Any communication (whether oral or written) about this RFP or the subject of this RFP with any of the persons or organizations listed below is prohibited and may result in the disqualification of the firm from the procurement process:

1. Members of the evaluation team or selection committee;
2. The Council's or STARRS' staff other than that listed in Section IX of this RFP;
3. Any member of the STARRS Board of Directors or other committees, including the following STARRS subcommittees:
 - a. SLARCC;
 - b. Community Preparedness; and/or
 - c. All Ready Steering Committee;
4. Any member of the East-West Gateway Board of Directors or other committees; and/or
5. The staff persons or personnel of any organization that will benefit from this project / RFP, including:
 - a. City of St. Louis;
 - b. American Red Cross of the Greater St. Louis Region;
 - c. Paraquad; and/or
 - d. LINC, Inc.

Responding firms shall not offer any gratuities, favors, or anything of monetary value to any officer, employee, agent, director, or Board member of the Council and/or STARRS for the purpose of influencing a favorable disposition toward the firm's proposal or otherwise affect the disposition of any proposal submitted as a result of this RFP.

D. Non-Endorsement

If a proposal is accepted, the successful responding firm shall not issue any news releases or other statements pertaining to the award or servicing of the agreement that state or imply the Council's endorsement of the successful firm's services.

E. Public Records & Information

Responding firms should be aware that any information submitted in response to this RFP might be subject to disclosure under the Missouri Sunshine Act and/or the Federal Freedom of Information Act. East-West Gateway will handle all requests for information in regard to this RFP in accordance with the applicable federal and state statutes, and will not disclose any information submitted in response to this RFP *prior* to the selection and retention of a consultant unless authorized in writing to do so by the responding firm or compelled to do so by law or judicial decree.

F. Contract Type & Funding Source

East-West Gateway anticipates awarding a single, firm fixed price contract paid based upon milestone completion/delivery of products for the work described in this RFP. The U.S. Department of Homeland Security through the Missouri Department of Homeland Security is providing 100 percent of the funding for this project.

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VI. Nondiscrimination Requirements

The selected consultant shall not discriminate on grounds of the race, color, religion, creed, sex, national origin, or ancestry of any individual in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The selected consultant shall not participate either directly or indirectly in the discrimination prohibited by 6 CFR Part 21 or 44 CFR Subtitle A, Part 7 including employment practices.

These nondiscrimination requirements shall apply to all solicitations either by competitive bidding or negotiation made by the successful consultant for work to be performed under a subcontract, including procurement of materials or equipment. The selected consultant shall notify each potential subcontractor or supplier of these requirements relative to nondiscrimination on grounds of the race, color, religion, creed, sex, national origin, or ancestry of any individual.

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VII. Disadvantaged, Small, Women, and Minority Business Enterprise Participation & Equal Opportunity Provisions

The Department of Homeland Security/Federal Emergency Management Agency (“DHS” / “FEMA”) has promulgated regulations to ensure that disadvantaged business enterprises (“DBE”), including small and minority firms (“SBE/MBE”) and women’s business enterprises (“WBE”) (collectively “D/S/W/MBE”) have an equal opportunity to participate in projects that are wholly or partially funded with DHS grant money. D/S/W/MBEs are encouraged to submit proposals as prime contractors for this project. Firms are required to take affirmative steps to ensure that D/S/W/MBEs are used on this project when possible. These affirmative steps include:

- (a) placing qualified D/S/W/MBEs on solicitation lists for subcontracts and/or joint ventures;
- (b) assuring that D/S/W/MBEs are solicited whenever they are potential sources of work and/or supplies;
- (c) dividing total project requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by D/S/W/MBEs;
- (d) establishing delivery schedules, where the RFP permits, which encourage participation by D/S/W/MBEs; and
- (e) using the services and assistance of the Small Business Administration (“SBA”) and the Minority Business Development Agency of the Department of Commerce.

The term “Small Business Enterprise” is defined in accordance with the SBA’s definition, as follows: “... a small business concern is one that is independently owned and operated, is organized for profit, and is not dominant in its field. Depending on the industry, size standard eligibility is based on the average number of employees for the preceding twelve months or on sales volume averaged over a three-year period.” The Council will use the SBE size standards provided in 13 CFR Part 121 (as it may be amended from time-to-time) to determine a small business enterprise’s eligibility.

In order to be considered a DBE, a firm must be certified and registered as a DBE with the Missouri Department of Transportation. Please refer to the MRCC DBE Directory at: http://www.modot.mo.gov/business/contractor_resources/external_civil_rights/mrcc.htm

In order to be considered a WBE or MBE, a firm must be certified and registered as a WBE or MBE with MoDOT and/or with the Missouri Office of Equal Opportunity (“MoOEO”).

In order to be considered an SBE, a firm must certify that it meets the definition of a small business, as indicated above.

A D/S/W/MBE may include in its response a copy of its MoDOT, MoOEO, or SBA certification.

VIII. Protest Procedures

In the course of this request for proposals and the selection process, a responding firm (bidder or offeror whose direct economic interest would be affected by the award of the contract) may file a protest when, in the firm's opinion, actions were taken by the staff and/or the selection committee which could unfairly affect the outcome of the selection process. All protests should be in writing and directed to Mr. Ed Hillhouse, Executive Director, East-West Gateway Council of Governments, 1 S. Memorial Drive, Suite 1600, St. Louis, MO 63102. Protests should be made immediately upon occurrence of the incident in question but no later than three (3) days after the responding firm received notification of the outcome of the selection process. The protest should clearly state the grounds for such protest.

Upon receipt of the protest, the Executive Director will review the actual procedures followed during the selection process and the documentation available. If it is determined that the action(s) unfairly changed the outcome of the selection process, negotiations with the selected responding firm will cease until the matter is resolved.

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IX. Inquiries & Submission Information

A. Inquiry Submission & Deadline

Inquiries regarding this RFP must be submitted no later than 4:00 p.m. local time on April 23, 2014. The Council will not accept any inquiries after that date and time. Inquiries include questions about or requests for clarification of the information contained in this RFP or about the project in general.

Inquiries must be submitted to:

Staci Alvarez
Grant/Contract Compliance Administrator
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102
(314)421-4220 ext. 263
staci.alvarez@ewgateway.org

B. Q & A—Addendums Posted On-Line

In order to ensure that all potential responding firms receive the same information relative to this solicitation, East-West Gateway will post its response to any request for supplemental information on its web site at www.ewgateway.org. Please visit East-West Gateway's web site periodically to check for any additional information. If a firm wishes to have a printed copy of the information mailed, it must mail or email a written request to the staff contact listed in Part A above.

C. Submission Date, Time & Address

Proposals are due no later than 4:00 p.m. local time on May 5, 2014 to the following address:

“RFP—All Ready PAC Phase IV”
c/o Mr. Ed Hillhouse
Executive Director
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

Eight (8) printed copies of the proposal and attachments, along with electronic copies of the proposal and the attachments (in proper format on a CD), must be submitted, along with a letter from a firm principal committing the proposal for a minimum of ninety (90) calendar days (*see Section III for more details*).

Faxed or emailed proposals or proposals submitted with an inadequate number of copies will not be accepted. Unless otherwise due to extenuating circumstances and approved by the Council in

advance, any proposals received after the date and time listed above will be rejected and returned unopened.

All proposals, including attachments, appendices, and/or work samples, submitted under this RFP become the exclusive property of East-West Gateway and will not be returned to the responding firm unless otherwise noted in this RFP or East-West Gateway determines that such action is warranted.

D. Tentative Interview Schedule

Interviews, if conducted, are tentatively scheduled for May 27 through May 30, 2014. If selected for an interview, a firm will be notified via email.

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RFP Minimum Requirements Checklist

Did you remember to:

- Address all elements of Section II of the RFP
- Check EWG's website for any additional information or addendums regarding the RFP
- Include 8 printed and 1 electronic, *.pdf copy on a CD of your proposal (25 pages maximum), addressed to:
"RFP--All Ready PAC Phase IV"
c/o Mr. Ed Hillhouse
Executive Director
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102
- Submit a Letter of Interest (2 - 3 pages maximum)
- Submit a description of the project approach
- Include Attachment A -- Price Proposal & Person/Hour Commitment Schedule (in print & *.xls format)
- Submit proof of qualifications of responding firm (and subcontractors or partners) to include:
 - Experience summaries of assigned key personnel
 - Team organization chart
 - Work addresses of key personnel
 - Indication of hours that key personnel will dedicate to the project
 - Work descriptions of at least three (3) projects with all required information
 - At least three (3) professional references with all required information
- Submit a Corporate Profile of responding firm (and subcontractors or partners) to include:
 - Firm name, business address, and phone number
 - DUNS Number or indication that firm does not have a DUNS number
 - Year established (include former firm names and year established if applicable)
 - State of incorporation or state in which firm organized
 - Type of ownership, and name and location of parent company and subsidiaries
 - Indication of whether firm is registered to do business in MO and IL
 - Description of ability to comply with state/federal requirements & description of firms contract management & accounting procedures
 - Description of firm's core business and indication of percentage of total revenues generated from surveying, conducting focus groups, or related services

RFP Minimum Requirements Checklist

Did you remember to:

- Submit Evidence of Appropriate Resources & Capacity of responding firm to include:
 - Summary of current financial strength w/ support
 - Summary of available resources
 - List of current or anticipated work commitments for 08/01/2014 -- 07/31/2015
 - Affirmation regarding capacity
- Provide affirmation regarding insurance coverage
- Provide information regarding legal proceedings
- Provide a statement of past performance
- Include Attachment B -- List of Current and Anticipated Work Commitments or equivalent
- Include Attachment C -- Conflict of Interest Questionnaire & Disclosure Statement *(signature required)*
- Include Attachment D -- Affirmative Action Checklist
- Include Attachment E -- Letter of Intent or equivalent, if applicable *(signature required)*
- Include Attachment F -- D/S/W/MBE Participation Form
- Include Attachment G -- Tracking Form for D/S/W/MBEs Contacted or equivalent
- Include Attachment H -- Lobbying Certification *(signature required)*
- Include Attachment I -- Debarment Certification *(signature required)*

If you failed to provide any of the required items listed above, then your submission may be deemed non-responsive and may not be evaluated.

ATTACHMENTS

Please note that editable / savable versions of Attachments A through I are available on the Council's website at www.ewgateway.org

Attachment A_Price Proposal & Person_Hour Commitment Schedule
PROJECT SUMMARY

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE										
ALL READY PAC PHASE IV RFP										
SUMMARY BUDGET										
	PRIME		SUB #1		SUB #2		SUB #3		TOTAL HOURS	TOTAL \$
	Hours	Costs	Hours	Costs	Hours	Costs	Hours	Costs		
TASKS										
#1	<i>Project Kick-Off / Management / Administration</i>		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
#2	<i>Community Outreach</i>		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
#3	<i>Social Media & Website</i>		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
#4	<i>Media Relations</i>		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
#5	<i>Other Tasks</i>		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Subtotal Labor & Hours			0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
SUBTOTAL ODCs				\$0.00		\$0.00		\$0.00		\$0.00
GRAND TOTAL COSTS				\$0.00		\$0.00		\$0.00		\$0.00

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE ALL READY PAC PHASE IV RFP										
PRIME CONSULTANT										
Title Fully Burdened Hourly Rate	HOURS								TOTAL HOURS	TOTAL \$
	Staff Title #1 \$0.00	Staff Title #2 \$0.00	Staff Title #3 \$0.00	Staff Title #4 \$0.00	Staff Title #5 \$0.00	Staff Title #6 \$0.00	Staff Title #7 \$0.00	Staff Title #8 \$0.00		
TASKS										
#1	Project Kick-Off / Management / Administration								0	\$0
#2	Community Outreach								0	\$0
#3	Social Media & Website								0	\$0
#4	Media Relations								0	\$0
#5	Other Tasks								0	\$0
Subtotal Labor & Hours										
	0	0	0	0	0	0	0	0	0	\$0
OTHER DIRECT COSTS (ODCs)										
TRAVEL										
	# Trips	Units/Days	Rate	# of Staff	Total					
<i>Out-of-Town Travel</i>										
Airfare	0	0	\$0.00	0	\$0					
Meals	0	0	\$66.00	0	\$0					
Lodging	0	0	\$119.46	0	\$0					
Ground Transportation	0	0	\$0.00	0	\$0					
Car Rental	0	0	\$0.00	0	\$0					
Mileage	0	0	\$0.56	1	\$0					
Parking	0	0	\$0.00	0	\$0					
<i>Subtotal Out-of-Town Travel</i>					\$0					
In-Town Travel (Mileage)	0	0	\$0.56	0	\$0					
<i>Subtotal Travel</i>					\$0					
PRINTING / REPRODUCTION / DELIVERY										
	# Plans	Units/Days	Rate		Total					
Printing #1	0	0	\$0.00		\$0					
Printing #2	0	0	\$0.00		\$0					
Delivery / Postage		0	\$0.00		\$0					
<i>Subtotal Printing / Reproduction</i>					\$0					
ADVERTISING / MEDIA										
		Units/Days	Rate		Total					
Cost #1		0	\$0.00		\$0					
Cost #2		0	\$0.00		\$0					
Cost #3		0	\$0.00		\$0					
Cost #4		0	\$0.00		\$0					
Cost #5		0	\$0.00		\$0					
<i>Subtotal Advertising / Media Costs</i>					\$0					
SUBCONTRACTOR COSTS										
										Total
SUB #1 - NAME										\$0
SUB #2 - NAME										\$0
SUB #3 - NAME										\$0
<i>Subtotal Subcontractor Costs</i>										\$0
SUBTOTAL ODCs										
										\$0
GRAND TOTAL COSTS										\$0

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE										
ALL READY PAC PHASE IV RFP										
PRIME CONSULTANT										
Title <i>Fully Burdened Hourly Rate</i>	HOURS								TOTAL HOURS	TOTAL \$
	Staff Title #1 \$0.00	Staff Title #2 \$0.00	Staff Title #3 \$0.00	Staff Title #4 \$0.00	Staff Title #5 \$0.00	Staff Title #6 \$0.00	Staff Title #7 \$0.00	Staff Title #8 \$0.00		
ASSUMPTIONS Please describe in the space below any assumptions that you made when preparing this proposed project budget.										

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PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE											
ALL READY PAC PHASE IV RFP											
SUBCONTRACTOR #1											
Title <i>Fully Burdened Hourly Rate</i>	HOURS								TOTAL HOURS	TOTAL \$	
	<i>Staff Title #1</i> \$0.00	<i>Staff Title #2</i> \$0.00	<i>Staff Title #3</i> \$0.00	<i>Staff Title #4</i> \$0.00	<i>Staff Title #5</i> \$0.00	<i>Staff Title #6</i> \$0.00	<i>Staff Title #7</i> \$0.00	<i>Staff Title #8</i> \$0.00			
TASKS											
#1 <i>Project Kick-Off / Management / Administration</i>									0	\$0	
#2 <i>Community Outreach</i>									0	\$0	
#3 <i>Social Media & Website</i>									0	\$0	
#4 <i>Media Relations</i>									0	\$0	
#5 <i>Other Tasks</i>									0	\$0	
Subtotal Labor & Hours	0	0	0	0	0	0	0	0	0	\$0	
OTHER DIRECT COSTS (ODCs)											
TRAVEL											
<i>Out-of-Town Travel</i>	# Trips	Units/Days	Rate	# of Staff							Total
Airfare	0	0	\$0.00	0							\$0
Meals	0	0	\$66.00	0							\$0
Lodging	0	0	\$119.46	0							\$0
Ground Transportation	0	0	\$0.00	0							\$0
Car Rental	0	0	\$0.00	0							\$0
Mileage	0	0	\$0.56	1							\$0
Parking	0	0	\$0.00	0							\$0
<i>Subtotal Out-of-Town Travel</i>											\$0
In-Town Travel (Mileage)	0	0	\$0.56	0							\$0
<i>Subtotal Travel</i>											\$0
PRINTING / REPRODUCTION / DELIVERY											
PRINTING / REPRODUCTION / DELIVERY	# Plans	Units/Days	Rate							Total	
Printing #1	0	0	\$0.00							\$0	
Printing #2	0	0	\$0.00							\$0	
Delivery / Postage	0	0	\$0.00							\$0	
<i>Subtotal Printing / Reproduction</i>										\$0	
ADVERTISING / MEDIA											
ADVERTISING / MEDIA			Units/Days	Rate							Total
Cost #1			0	\$0.00							\$0
Cost #2			0	\$0.00							\$0
Cost #3			0	\$0.00							\$0
Cost #4			0	\$0.00							\$0
Cost #5			0	\$0.00							\$0
<i>Subtotal Advertising / Media Costs</i>											\$0
SUBTOTAL ODCs										\$0	
GRAND TOTAL COSTS										\$0	

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE
ALL READY PAC PHASE IV RFP

SUBCONTRACTOR #1										TOTAL HOURS	TOTAL \$
Title <i>Fully Burdened Hourly Rate</i>	HOURS										
	<i>Staff Title #1</i>	<i>Staff Title #2</i>	<i>Staff Title #3</i>	<i>Staff Title #4</i>	<i>Staff Title #5</i>	<i>Staff Title #6</i>	<i>Staff Title #7</i>	<i>Staff Title #8</i>			
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		

ASSUMPTIONS
 Please describe in the space below any assumptions that you made when preparing this proposed project budget.

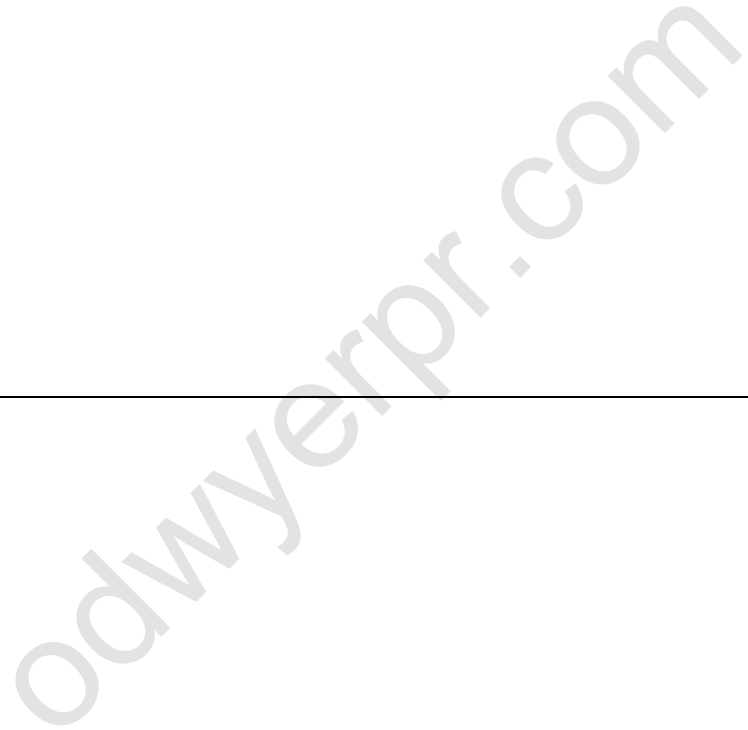
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PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE											
ALL READY PAC PHASE IV RFP											
SUBCONTRACTOR #2											
Title <i>Fully Burdened Hourly Rate</i>	HOURS								TOTAL HOURS	TOTAL \$	
	<i>Staff Title #1</i> \$0.00	<i>Staff Title #2</i> \$0.00	<i>Staff Title #3</i> \$0.00	<i>Staff Title #4</i> \$0.00	<i>Staff Title #5</i> \$0.00	<i>Staff Title #6</i> \$0.00	<i>Staff Title #7</i> \$0.00	<i>Staff Title #8</i> \$0.00			
TASKS											
#1 <i>Project Kick-Off / Management / Administration</i>									0	\$0	
#2 <i>Community Outreach</i>									0	\$0	
#3 <i>Social Media & Website</i>									0	\$0	
#4 <i>Media Relations</i>									0	\$0	
#5 <i>Other Tasks</i>									0	\$0	
Subtotal Labor & Hours	0	0	0	0	0	0	0	0	0	\$0	
OTHER DIRECT COSTS (ODCs)											
TRAVEL	# Trips	Units/Days	Rate	# of Staff							Total
<i>Out-of-Town Travel</i>											
Airfare	0	0	\$0.00	0							\$0
Meals	0	0	\$66.00	0							\$0
Lodging	0	0	\$119.46	0							\$0
Ground Transportation	0	0	\$0.00	0							\$0
Car Rental	0	0	\$0.00	0							\$0
Mileage	0	0	\$0.56	1							\$0
Parking	0	0	\$0.00	0							\$0
<i>Subtotal Out-of-Town Travel</i>											\$0
In-Town Travel (Mileage)	0	0	\$0.56	0							\$0
<i>Subtotal Travel</i>											\$0
PRINTING / REPRODUCTION / DELIVERY	# Plans	Units/Days	Rate							Total	
Printing #1	0	0	\$0.00							\$0	
Printing #2	0	0	\$0.00							\$0	
Delivery / Postage	0	0	\$0.00							\$0	
<i>Subtotal Printing / Reproduction</i>										\$0	
ADVERTISING / MEDIA			Units/Days	Rate							Total
Cost #1			0	\$0.00							\$0
Cost #2			0	\$0.00							\$0
Cost #3			0	\$0.00							\$0
Cost #4			0	\$0.00							\$0
Cost #5			0	\$0.00							\$0
<i>Subtotal Advertising / Media Costs</i>											\$0
SUBTOTAL ODCs										\$0	
GRAND TOTAL COSTS										\$0	

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE
ALL READY PAC PHASE IV RFP

SUBCONTRACTOR #2										TOTAL HOURS	TOTAL \$
	HOURS										
<i>Title</i> <i>Fully Burdened Hourly Rate</i>	<i>Staff Title #1</i> \$0.00	<i>Staff Title #2</i> \$0.00	<i>Staff Title #3</i> \$0.00	<i>Staff Title #4</i> \$0.00	<i>Staff Title #5</i> \$0.00	<i>Staff Title #6</i> \$0.00	<i>Staff Title #7</i> \$0.00	<i>Staff Title #8</i> \$0.00			

ASSUMPTIONS
Please describe in the space below any assumptions that you made when preparing this proposed project budget.



PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE											
ALL READY PAC PHASE IV RFP											
SUBCONTRACTOR #3											
Title <i>Fully Burdened Hourly Rate</i>	HOURS								TOTAL HOURS	TOTAL \$	
	<i>Staff Title #1</i> \$0.00	<i>Staff Title #2</i> \$0.00	<i>Staff Title #3</i> \$0.00	<i>Staff Title #4</i> \$0.00	<i>Staff Title #5</i> \$0.00	<i>Staff Title #6</i> \$0.00	<i>Staff Title #7</i> \$0.00	<i>Staff Title #8</i> \$0.00			
TASKS											
#1 <i>Project Kick-Off / Management / Administration</i>									0	\$0	
#2 <i>Community Outreach</i>									0	\$0	
#3 <i>Social Media & Website</i>									0	\$0	
#4 <i>Media Relations</i>									0	\$0	
#5 <i>Other Tasks</i>									0	\$0	
Subtotal Labor & Hours	0	0	0	0	0	0	0	0	0	\$0	
OTHER DIRECT COSTS (ODCs)											
TRAVEL											
<i>Out-of-Town Travel</i>	# Trips	Units/Days	Rate	# of Staff							Total
Airfare	0	0	\$0.00	0							\$0
Meals	0	0	\$66.00	0							\$0
Lodging	0	0	\$119.46	0							\$0
Ground Transportation	0	0	\$0.00	0							\$0
Car Rental	0	0	\$0.00	0							\$0
Mileage	0	0	\$0.56	1							\$0
Parking	0	0	\$0.00	0							\$0
<i>Subtotal Out-of-Town Travel</i>											\$0
In-Town Travel (Mileage)	0	0	\$0.56	0							\$0
<i>Subtotal Travel</i>											\$0
PRINTING / REPRODUCTION / DELIVERY											
PRINTING / REPRODUCTION / DELIVERY	# Plans	Units/Days	Rate							Total	
Printing #1	0	0	\$0.00							\$0	
Printing #2	0	0	\$0.00							\$0	
Delivery / Postage	0	0	\$0.00							\$0	
<i>Subtotal Printing / Reproduction</i>										\$0	
ADVERTISING / MEDIA											
ADVERTISING / MEDIA			Units/Days	Rate							Total
Cost #1			0	\$0.00							\$0
Cost #2			0	\$0.00							\$0
Cost #3			0	\$0.00							\$0
Cost #4			0	\$0.00							\$0
Cost #5			0	\$0.00							\$0
<i>Subtotal Advertising / Media Costs</i>											\$0
SUBTOTAL ODCs										\$0	
GRAND TOTAL COSTS										\$0	

PROPOSED PRICE & PERSON / HOUR COMMITMENT SCHEDULE
ALL READY PAC PHASE IV RFP

SUBCONTRACTOR #3										TOTAL HOURS	TOTAL \$
	HOURS										
<i>Title</i> <i>Fully Burdened Hourly Rate</i>	<i>Staff Title #1</i>	<i>Staff Title #2</i>	<i>Staff Title #3</i>	<i>Staff Title #4</i>	<i>Staff Title #5</i>	<i>Staff Title #6</i>	<i>Staff Title #7</i>	<i>Staff Title #8</i>			
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			

ASSUMPTIONS
Please describe in the space below any assumptions that you made when preparing this proposed project budget.



ATTACHMENT C
Conflict of Interest Questionnaire & Disclosure Statement

Project Name / RFP

All Ready PAC Phase IV

Instructions

The Council's Conflict of Interest Policy was included as part of the solicitation documents for the above-captioned project. Please refer to this policy for a description of the Council's policies and procedures regarding this Attachment C: Conflict of Interest Questionnaire & Disclosure Statement ("Attachment C"). The definition for relevant terms used in this Attachment C can also be found in the Council's Conflict of Interest Policy.

Each responding firm must complete this Attachment C in full and include a **signed** copy in its proposal.

(A) If the responding firm answers "Yes" to any of the questions, then the responding firm must check box #1 below, sign this Attachment C, and attach the following: (i) the applicable question number; (ii) a concise description of the conflict; (iii) an explanation as to why the situation does not affect the firm's ability to objectively perform the contract or does not / will not present an unfair competitive advantage to the firm; and (iv) a concise description of the efforts the firm has taken, or proposes to take, to mitigate the effects of the interest.

(B) If the responding firm answers "No" to each question, then the responding firm must check box #2 below and sign this Attachment C certifying that there is no interest and that to the best of its knowledge and belief there is no affiliation / relationship that exists that is relevant to possible conflicts of interest.

When completing this questionnaire, please keep the following in mind:

1. "Organizations that are expected to benefit from the project / RFP" are those organizations that are listed in Section V, Part C of the RFP.
2. References to the firm's "employees" include all personnel of the responding firm, including part-time, contract, or temporary employees.
3. References to committees or subcommittees refer to every committee or subcommittee of the Council or STARRS including the Board of Directors of each organization. These references also include those committees set-up to monitor, oversee, or coordinate specific projects. Membership on any committee or subcommittee includes non-voting or ex officio membership.
4. References to the "firm" include the firm's proposed subcontractors / subconsultants; therefore, the answers given below must take into account the prior, present, or planned activities, relationships, contracts, or financial interests of the subcontractors / subconsultants.

Questions

I. INTERESTS - The questions below relate to the prior, present, or planned interests of the responding firm. Please refer to the Council's Conflict of Interest Policy for the definition of "prior," "present," and "planned" interests. A firm must respond "Yes" to the question if the firm has an interest, including if the interest is in regard to the Council itself, STARRS, or the organizations that are expected to benefit from the project / RFP.

- A. **Prior Interest** - In the past year (from the date the RFP was issued) did the firm engage in activities, relationships, or contracts and/or have any financial interests that are directly related to the Council's project? YES NO
- B. **Prior Interest** - Has the firm ever engaged in activities, relationships, or contracts and/or have any financial interests that were conducted / engaged in as a prior part or phase of the project described in the RFP? YES NO
- C. **Present Interest** - Is the firm presently engaged in activities, relationships, or contracts and/or does the firm presently have any financial interests that are directly related to the Council's project? YES NO
- D. **Planned Interest** - Does the firm have any planned activities, relationships, or contracts and/or financial interests that are directly related to the Council's project? YES NO

II. COMMITTEES & SUBCOMMITTEES - The questions below relate to the membership on and/or participation in meetings of the committees and subcommittees of the Council and STARRS. Please refer to note #3 in the Instructions for information about what is meant by "committee" or subcommittee."

- A. Are any of the firm's employees presently members of any Council and/or STARRS committees or subcommittees? YES NO
- B. In the past year (from the date the RFP was issued) were any of the firm's employees members of any Council and/or STARRS committees or subcommittees? YES NO
- C. Did any of the firm's employees attend any Council and/or STARRS committee or subcommittee meeting where the project / RFP was discussed? YES NO

ATTACHMENT C
Conflict of Interest Questionnaire & Disclosure Statement

Project Name / RFP

All Ready PAC Phase IV

III. COMMUNICATIONS - The questions below relate to communications with the staff / personnel of the Council, STARRS, the organizations that are expected to benefit from the project / RFP, and/or any member of Council and/or STARRS committees or subcommittees. Communications include oral discussions and e-mails or other written correspondence. *A firm must answer "Yes" to the question only if the firm's communications were in regard to the project / RFP and were with any person other than the person identified in Section IX, Part A of the RFP.*

- A. Did any of the firm's employees communicate with any staff / personnel of the Council? YES NO
- B. Did any of the firm's employees communicate with any staff / personnel of STARRS? YES NO
- C. Did any of the firm's employees communicate with any staff / personnel of the organizations that are expected to benefit from the project / RFP? YES NO
- D. Did any of the firm's employees communicate with any member of Council and/or STARRS committees or subcommittees? YES NO

IV. SPECIFICATIONS / SCOPE OF WORK FOR PROJECT / RFP - The questions below relate the development of the specifications / scope of work for the project / RFP. "Assist" includes providing any information that was used to create the specifications / scope of work for the project / RFP, except for information that was provided as part of a request for information or similar formal process initiated by the Council. *A firm must answer "Yes" to the question if the assistance was provided directly to the Council itself or if it was provided to STARRS, any of the organizations that are expected to benefit from the project / RFP, and/or any member of Council and/or STARRS committees or subcommittees.*

- A. Did any of the firm's employees assist with the development of the specifications / scope of work for the project / RFP? YES NO

CERTIFICATION

By signing below, I certify that I am authorized to sign this Attachment C on behalf of my firm, that the information contained in this Attachment C is accurate and complete to the best of my knowledge, and that (please check one):

- #1 -- My firm does / may have an interest, as described in the Council's Conflict of Interest Policy, and I have provided the information required by Part A of the Instructions above (**Additional Information MUST be attached**). *A firm must check box #1 if the firm answered "Yes" to any of the questions on this Attachment C.*

OR

- #2 -- My firm does not have an interest, as described in the Council's Conflict of Interest Policy, and that, to the best of my knowledge and belief, there is no affiliation that exists that is relevant to possible conflicts of interest. *A firm may only check box #2 if it answered "No" to each question on this Attachment C.*

Please note that if a box is not checked, then the Council will assume that the responding firm has a conflict of interest and may disqualify the firm from the procurement process and/or may deem its proposal non-responsive.

Name of Certifying Entity _____

Name & Title of Authorized Official _____

Signature of Above Official _____

Date _____

East-West Gateway Council of Governments

Conflicts of Interest Policy

Request for Proposals

A. *Conflicts of Interest Policy & Information*

Actual and perceived objectivity will be an important part of successfully completing any project for East-West Gateway Council of Governments (the “Council”) including the St. Louis Area Regional Response System (“STARRS”). Moreover, the Council is committed to ensuring a fair, competitive procurement process. The Council’s policy is to award contracts to only those firms whose objectivity or ability to perform the project work is not impaired because of any prior, present, or planned activities, relationships, contracts, or financial interests. Additionally, the Council must ensure that a firm competing for a contract award does not have or will not gain an unfair competitive advantage due to the firm’s prior, present, or planned activities, relationships, contracts, or financial interests.

In general, the Council is concerned about organizational conflicts of interests that exist, appear to exist, or may arise in the future with respect to the firms responding to a request for proposal (“RFP”). An organizational conflict of interest can occur when a contractor has activities, relationships, contracts, or financial interests that: (i) render (or appear to render) the contractor unable to provide impartial assistance or advice to the Council; (ii) limit (or appear to limit) the contractor’s ability to perform its work objectively; or (iii) provide (or appear to provide) the contractor with an unfair competitive advantage.

An organizational conflict of interest can arise due to the contractor’s prior, present, or planned activities, relationships, contracts, or financial interests that are directly related to the Council’s project. In the context of organizational conflicts of interest, “prior” refers to those activities, relationships, or contracts that the contractor undertook or financial interests that the firm had within one year preceding the date the RFP was issued. “Prior” also includes those activities, relationships, contracts, or financial interests that were conducted / engaged in as a prior part or phase of the Council’s project no matter when it occurred (*i.e. the contractor, under a prior and separate contract, developed specifications for the current project*). “Present” refers to those activities, relationships, or contracts that the contractor is engaged in / committed to or financial interests that the firm has at the time the RFP was issued. “Planned” refers to those activities, relationships, contracts, or financial interests that the contractor has taken steps towards undertaking / engaging in and/or intends to undertake / engage in but has not yet initiated at the time the RFP was issued.

Organizational conflicts of interest create two issues for the Council: bias and unfair competitive advantage. “Bias” occurs when a contractor’s prior, present, or planned activities, relationships, contracts, or financial interests render (or appear to render) the firm unable to provide impartial advice and/or prevent (or appear to prevent) the firm from objectively performing work for the Council. The potential for bias usually arises when a contractor has, or appears to have, substantial obligations to both the Council and a different organization that may have interests that are different from or compete with the Council’s interests. In these situations, a contractor may have an incentive to distort its advice or recommendations to the Council in order to benefit a competing interest of the firm’s other client(s). The firm may also perform its work for the Council in such a way that it would benefit the firm’s other client rather than in a way that best achieves the Council’s goals for the project. “Unfair competitive advantage” occurs when a contractor has gained access to information to which other firms competing for the contract award did not have access and this information could not have been obtained during the course of the contractor’s normal course of business. This access to non-public information may occur in several ways, including: (i) the contractor’s current or past relationship with the Council / STARRS; (ii) the contractor’s current / past relationship with organizations that are expected to benefit from the Council’s project; or (iii) the contractor has employees that serve / have served on any one of the Council’s / STARRS’ committees or subcommittees. The relationships referred to in (i) and (ii) are most likely formed through prior contract work that the contractor has completed for the Council / STARRS or the organizations that are expected to benefit from the Council’s project, but can also arise through the non-paid activities of the contractor. The Council and STARRS have many committees and subcommittees, some of which make decisions regarding the approval of projects, expenditure of funds, and other matters that may directly affect the project that is the subject of the RFP, and, if a contractor has an employee that serves in any capacity on one of these committees, the contractor may gain access to not only information regarding the project but also the Council’s preferences and other information that may not be publicly available. This situation would

East-West Gateway Council of Governments

Conflicts of Interest Policy

Request for Proposals

provide the contractor with a competitive edge that the firm could not have gained through its normal course of business and would unfairly disadvantage other firms during the competitive procurement process.

The Council's policy regarding conflicts of interest applies to those conflicts that are real, apparent, or potential. A "real" conflict of interest refers to a conflict that exists in fact. An "apparent" conflict of interest refers to a conflict that appears to exist based on the circumstances when examined under a reasonable person standard. Under the reasonable person standard, the Council will consider how the situation will appear if covered by the news media, how it will appear to the Council's stakeholders, members, or funding agencies, or how it will appear to the general public. A "potential" conflict of interest refers to a conflict that may not currently exist, but that could arise if the Council does not take steps to mitigate or eliminate the circumstances that may lead to a conflict of interest. Examples of these various conflicts are provided in Part C below.

B. Disclosing Conflicts of Interest

Based on the Council's Conflict of Interest Policy, each firm responding to the Council's RFP must include in its proposal a signed Conflict of Interest Questionnaire & Disclosure Statement that provides the Council with sufficient information to determine if a conflict of interest exists, appears to exist, or could arise with regard to the responding firm.

The Council will review the information provided by the responding firm on its Conflict of Interest Questionnaire & Disclosure Statement and may seek additional information from the firm. All such information, and any other relevant information, will be used to determine whether a contract award to the responding firm constitutes a real, apparent, or potential conflict of interest. If any such a conflict is found to exist, the Council may (1) disqualify the responding firm from the procurement process or (2) determine that it is otherwise in the best interest of the Council to award a contract to the responding firm and will include in the contract awarded appropriate provisions to mitigate or avoid the conflict.

A firm's failure to provide the required disclosure, refusal to provide additional information requested, or misrepresentation in the information disclosed in the Conflict of Interest Questionnaire & Disclosure Statement may result in the disqualification of the responding firm from the procurement process. If the nondisclosure or misrepresentation is discovered after the contract is awarded, the contract may be terminated. If, after submission of the response to the Council's RFP or after the contract has been awarded, the responding firm discovers a conflict of interest with respect to the project / awarded contract the responding firm must make an immediate, written, full disclosure to the Council. This disclosure shall include a full description of the conflict and a description of the action that the responding firm has taken, or proposes to take, to avoid or mitigate such conflict. In the event of an after-discovered conflict, the Council may disqualify the responding firm from the procurement process or terminate the contract if it is in the best interest of the Council.

The requirement regarding disclosure of interests applies equally to the responding firm's subcontractors. This means that if the responding firm has hired a subcontractor or proposes to hire a subcontractor for the project then the responding firm must obtain the same information from the subcontractors and ensure that such information is disclosed in the responding firm's submission for the RFP.

C. Examples of Conflicts of Interests

To illustrate various situations in which an organizational conflict of interest may exist, appear to exist, or could arise the Council has provided the examples below. In each situation, the responding firm must disclose its activities, relationships, contracts, or financial interests. The examples below are not exhaustive; there are many situations that may create a real, apparent, or potential conflict of interest.

#1 – The Council is seeking a consultant to perform engineering / architecture work for one of its transportation projects. The transportation project will focus on making bicycle / pedestrian improvements to Street A. Street A is owned and maintained by the City of Z. The Responding Firm has a current contractual relationship with City of Z

East-West Gateway Council of Governments

Conflicts of Interest Policy

Request for Proposals

to perform certain architecture / engineering services with respect to Street A roadway improvements and the intersecting Street B. In this situation Responding Firm may have a conflict of interest which may cause or appear to cause the Responding Firm to be biased. Responding Firm may be put in the position to choose between the competing obligations it has to the Council and its other client, City of Z. Responding Firm may have an incentive to provide the Council biased recommendations or may be unable to objectively perform its work for the Council. On its Conflict of Interest Questionnaire & Disclosure Statement, Responding Firm must disclose its contractual relationship with City of Z.

#2 – The Council is seeking a consultant to perform planning services for Project X. The planning services are related to improving the walkability of Corridor N in R-City. Corridor N is owned and maintained by R-City. R-City is planning to hire a consultant to complete architecture / engineering services as part of a major construction project at a location along Corridor N and within the Project X planning area. R-City is planning to issue a solicitation for these services sometime after Project X has begun. Responding Firm is aware of R-City's construction project and plans to compete for the architecture / engineering contract. In this situation, Responding Firm's planned activities may create a conflict of interest which may cause or appear to cause Responding Firm to be biased. Responding Firm's planned activities with regard to the architecture / engineering project may affect its ability to objectively perform services for Project X and to provide impartial recommendations for improvements to Corridor N. Responding Firm may have also an incentive to perform its services in such a way as to put itself in a better competitive position for the construction project. Moreover, a potential conflict may arise if Responding Firm is selected for the future project and will have competing obligations to the Council and R-City. On its Conflict of Interest Questionnaire & Disclosure Statement, Responding Firm must disclose its plan to compete for the R-City contract.

#3 – The Council is seeking a vendor to build and deliver Truck B. Truck B is being purchased by the Council / STARRS for City of Q Police Department ("QPD"). Prior to the Council issuing the solicitation, a QPD employee contacts Responding Firm and asks for assistance in preparing specifications for Truck B. Responding Firm complies and helps QPD put together the specifications for Truck B. In addition, Responding Firm's personnel attends a couple of meetings of the STARRS Subcommittee D to discuss the Truck B project and provide the subcommittee with information about Responding Firm's products. The subcommittee meeting is not a public meeting and the information provided to Responding Firm about the project is not publicly available. In this situation, Responding Firm may have a conflict of interest which may or appears to provide Responding Firm with an unfair competitive advantage. First, Responding Firm helped write the specifications for the solicitation which enhances Responding Firm's position during the procurement process. Second, Responding Firm gained access to non-public information by communicating with QPD personnel and attending the Subcommittee D meetings and this information could not have been obtained during the normal course of Responding Firm's business. Responding Firm must disclose each of the following on its Conflict of Interest Questionnaire & Disclosure Statement: (A) its role in developing the specifications for Truck B, (B) its communications with the QPD employee, and (C) its participation in the Subcommittee D meetings.

#4 – STARRS Subcommittee C decided at its last meeting to allocate a portion of its budget to fund a professional services contract to provide training for local first responders. Subcommittee C's meeting is not a public meeting and the information shared at the meeting is not publically available. Responding Firm provides this type of training as part of its business and it decides to submit a proposal in response to the solicitation. Responding Firm proposes to hire Individual F as a subconsultant for the project. Individual F will serve as the lead trainer in the event that the contract is awarded to Responding Firm. Individual F does not assist Responding Firm with the preparation of Responding Firm's proposal; however, Individual F is a member of Subcommittee C and attends the subcommittee meetings, including the meeting at which the decision was made regarding the professional services contract. In this situation Responding Firm may have a conflict of interest which may or appears to provide Responding Firm with an unfair competitive advantage. Individual F, and by extension, Responding Firm, had access to non-public information regarding the project and the solicitation and this information could not have been obtained during the normal course of Responding Firm's business. Responding Firm must disclose, on its Conflict of Interest Questionnaire & Disclosure Statement, Individual F's membership on Subcommittee C and Individual F's participation in Subcommittee C meetings.

ATTACHMENT D
Affirmative Action Checklist

All Ready PAC Phase IV

Please answer the following:

1. Does your firm have an affirmative action plan?

2. If so, what date was the plan adopted?

3. Provide the name of your firm's affirmative action officer.

4. Size of firm--how many employees do you currently have?

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ATTACHMENT E
Letter of Intent to Perform as a D/S/W/MBE

All Ready PAC Phase IV

The undersigned intends to perform work in connection with the above project as (check one):

a prime contractor

a subcontractor

a joint venture

other (please specify)

The undersigned represents that it is a certified (check all that apply):

DBE

WBE

SBE

MBE

If applicable, name of prime contractor or joint venture partner:

The undersigned is prepared to perform the following described work in connection with the above project (work items to be performed):

at the following price:

Name of D/S/W/MBE

Name & Title of Authorized Official

Signature of Above Official

Date

ATTACHMENT F
D/S/W/MBE Participation Form

All Ready PAC Phase IV

1) Identification of Participating D/S/W/MBE

	Type of Firm (DBE, SBE, WBE, &/or MBE)	(a) D/S/W/MBE Name & Address	(b) \$ Value of D/S/W/MBE Work	(c) Total Proposed Project Costs	(d) Estimate % of D/S/W/MBE Participation [(b) / (c)]
1.					
2.					
3.					
4.					
TOTAL					

The undersigned submits the above list of D/S/W/MBEs to be used in accomplishing the work contained in this proposal.

Name of Entity

Name & Title of Authorized Official

Signature of Above Official

Date

ATTACHMENT G
Tracking Form for D/S/W/MBEs Contacted

All Ready PAC Phase IV

	Name of D/S/W/MBE Contacted	Address of D/S/W/MBE Contacted	Name of Person Contacted	Method of Contact (i.e. phone, email, fax, etc.)	Date of Contact
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Name of Entity

Name & Title of Authorized Official

Signature of Above Official

Date

ATTACHMENT H
Certification Regarding Lobbying

All Ready PAC Phase IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Name of Certifying Entity

Name & Title of Authorized Official

Signature of Above Official

Date

ATTACHMENT I
Certification Regarding Debarment & Suspension

All Ready PAC Phase IV

The undersigned certifies to the best of his or her knowledge and belief, that the responding firm and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;

(b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

If the undersigned is unable to certify to any of the statements in this certification, an explanation shall be attached to this proposal/response.

Name of Certifying Entity

Name & Title of Authorized Official

Signature of Above Official

Date