



NEW YORK CITY DEPARTMENT OF CORRECTION  
 Joseph Ponte, Commissioner  
 Ava B. Rice, Agency Chief Contracting Officer  
 Central Office of Procurement

Bulova Corporate Center  
 75-20 Astoria Boulevard, Suite 160  
 East Elmhurst, NY 11370

Office: 718 546-0690

**NEGOTIATED ACQUISITION SOLICITATION**

Consulting Services to Accelerate and Sustain the Department of Correction’s  
 Anti Violence Reform Agenda  
**PIN 072201539SPL**

**Closing Date for Receipt of Expression of Interest: Monday, August 17, 2015 @ 3:00PM**

The New York City Department of Correction (DOC) intends to engage *McKinsey & Company, Inc. Washington D.C.* for a consulting contract to "Accelerate and Sustain the Department of Correction’s Anti Violence Reform Agenda." DOC seeks to retain consulting services in order to finalize the last phase of the work initiated under an expiring New York City Economic Development Corporation (NYCEDC) contract. DOC is also considering expressions of interest from other vendors for evaluation.

The agency anticipates a contract for a period of one (1) year, commencing September 2015.

**DOC’s Anti-Violence Reform Agenda:**

**Phase I - III of the NYCEDC Contract**

DOC’s Anti-Violence Reform Agenda represents the administration’s continued commitment to reform Rikers Island after decades of neglect. The agency’s goal is to reduce violence and improve safety in the jails. 14 initiatives were developed based on their potential to systematically reduce violence in DOC facilities.

- Keep weapons, drugs and contraband out of Rikers, including visitor reforms
- Create an integrated classification and housing strategy
- Provide comprehensive security camera coverage
- Design effective inmate education opportunities and services to reduce idle time
- Redefine first line incident response
- Improve leadership development and culture
- Redefine the Investigations Division
- Design a recruitment, hiring and staff selection plan
- Design a staff performance management plan
- Implement operational performance metrics and analysis
- Create a well-defined supply distribution process
- Improve custody management processes
- Expand targeted training for officers and non-uniformed staff
- Raise facilities to a state of good repair

The current contractor provided consulting services with a focus on building the capabilities of key DOC stakeholders and the implementation and pilot of the reform agenda.

**Compelling Need & Scope of Work for Phase IV**

DOC is in the process of building its capacity to run a newly created Program Management Office (PMO), executing the plans associated with the 14 reform initiatives and is in the early stages of piloting some of the

initiatives at two (2) facilities. There is a continued need for consulting services to support the PMO and reform initiatives, with a focus on building the capabilities of key DOC stakeholders. The vendor will

- Enhance the capabilities of the Program Management Office through skill based training and coaching
- Begin to transition responsibilities to DOC staff
- Scale up the development and deployment of analytic tools, including those needed to operationalize a new Housing and Classification Strategy
- Roll out the Model Facility across the system incorporating lessons learned from each model facility
- Build a customized training curriculum for top departmental leaders to develop managerial capabilities and leadership skills
- Strengthen overall institutional capacity

The full impact of the antiviolence reform agenda will be achieved over multiple years and will require additional assistance. Critical start-up support is required from a qualified consulting firm for DOC to be successful in implementing the antiviolence reform agenda.

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A solicitation document may be obtained from DOC's website at <http://www.nyc.gov/html/doc/html/contracting/contracting.shtml>

Vendors that believe they can provide comprehensive organizational analysis and operational assistance to DOC as detailed in Phase IV, are invited to submit an expression of interest along with a written experience statement by letter, no later than August 17, 2015, 3:00 P.M., emailed to: [cassandra.dunham@doc.nyc.gov](mailto:cassandra.dunham@doc.nyc.gov) Attention: Cassandra L. Dunham.

DOC will not be responsible for any expenses in the preparation and/or presentation of responsive submittals, or for other disclosure of any information or material received in connection with the solicitation.

DOC reserves the right to request additional information or clarification, if necessary.