

Supporting Innovations in the Law Enforcement Program Area Innovation Lab Final Report

1. Introduction

Creative processes like brainstorming can drive the creation of new ideas and the development of new innovations. NCJA's Innovation Labs bring together State Administering Agency (SAA) staff and criminal justice stakeholders from across the country to brainstorm solutions to common challenges, discuss promising practices and develop recommendations. Each lab covers a different topic, but the following goals apply to the innovation lab approach in general:

- Peer-to-peer learning among participants
- Identification of best/promising practices on trending/innovative programming in a specific area of focus
- Tangible ideas and implementation planning
- Resource development for innovative implementation
- Development of recommendations for other SAAs
- Action planning for future implementation

2. Purpose



The Byrne Justice Assistance Grant (Byrne JAG) is a flexible source of funding that allows for spending across nine broad program areas, including law enforcement. These program areas enable states to address their most pressing public safety challenges.

The purpose of the "Supporting Innovations in the Law Enforcement Program Area" innovation lab was to identify ways for states to encourage innovative programming and processes within the law enforcement program area.

3. Process

Through NCJA's Innovation Labs, SAAs engage in peer-to-peer learning in small cohorts focused on an identified area of need. Labs include four to six SAAs, as well as NCJA staff and contracted subject matter experts (when needed), who engage monthly on a topic of mutual interest over roughly six months. Each topic addressed is relevant to the job of the SAA and important for ensuring Byrne JAG funding is used strategically. Given the time commitment of this lab, it is important that members are not only committed, but enthusiastic participants.

The topic of this innovation lab was identified during a previous lab, "Strategies for Diversifying Your Funding and Subawards," where lab members consistently highlighted a desire to encourage innovation within the law enforcement program area. Additionally, NCJA conducted a poll during the first NCJA Innovation Lab convening, during which "Supporting Innovations in the Law Enforcement Program Area" was identified as the topic of greatest interest.

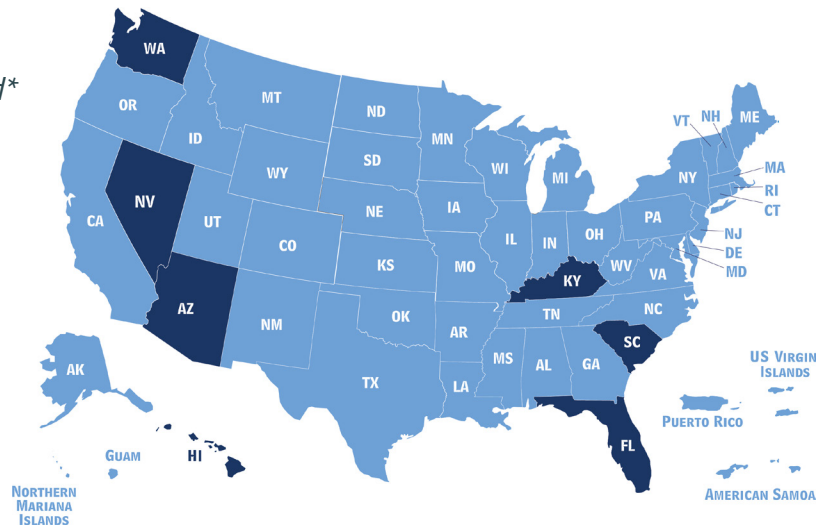
Specific goals and objectives for the “Supporting Innovations in the Law Enforcement Program Area” lab were determined through a questionnaire prior to the kickoff session. This questionnaire asked lab members to determine the most pressing needs in this topic area. The goals and objectives identified in the questionnaire included:

- × Learning about new, innovative ideas for law enforcement efforts
- × Overcoming barriers to innovation
- × Learning strategies other states use to innovate

Lab participants were reflective of six states and one interlocal government entity. Participants represented diversity in size, demographic, political priorities and region. The participants were:

- Arizona
- Florida Sheriffs Risk Management Fund*
- Hawaii
- Kentucky
- Nevada
- South Carolina
- Washington

* The Florida Sheriffs Risk Management Fund participated in this lab, not the SAA for Florida.



Innovation labs are participant-driven and NCJA staff-supported, which means they rely on peer-to-peer engagement and participation. The lab structure consists of five unique sessions, which can be tailored to the needs of each lab, that culminate in a lab convening, during which participants discuss findings (to include challenges and solutions) identified and explored during the sessions. The lab convening is open to all SAAs. The sessions are intended to build on one another and help provide a roadmap from obstacle to solution to action. This innovation lab contained the following sessions:

Session 1 provided a general overview of the lab topic and concept. During this session, lab members learned more about their fellow participants through introductions and peer-to-peer discussions, while collectively determining goals and objectives for the remaining lab sessions.

Session 2 focused on identifying and sharing best and promising practices within grants administration, focusing on ways to innovate internal processes throughout the grants cycle with the overall goal of pinpointing concrete implementation practices to encourage innovation within lab members’ agencies and within the subgrant process and law enforcement program area.

Session 3 revolved around sharing best practices within the law enforcement program area. This included programmatic support related to behavioral health, law enforcement wellness, diversion, deflection, community violence intervention, community policing and prevention as well as operational support such as accreditation, recruitment and retention, data and evaluation, and training efforts.

Session 4 provided a space for lab members to reflect on the promising practices heard in previous sessions and discuss prominent challenges in innovating within the law enforcement program area. Lab members shared obstacles and brainstormed potential solutions.

In **Session 5**, lab members closed out the innovation lab by recapping the previous sessions, discussing lessons learned and creating final recommendations to share with other states during the NCJA Innovation Lab Convening.

4. Observations and Overview of Sessions

Session 1: Kickoff

In the first session, lab members came together to learn more about each other and discuss the goals and objectives of the lab. Before the session, lab members received a nine-question survey to identify current state initiatives and funding priorities, learn about state challenges with innovation and highlight what they were hoping to learn from participating in the lab. In this session, lab members discussed the following questions:

- × What does Byrne JAG spending in your state look like?
- × What does law enforcement spending in your state look like?
- × What is your biggest challenge when innovating within the law enforcement program area?

Lab members highlighted the Byrne JAG spending landscapes of their states. Many of the participating states allocate large portions of funding to law enforcement; prosecution; drug treatment and enforcement; and planning, evaluation and technology improvement. Spending within the law enforcement program area includes the funding of personnel, equipment and multijurisdictional task forces. States shared similar challenges in not wanting to disrupt current funding allocations and a desire to evaluate the work of law enforcement subgrantees.

Session 1 Takeaways

Participating states spend within the law enforcement program area in similar ways, with much of the funding being allocated to multijurisdictional task forces.

Participants would like to learn how other states are diversifying funding with the goal of replicating and/or modifying these promising practices in their own states.

Participants are interested in funding innovative programming but struggle to define the word "innovation."

Lab members are interested in funding programs and initiatives in addition to equipment and personnel.

Session 2: Innovating in Grants Administration

During Session 2, NCJA staff presented new ideas for innovating within and across the grants administration cycle and participants shared ways in which they could adopt some of the practices discussed. The session began with participants answering the following question:

- × What is one thing you would like to change about how your state funds law enforcement?

NCJA then highlighted several strategies for innovating throughout the grants cycle. Strategies for innovating within the strategic planning process include diverse stakeholder engagement, data informed decision making, support for evaluation, using best and promising practices and reviewing historical context.

Throughout the solicitation process, states can turn to the use of competitive solicitations, [problem-solving procurements](#), clearly defining goals and definitions, encouraging sustainability practices for less reliance on federal grants, categorizing applications by type of program and size of agency for more equitable practices, and providing technical assistance and support to encourage innovation.

For the subaward selection process, scoring applications, the review process itself and applicant communication can play a role in encouraging innovation. During the monitoring phase of the grant cycle, states can look at monitoring for successful outcomes versus solely monitoring for risk, allow for open communication and provide training and technical assistance opportunities.

During the reporting phase, states can explore additional forms of reporting outside of PMT and be intentional about the type of data collected to encourage innovation. And finally, in the evaluation phase of the grants cycle, states can explore and use different types of evaluations, including implementation evaluations and outcome/impact evaluations.

The full resource on innovating throughout the grants cycle can be found in Appendix A.

Lab participants also shared ways in which they innovate within grants administration, including through conducting more outreach to diverse stakeholders, looking at community-based programming, setting aside money specifically for innovative initiatives, providing more direction during the application process and conducting more evaluation processes.

Session 2 Takeaways

Many agencies are reluctant to fund innovative programs, as they are typically nontraditional approaches to problem-solving and/or pilot programs, and thus are usually deemed as riskier investments. To mitigate feelings of risk, consider utilizing federal grant funds to fund innovative programs, which are perfect for these kinds of investments. SAAs can leverage state funding to continue promising programs.

Diversify who is scoring your applications for fresh perspectives. Consider paying application reviewers.

Set aside funding specifically for innovative initiatives, even if the original amount may seem negligible or small. For an example of a request for proposal (RFP) for innovative JAG projects, see Appendix B.

While it is important to provide a definition of innovation that provides guidance for subgrantees, it is equally important to build in flexibility so that programs can bring their own ideas without feeling stifled by the restrictiveness of constraints.

Evaluation of grants administration processes can highlight gaps and identify opportunities for innovation.

Session 3: Promising Practices in Programming

During Session 3 of this innovation lab, NCJA highlighted law enforcement programmatic and operational best practices that could be implemented in participants' respective states. These included practices related to behavioral health; law enforcement mental health; diversion; community violence intervention; prevention; training; recruitment and support; and data and technology. During the lab, members also discussed the following questions:

- × What is a law enforcement program your state funds that you would like to expand?
- × Are there state programs that you don't fund with Byrne JAG that you are interested in supporting?
- × Would you consider funding a different type of task force?
- × How do you currently use your under \$10k funding? Is there room to use it for innovative programming?

NCJA created a pathways to success worksheet (Appendix C) to allow participants to think through their goals, challenges and solutions. The worksheet breaks solutions into four pathways of success: relationship building, low-hanging fruit, resources and enticements. Participants were given the assignment of completing the worksheet before the next session.

Session 3 Takeaways

Do not let a desire for evidence-informed programming stifle innovation. Find a balance.

Start small innovative projects to test proof of concept and secure buy-in.

In addition to innovating through programming, innovation can be through processes, such as making changes to how programs are implemented or through making changes to the grant process itself.

Encourage innovation within currently funded programs.

Seek inspiration from programs within your state that are funded through other funding sources.

Session 4: Overcoming Challenges

Session 4 began with a recap of the previous sessions on innovating through grants administration and promising practices in programming. Participants were asked to reflect on any promising practices they hope to implement in their states. During the session, participants continued to share challenges to innovating within the law enforcement program area, which included:

- × Separating operational risks of working with organizations who may not be comfortable with reporting and other requirements of federal grants from programmatic risks related to program results and impact.
- × Ensuring grants are used to solve problems, with a robust problem-solving process built into the subgrant application process.
- × Articulating the definition of innovation.
- × Helping programs plan for sustainability.

In an effort to better define innovation, using a whiteboard, participants gave feedback on a working definition. The working definition is as follows:

Defining Innovation

Innovative projects are new projects or approaches in a jurisdiction or community. These projects will offer fresh perspectives for reducing and preventing drug and violent crime at the state, local or tribal government levels by identifying chronic or emerging drug and violent crime challenges and proposing evidence-informed strategies to strengthen public safety.



Participants discussed the definition of innovation and suggested adding information to address why innovation is important and the ultimate end goal, which may include promoting public trust, strengthening public safety, or something more specific aiming to be addressed (i.e., addressing lack of access to behavioral health services and programs).

States selected a goal from their worksheet and shared challenges and pathways to success with the group. NCJA created an action plan template (Appendix D) to help lab members outline steps to take to implement their solutions. After walking through an example, lab members were given the assignment to complete the action plan template before Session 5.

Session 4 Takeaways

When defining innovation, it is essential to address why innovation is important. This is especially useful when trying to achieve greater stakeholder buy-in; stakeholders will want to know why a shift to innovative programming is beneficial.

Innovation can be used to encourage proactive problem solving.

Innovation can also be found in creating new partnerships or incorporating stakeholders in new roles and capacities.

Innovation consists of new projects or approaches in a community or jurisdiction. These projects/approaches can be large or incremental, brand new and/or adaptations to current projects or approaches.

Session 5: Developing a Future Plan

In preparation for Session 5, lab members completed the action plan template replicated in Appendix D. This worksheet prompted members to comprehensively look at individual goals to develop solutions and action steps, identify leads for various steps and additional participants for implementation, determine a start and completion date and recognize any additional considerations.

A few lab members shared examples from their action plan templates. Action steps to encourage innovation included redesigning the grant process, requiring collaboration, developing partnerships, creating pilot projects, offering training and capacity-building opportunities and rotating funding.

During the session, lab members reflected on discussions from all lab sessions and were asked to provide feedback on the process. Sentiment from participants was extremely positive and included:

- × The lab created an outlet to brainstorm and talk through definitions of innovation to craft something meaningful moving forward.
- × The lab offered an opportunity to reflect and ask, “Are we doing it this way because it’s good or is it just the way it’s always been done?”
- × The lab allowed for a safe space for creativity and innovative ideas. States are facing the same challenges and trying to accomplish similar goals.

Finally, during this session, lab members planned for the NCJA Innovation Lab Convening and identified members to serve as presenters.

Session 5 Takeaways

Engage with new stakeholders to gain additional thoughts on process, programming and innovation more broadly.

Conduct action planning to think creatively and to expand the box as well.

There is no need to reinvent the wheel, look to other states for inspiration.

Lab Convening

After the conclusion of the lab, NCJA will host a lab convening to allow the “Supporting Innovations in the Law Enforcement Program Area” Innovation Lab to present findings and recommendations to the larger SAA community.

5. Conclusion

The “Supporting Innovations in the Law Enforcement Program Area” Innovation Lab convened six states and one interlocal government entity over the course of five working sessions to discuss promising practices, challenges, solutions and program implementation for innovating within Byrne JAG law enforcement funding. Each session built upon the previous ones, with lab members moving from sharing experiences to developing an action plan. Although differing in terms of geographic location, size and planning process, all lab participants shared the desire to innovate. Participants shared challenges that included defining innovation, risk management and sustainability planning.

Lab members heard from NCJA staff and from each other regarding ways to innovate throughout the grants cycle and through programming. As the lab progressed, lab members created specific goals such as redesigning their grant process, providing training and technical assistance and capacity-building opportunities, and engaging with new and diverse stakeholders.

Overall Lab Takeaways

- Avoid being too prescriptive when defining innovation. Innovation can consist of new projects or approaches in a community or jurisdiction. These can be large or incremental, brand new and/or adaptations to current projects or approaches and should incorporate diverse sources of evidence and diverse perspectives to meet a particular need. Be careful not to impose too many restrictions on what constitutes an innovative project but still provide guidance; one of the things that makes innovative projects so unique and useful is that often they provide new solutions to current problems. Too many restrictions on what can be considered innovative might stifle any proposals received. Innovation can also be found in creating new partnerships or by incorporating stakeholders in new roles and capacities.
- Innovation can refer to innovative programs, but also to innovating grants administration processes and incorporating changes to the grants cycle and/or existing programs.
- Evidence to prove a program's success is important when determining funding decisions, but do not let it stifle innovation. Find balance to allow for new programming and innovative ideas. Do not penalize pilot programs while gathering data to evaluate their programs. Federal grants can be a wonderful way to test new ideas and support pilot programs while minimizing risk for the state. Once proof of concept is received, programs can be sustained with state or other funding.
- Consider separate funding to assist with program evaluation or data collection efforts for evaluating investments.
- Start small and practice patience when attempting to innovate. Change takes time and innovation can come with risk.
- Use the grants administration cycle to encourage innovation. For instance, engage with new stakeholders during the strategic planning process. During the solicitation phase, use competitive or problem-solving solicitations and offer training and technical assistance. Assess your scoring criteria and review process to ensure you are prioritizing innovation.
- Use evaluations as a tool to innovate. Evaluation can help determine continued funding and help highlight gaps and identify innovative opportunities. Similarly, evaluate internal processes for grants administration to glean new openings for innovation.
- Look to what other states are doing for inspiration. States are doing innovative work in many law enforcement areas including behavioral health, diversion, deflection, officer wellness, prevention, community violence intervention, data, accreditation and recruitment.
- Encourage new partners and innovative programs for future applications by highlighting success stories throughout the state to make new stakeholders more aware of available funding. Consider including non-traditional stakeholders in the peer review process.
- Use unspent or set aside Byrne JAG money to create programs that encourage innovation. This allows for new funding opportunities without taking funding from those who have historically relied on it.
- Use resources such as NCJA's pathways to success worksheet or action plan template to brainstorm ideas, understanding that some solutions need dedicated planning and time.

NCJA's Innovation Labs encourage brainstorming and problem solving through peer-to-peer engagement. Through participating in the "Supporting Innovations in the Law Enforcement Program Area" innovation lab, lab members were able to discuss their experiences and challenges and develop tangible steps to take to reach their goals. To be involved in an NCJA innovation lab, please contact strategicplanning@ncja.org.

6. Appendices

- Appendix A: Innovating Throughout the Grants Cycle
- Appendix B: Washington State's Innovative JAG RFP
- Appendix C: Pathways to Success Worksheet
- Appendix D: Action Plan Template

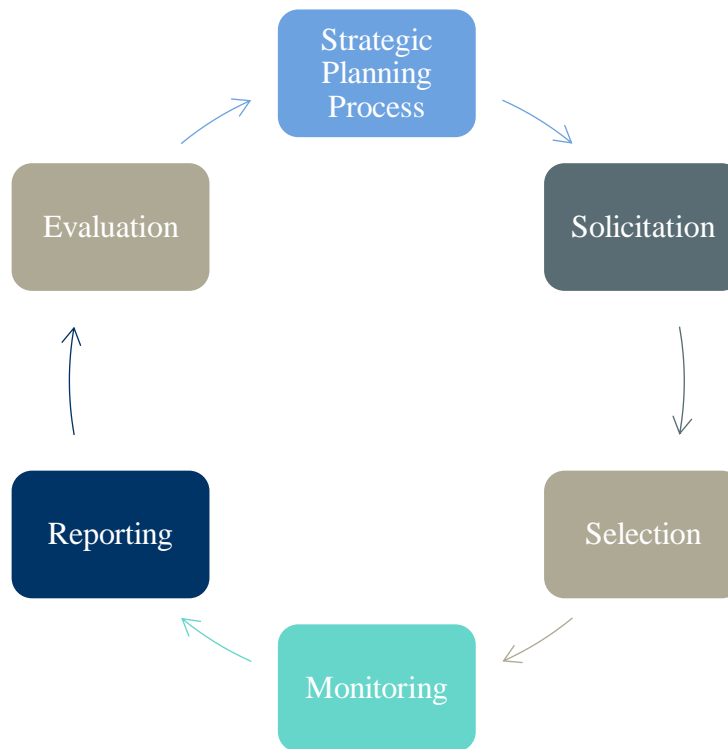
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Supporting Innovations in the Law Enforcement Program Area *Strategies for Innovating within Grants Administration*

Innovating Throughout the Grants Cycle



Strategic Planning Process

Innovating throughout the grants management cycle begins with the strategic planning process. Strategic planning is an organizational management activity used to set priorities, focus energy and resources, strengthen operations, ensure that all stakeholders are working toward common goals, establish agreement around intended outcomes/results and assess and adjust the organization's direction in response to a changing environment. In terms of innovating within the strategic planning process, there are several aspects to consider.

These include:

- Stakeholder Engagement:** There are many stakeholder engagement considerations that may allow for innovation. For instance, incorporating diverse voices into the strategic planning process can not only allow for the identification of a state's true priorities but can also be a starting point for creating connections that encourage different stakeholders to seek funding. Balanced and equal



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representation amongst voices is important to allow for a stakeholder to feel comfortable with applying for funding. Additionally, different partners will require different methods of communication and engagement, and this can be an opportunity to consider ways in which new or current stakeholders can be engaged in unique and never-before-tried ways. Lastly, having strong relationships with different partners opens the applicant pool. This drives innovation through competition.

- **Data:** Data helps to identify problems. Data is also the foundation for evidence-informed promising practices. Following the data and focusing on gaps and needs helps to set priorities and may indicate the need for more innovative programming.
- **Best and Promising Practices:** As trends are consistently changing, understanding best and promising practices in law enforcement can help to determine potential innovative programs to support. There are many places to look for best practices. One place to start is on NCJA's Justice Trends and Promising Practices [webpage](#). Additional places to look include NIJ's [Crime Solutions](#) as well as the [Results First Clearinghouse](#).
- **Historical Context:** For many states, future funding is dependent on past investments. A review of past investments can highlight whether those investments still align with current funding priorities and can illustrate gaps where innovation or pilot programs can be useful.

Solicitation

The solicitation can be used to communicate exactly what you are looking for. If you are looking for innovation, there are many ways to communicate that.

- **Competitive Solicitations:** States and territories use many methods to seek applications. Some use a formula-based system, while others use a closed (or partially) closed application process. The simplest way to encourage a diverse set of applicants to apply for a grant opportunity is to make the process completely competitive. This allows for many types of applicants to bring their innovative ideas to the process.
- **Problem-Solving Procurements:** When using this method, a state doesn't dictate what type of program it is hoping to fund but rather identifies the problem trying to be solved and encourages applicants to find and present a solution. According to the Harvard Kennedy Business School, too often, standard applications provide a list of activities rather than an invitation to provide expertise, resulting in



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applications that are focused on doing what was done before rather than on results and meeting community needs.

- **Goals and Defining Innovation:** When writing a solicitation for a grant opportunity and seeking interested applicants, it's important to define goals and expectations for the funding. If the goal of the grant is to fund public service and public service implementation, clearly explain that. The language used in the solicitation can have a big impact on what types of applications are received. If innovation is the goal, make that clear in the solicitation. Additionally, explain how the agency defines innovation. Agencies define innovation in many unique ways. While it is important not to be too prescriptive in defining innovation, offer up guidance that may include examples such as:
 - Reducing crime and enhancing the effectiveness of the criminal justice system through collaboration with the field to identify, define, and respond to emerging or chronic crime problems and systemic issues through proposed strategies including trying new approaches, addressing gaps in responses, building or translating research knowledge, or building capacity.
 - Innovative projects are new projects or approaches in a jurisdiction or community. These projects will offer fresh perspectives for reducing and preventing drug and violent crime at the state, local, or tribal government levels by identifying chronic or emerging drug and violent crime challenges and proposing evidence-informed strategies to strengthen public safety.
- **Encourage Sustainability:** In many states, Byrne JAG is used as seed money to fund new and innovative programming. Encouraging sustainability through strategies such as sunsetting funds after a certain timeframe, making one-time investments in equipment and encouraging local jurisdictions to cover costs moving forward and asking applicants to submit sustainability plans can keep funds available to consistently fund new and emerging programs.
- **Categorizing Applications:** Categorizing applications into like-sized and resourced agencies may make the solicitation process less intimidating for agencies and encourage more innovation.
- **Technical Assistance:** Applying for grants can be an intimidating endeavor for many organizations, especially for smaller organizations. Offering technical assistance such as webinars explaining the solicitation process and providing clear expectations can encourage more applications. Additionally, one-on-one feedback and guidance can be extremely beneficial. This could be in the form of town halls, going into communities with credible messengers and/or having regional office



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hours in which nearby agencies can come in person to discuss specific questions. Also, assistance related to grant writing tips, FAQs and ensuring staff are available to answer applicant questions can go a long way in encouraging innovative applications.

Selection

- **Scoring Applications:** The scoring of grant applications can play a large role in encouraging innovation. Look at how applications are scored. Are extra points given for the use of innovative or evidence-informed practices? What about for pilot programs? Are new applicants scored the same as previously funded applicants? Is it clear to applicants how applicants will be scored? Additionally, when scoring applications, prioritize the quality of the proposed program or service as opposed to the quality of the writing itself.
- **Review Process:** Just as engaging a diverse set of stakeholders in the strategic planning process is important for determining priorities, having a diverse set of reviewers can play a huge role in the selection process. Make sure the review process is standardized and be aware of any conflicts of interest that a reviewer may have. Create a system for selecting and alternating reviewers. Look for subject matter experts to participate in reviewing applicants. Subject matter experts will have an easier time determining best and promising practices identified in applications.
- **Applicant Communication:** Be as transparent as possible with applicants. If an application is not successful, an applicant may be hesitant to apply for funding in future years and it may stifle new ideas and new programs. Clearly communicate why an application was not successful and encourage applicants to apply for future funding.

Monitoring

- **Monitoring for Risk vs. Success:** When it comes to monitoring, agencies often rely heavily on financial reporting and meeting other administrative requirements to determine an organization's risk. When monitoring awards, assess how monitoring for risk versus success of a program looks different. Success of a program can be established through meetings goals and objectives, having clear success stories and through official evaluations of programs. Clearly communicate the differences, internally and externally, between these types of monitoring, recognizing that a program can struggle when it comes to administrative deliverables but excel in serving the community.



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- **Open Communication:** Promoting open communication with subgrantees and building rapport and relationships that allow for frequent, informal communication provides a way to monitor success. It also opens up opportunities to provide proactive administrative or programmatic technical assistance in areas where the subgrantee may struggle.
- **Training and Technical Assistance:** Promote opportunities for subgrantees to learn new processes and ideas, follow best and promising practices and remain adaptive and receptive to feedback from subgrantees about potential new training or technical assistance opportunities that may be beneficial to offer. Create opportunities such as webinars and roundtables to highlight programs that are working.
- **Task Force Considerations:** Certain types of programming require specific grant activities. For instance, beginning in FY 2010, BJA began the practice of including a special condition that requires online [training](#) for law enforcement task force members on JAG awards. States may also require certain types of training and certifications for subawards, including but not limited to task forces.

Reporting

- **Additional Reporting (Outside of PMT):** PMT reporting may not always align with what an agency is hoping to track. Determine how much reporting is necessary outside of PMT reporting. What is missing from the quarterly PMT reports? Additionally, if you plan to request information beyond the PMT, consider precisely what data you need, and for what purposes, and ensure you adequately explain the rationale to all subgrantees.
- **Ask the Right Questions:** Think outside the box. Reporting may look different depending on the program type. Work with the program to determine what metrics make the most sense. Keep in mind that emerging programs and pilot programs may not have as strong or robust of data to report to show success of their programs, but this is not necessarily a bad thing. Ask them how the SAA can help build capacity to show the success of these programs. Allowing programs to report qualitative data points may make it easier to capture the story of programs and learn more about the impact of innovative practices.



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Evaluation

- **Implementation Evaluations:** Implementation evaluations are assessments of how well a program does what it sets out to do. Rather than focusing on the outcomes, implementation evaluations focus on the process by which a program provides services or accomplishes its mission. For instance, for a task force this may include: what was the implementation process, what were the goals and what activities were engaged in to accomplish those goals? How did the process work? Could it be improved in any way? Just as SAAs should revisit their strategic planning process, programs themselves should continuously evaluate their processes to determine if any new practices should be incorporated.
- **Outcome/Impact Evaluations:** Outcome/impact evaluations aim to assess effectiveness beyond a program meeting its goals and objectives. These evaluations, conducted by research partners, are intensive, and seek to determine long term effects of the program and its goals and objectives. Is it doing what it set out to do and is it having the intended effect? While this type of evaluation can be more difficult, statistical analysis centers and other research partners such as universities can be helpful. Using task forces as an example, these kind of evaluation questions may include:
 - To what extent does a task force have an impact on drug availability within the jurisdiction, or to what extent does the task force have an impact on overdose rates in a community?

Resources

- Harvard Kennedy School Procurement Excellence: <https://gplpen.hks.harvard.edu/resources/>
- Evaluation of Multijurisdictional Task Forces Project <https://www.ojp.gov/pdffiles1/nij/grants/200904.pdf>
- Sustainability Planning Tool: <https://www.wallacefoundation.org/knowledge-center/summer-learning/toolkit/documents/sustainability-planning-facilitation-guide.pdf>

APPENDIX B



STATE OF WASHINGTON DEPARTMENT OF COMMERCE

REQUEST FOR PROPOSALS (RFP)

RFP NO. F22-31440-500

REVISIONS TO THE RFP. In the event it becomes necessary to revise any part of this RFP, amendments will be posted on Washington's Electronic Bid System (WEBS) at <https://fortress.wa.gov/ga/webs/> and the Commerce website at [Contracting with Commerce - Washington Department of Commerce](#). For this purpose, the published questions and answers and any other pertinent information shall be provided as an addendum to the RFP and will be placed on these websites. Interested applicants are responsible for checking the website(s) for any amendments prior to submitting an application. COMMERCE reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

PROJECT TITLE: Justice Assistance Grant (JAG) Innovation Fund

PROPOSAL DUE: Monday August 14, 2023 at 5:00 PM, Pacific Time

ESTIMATED TIME PERIOD FOR CONTRACT: October 15, 2023 - September 30, 2024

APPLICANT ELIGIBILITY: This RFP is open to those applicants which satisfy the minimum qualifications stated herein and are available for work in Washington State.

CONTENTS OF THE REQUEST FOR PROPOSALS:

1. Introduction
2. General Information for Applicants
3. Proposal Contents
4. Evaluation and Award
5. Exhibits
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1. JAG INNOVATION FUND PROGRAM INFORMATION

1.1 PURPOSE AND BACKGROUND

The Washington State Department of Commerce, hereafter called "COMMERCE," is initiating this Request for Proposals (RFP) to solicit proposals from those qualified and interested in receiving funding from the Justice Assistance Grant (JAG) Innovation Fund. The JAG Innovation Fund is designed to provide funding to new programs, practices and ideas within the primary JAG Purpose areas.

The Innovation Fund is a program supported by the [Edward Byrne Memorial Justice Assistance Grant \(JAG\) program](#). JAG is a primary source of federal funding to state and local jurisdictions supporting a range of criminal legal system improvement and community advancement programs. JAG includes nine Purpose Areas to allow for diverse and flexible criminal legal system improvement projects:

1. Planning, Evaluation and Technology Improvement
2. Behavioral Health
3. Prevention and Education
4. Crime Victim Programming, Support and Advocacy
5. Community Safety Enhancement and Law Enforcement Programs/Support
6. Substance Use Treatment and Support
7. Prosecution and Courts
8. Corrections, Community Corrections and Re-Entry
9. State Crisis Intervention Programs (Byrne SCIP)¹

During 2023, the Washington [JAG Advisory Committee](#) developed a [Strategic Plan](#) to guide the investment of JAG funds across the state. As part of the strategic plan, the JAG Innovation Fund will provide flexibility and broaden the scope of the impact of the JAG program in Washington communities. The JAG Innovation Fund will diversify JAG investments across purpose areas and types of entities, advancing equity and promoting new and promising practices. Approximately \$500,000 dollars of JAG funding will be dedicated to the JAG Innovation Fund each award cycle.

COMMERCE intends to award multiple contracts throughout the year to provide the services described in this RFP.

1.2 JAG INNOVATION FUND PROGRAM DESCRIPTION

The JAG Innovation Fund is a new initiative within Washington's overall JAG strategy. For the purposes of this initiative, innovative projects are new approaches, or adapted efforts based on lessons learned from existing programs and projects, within communities. Innovative projects will offer fresh perspectives in an effort to advance criminal legal system improvement and community health and safety. Projects funded by the JAG Innovation Fund will work at the local, regional or state level to address emerging needs, and implement best practices or new ideas.

The intent of the JAG Innovation Fund is provision of resources to new and/or adaptive efforts within the JAG Purpose Areas. The JAG Innovation Fund is a key component of Washington's JAG Strategic Plan and aligns with Washington's JAG mission of ***“advancing criminal legal system improvement in Washington state by investing in innovative, sustainable, and data-driven practices to enhance community safety, increase collaboration and support victims of crime and those involved in the criminal legal system.”***

JAG Innovation Fund Priorities:

The JAG Innovation Fund will provide awards for projects proposed through this solicitation that are within one or more of the JAG Purpose Areas (listed above in Section 1.1), and align with any of the following:

- Organizational or program capacity building

¹ For more information on how the State of WA implements this purpose area, please see [Byrne State Crisis Intervention Program \(SCIP\)](#) - Washington State Department of Commerce.

- New ideas, projects or promising practices
- Enhancing system and community collaborations
- Expanding or supplementing existing programs or practices
- Strategic planning processes, and data collection and evaluation

JAG Innovation Criteria

Proposals are encouraged that include any of the following, as applicable:

1. A new or adapted approach in the region or community that does not duplicate or replicate existing efforts;
2. An approach to address a specific community problem or need that is clearly expressed in the proposal narrative;
3. Data driven strategies and best practices;
4. A description of the potential for the project to be brought to scale or replicated across communities;
5. The potential impact to the entity or community;
6. The strategy for building upon past successes and lessons learned;
7. Identification and leveraging of collaborative relationships with a variety of partners;
8. An explanation of the Applicants expertise and ability to carry out the project (discussion of applicant/partner experience, track record serving proposed population, etc.) and clear articulation of outcomes with broad community impact;
9. Leveraging of multiple funding sources (including in-kind² resources) to advance sustainability and longevity beyond the life of the grant; or
10. A plan to engage individuals with lived experience and those most impacted by the issue that the Proposal will address.

In the evaluation process, Proposals will be given an “Innovation Score” to be factored into the total proposal score. See Section 4, item 4.2 Evaluation Breakdown for a full description of evaluation scoring.

Collaboration:

Proposals are encouraged that include cross-sector, multidisciplinary partnerships, which may include: violence intervention service providers, city or county leadership, local public health agencies, community-based organizations, court personnel, juvenile justice agencies, law enforcement, school-based law enforcement, district attorneys, public defenders, victim advocates/service providers, child welfare and social services, hospitals and other health care providers, mental health services, researchers, school administrators, faith-based organizations, and community residents.

A component of the JAG Innovation fund will be to create a community of practice/ideas by exchanging information, and collaborating and learning from other JAG Innovation Fund grant recipients. In addition to the agreed upon programming, Contractors will be required to attend at least one JAG Innovation Fund cohort meeting during the project period. These gatherings will create an opportunity for grantees to learn what others are doing across the state, build relationships and foster collaboration.

1.3 MINIMUM QUALIFICATIONS

To meet the minimum qualifications for this RFP an Applicant must:

- Be a public agency, tribe or a nonprofit community-based organization
- Be licensed to do business in the state of Washington or submit a statement of commitment that it will become licensed in Washington within thirty (30) calendar days of being selected as the Apparent Successful Applicant.
- Have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from Commerce. If applicant does not have a Federal Tax ID or EIN they can submit a statement of commitment that it will obtain this number within thirty (30) calendar days of being selected as the Apparent Successful Applicant

² In-Kind Resources refer to any project/program resources or contributions other than cash funding. This can include, but is not limited to: volunteer work, donations of materials and supplies, staff time funded through other funding sources, any additional funding sources that contribute to the proposed idea/project/program.

- Meet all applicable licensing and registration requirements (e.g., Washington State Business License (see above), 501C3 filings). Applicants without required licensing may be accepted with a fiscal sponsor³ on a case-by-case basis. Fiscal sponsors are required to meet all minimum eligibility requirements

Proposals that do not clearly meet or exceed all minimum qualifications listed above are non-responsive and will not be evaluated.

1.4 FUNDING

JAG Innovation Fund awards will support project proposals with budgets up to \$150,000 per project. Proposals in excess of this amount will be considered non-responsive and will not be evaluated. In the event additional funding becomes available during the period of performance, any contract awarded may be amended to provide for additional related services. Additional funding is not guaranteed. Any contract awarded as a result of this RFP is contingent upon the availability of funding.

1.5 PERIOD OF PERFORMANCE

Periods of performance for JAG Innovation Fund awards will typically be one year (12 months). Final performance periods will be negotiated and finalized with Apparent Successful Applicants. Any contract resulting from this RFP is tentatively scheduled to begin on or about the date listed in section 2.2 and to end approximately one year later. Amendments extending the period of performance, if any, shall be at the sole discretion of COMMERCE.

1.6 CONTRACTING WITH CURRENT OR FORMER STATE EMPLOYEES

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington (RCW). Applicants are encouraged to familiarize themselves with the requirements prior to submitting a Proposal that includes current or former state employees.

1.7 DEFINITIONS

Definitions for the purposes of this RFP include:

Apparent Successful Applicant/Contractor/Bidder/Vendor/Grantee/Awardee: The applicant selected to perform the anticipated services, subject to successful completion of contract negotiations and execution of a written contract.

COMMERCE or AGENCY: The Department of Commerce is the agency of the state of Washington that is issuing this RFP.

Contract: A written, legally binding agreement to perform the services proposed, also called a Grant or Interagency Agreement.

Contractor: Individual or entity whose Proposal has been accepted by COMMERCE and is awarded a fully executed, written contract. Also called Grantee, Awardee, Recipient, or Vendor.

Exhibit: Document attached to this RFP, also referred to as Attachment.

Proposal: A formal offer submitted in response to this Request for Proposals.

Applicant: Individual, firm, entity, company, or other entity or group of entities that submits a Proposal to attain a contract with COMMERCE.

³ A fiscal sponsor is most commonly a non-profit entity that provides fiduciary oversight, financial management and other administrative services to build capacity of small organizations/entities which may not have 501c3 non-profit status. Applicants with questions about fiscal sponsorship and associated requirements are encouraged to reach out to the RFP coordinator for additional information.

Request for Proposals (RFP): Formal procurement or solicitation document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the applicant community to suggest various approaches to meet the need at or below a given funding level.

Small business: An in-state business, including a sole proprietorship, corporation, partnership, or other legal entity, that: (a) Certifies, under penalty of perjury, that it is owned and operated independently from all other businesses and has either: (i) Fifty or fewer employees; or (ii) A gross revenue of less than seven million dollars annually as reported on its federal income tax return or its return filed with the Department of Revenue over the previous three consecutive years; or (b) Is certified with the Office of Women and Minority Business Enterprises under chapter 39.19 RCW.

Veteran-owned business: A business certified by the Washington Department of Veteran Affairs.

1.8 ADA

COMMERCE complies with the Americans with Disabilities Act (ADA). Applicants may contact the RFP Coordinator to receive this Request for Proposals in Braille or on tape.

2. GENERAL INFORMATION FOR APPLICANTS

2.1 RFP COORDINATOR

The RFP Coordinator is the sole point of contact in COMMERCE for this JAG Innovation Fund RFP. All communication between the Applicant and COMMERCE upon release of this RFP shall be with the RFP Coordinator, as follows:

Name	Anica Stieve
E-Mail Address	Anica.stieve@commerce.wa.gov
Smartsheet Q&A Upload Form	https://app.smartsheet.com/b/form/6811c5c674cd40579014102d0daa2661

Any other communication will be considered unofficial and non-binding on COMMERCE. Applicants are to rely only on written statements issued by the RFP Coordinator. **Communication directed to parties other than the RFP Coordinator may result in disqualification of the Applicant.**

2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	July 12, 2023
Question & answer period	July 12 - August 7, 2023
Answers to Q&A posted no later than	August 8, 2023
Proposals due	August 14, 2023, 5:00 PM PT
Evaluate proposals	August 15 – 30, 2023
Announce “Apparent Successful Applicants” and send notification via e-mail to unsuccessful applicants	August 31, 2023
Hold debriefing conferences (if requested)	September 1, 5 & 6, 2023
Negotiate contract	September 23 – October 6, 2023
Earliest date contract may be signed	October 2, 2023

COMMERCE reserves the right to revise the above schedule.

2.3 QUESTIONS AND ANSWERS

COMMERCE will accept questions about this RFP sent to the RFP Coordinator with the [Smartsheet form linked here](#), and also fully listed in Section 2.1. Questions should not identify the submitting person or entity. COMMERCE will answer all questions in a Q&A document posted approximately every two weeks. Questions will be answered no later than the end date listed in section 2.2. The Q&A document can be found in the BOX folder linked as follows:

<https://deptofcommerce.box.com/shared/static/giiwvoz5bir3d51crna6uqyh0o5mv0m8.docx>

Applicants are encouraged to review this document prior to submitting questions.

2.4 SUBMISSION OF PROPOSALS

ELECTRONIC PROPOSALS:

To be evaluated as soon as possible, proposals must be received by 5:00 PM Pacific Time, on the last day of the submission period as listed in section 2.2.

Proposals must be submitted electronically as an attachment in [Smartsheet linked here](#). Attachments shall be in PDF. Zipped files cannot be received by COMMERCE and cannot be used for submission of Proposals. The Submittal Letter and the Certifications and Assurances form must have a scanned or digital signature of the individual within the entity authorized to bind the applicant to the offer. COMMERCE does not assume responsibility for problems with applicant's e-mail or internet services. If COMMERCE electronic systems are not working, appropriate allowances will be made.

Applicants should allow sufficient time to ensure timely receipt of the proposal by the RFP Coordinator. This is an open continuous solicitation. Proposals received after the last day of the period will be reviewed in the next review cycle. Requests for deadline extensions will not be granted. All Proposals and any accompanying documentation become the property of COMMERCE and will not be returned.

2.5 PROPRIETARY INFORMATION AND PUBLIC DISCLOSURE

Proposals submitted in response to this RFP shall become the property of COMMERCE. All Proposals received shall remain confidential until the Apparent Successful Applicant is announced; thereafter, all Proposals are subject to disclosure as provided for in Chapter 42.56 of the Revised Code of Washington (RCW).

Any information in the proposal that the applicant desires to claim as proprietary and exempt from disclosure under the provisions of Chapter 42.56 RCW, or other state or federal law that provides for the nondisclosure of your document, must be clearly designated. The information must be clearly identified and the particular exemption from disclosure upon which the applicant is making the claim must be cited. Each page containing the information claimed to be exempt from disclosure must be clearly identified by the words "Proprietary Information" printed on the lower right hand corner of the page. Marking the entire proposal exempt from disclosure or as Proprietary Information will not be honored.

If a public records request is made for the information that the applicant has marked as "Proprietary Information," COMMERCE will notify the applicant of the request and of the date that the records will be released to the requester unless the applicant obtains a court order enjoining that disclosure. If the applicant fails to obtain the court order enjoining disclosure, COMMERCE will release the requested information on the date specified. If an applicant obtains a court order from a court of competent jurisdiction enjoining disclosure pursuant to Chapter 42.56 RCW, or other state or federal law that provides for nondisclosure, COMMERCE shall maintain the confidentiality of the applicant's information per the court order.

A charge will be made for copying and shipping as allowed by law. No fee shall be charged for inspection of contract files, but twenty-four (24) hours' notice to the RFP Coordinator is required. All requests for information should be directed to the RFP Coordinator.

2.6 REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be provided via e-mail to all individuals who have made the RFP Coordinator aware of their interest. Addenda will also be published on Washington's Electronic Bid System (WEBS). The website can be located at <https://fortress.wa.gov/ga/webs/>. For this purpose, the published questions and answers and any other pertinent information shall be provided as an addendum to the RFP and will be placed on the website. Such addenda will also be published anywhere the RFP is posted, including on COMMERCE'S public webpage, located at <http://www.commerce.wa.gov/serving-communities/current-opportunities/>.

If you downloaded this RFP from anywhere other than WEBS you are responsible for sending your name and e-mail address to the RFP Coordinator in order for your entity to receive any RFP addenda.

COMMERCE also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

2.7 DIVERSE BUSINESS INCLUSION PLAN

Applicants are required to submit a Diverse Business Inclusion Plan with their Proposal describing in good faith their aspirational goals for subcontractor types. In accordance with legislative findings and policies set forth in RCW 39.19, the state of Washington encourages participation in all contracts by firms certified by the Office of Minority and Women's Business Enterprises (OMWBE), set forth in RCW 43.60A.200 for firms certified by the Washington State Department of Veterans Affairs, and set forth in RCW 39.26.005 for firms that are Washington Small Businesses. No minimum level of minority- or women-owned business, Washington Small Businesses, or Washington State certified Veteran Business participation is required as a condition for receiving an award. Any affirmative action requirements set forth in any federal governmental rules included or referenced in the contract documents will apply.

COMMERCE has the following agency goals:

- 10% participation by Minority Owned Business
- 6% participation by Women Owned Business
- 5% participation by Veteran Owned Business
- 5% participation by Small Businesses

2.8 COMPLAINT PROCESS

Potential applicants may submit a complaint to COMMERCE based on any of following:

- a) The solicitation unnecessarily restricts competition;
- b) The solicitation evaluation or scoring process is unfair; or
- c) The solicitation requirements are inadequate or insufficient to prepare a response.

A complaint may be submitted to COMMERCE at any time prior to 5 days before the proposal response deadline. The complaint must meet the following requirements:

- a) The complaint must be in writing;
- b) The complaint must be sent to the RFP coordinator in a timely manner;
- c) The complaint should clearly articulate the basis for the complaint; and
- d) The complaint should include a proposed remedy.

The RFP coordinator will respond to the complaint in writing. The response to the complaint and any changes to the solicitation will be posted on WEBS. The Director of COMMERCE will be notified of all complaints and will be provided a copy of COMMERCE'S response. The complaint may not be raised again during the protest period. COMMERCE'S action or inaction in response to the complaint is final. There is no appeal process.

2.9 RESPONSIVENESS

All Proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. The applicant is specifically notified that failure to comply with any part of this RFP may result in disqualification of the Proposal as incomplete and/or non-responsive.

Disqualified applicants will be notified at or about the time of disqualification.

Disqualified applicants will be informed of the reason for disqualification.

COMMERCE reserves the right at its sole discretion to waive minor administrative irregularities.

2.10 MOST FAVORABLE TERMS

COMMERCE reserves the right to make an award without further discussion of the Proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the applicant can propose. There will be no best and final offer procedure. COMMERCE reserves the right to contact an applicant for clarification of its Proposal.

The Apparent Successful Applicant should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some, or all, of the applicant's Proposal. The Proposal will become a part of the official procurement file on this matter without obligation to COMMERCE.

2.11 CONTRACT GENERAL TERMS & CONDITIONS

The Apparent Successful Applicant will be expected to enter into a contract which is substantially the same as the example contract and its general terms and conditions attached as Exhibit A. This sample contract is for information and review only and should not be returned with your Proposal. In no event is an applicant to submit its own standard contract terms and conditions in response to this RFP. All proposed edits to the contract terms and conditions must be submitted as an attachment to Certifications and Assurances form, within Attachment A – JAG Innovation Fund RFP Response Form. COMMERCE will review requested edits and accept or reject the same at its sole discretion.

2.12 COSTS TO PROPOSE

COMMERCE will not be liable for any costs incurred by the applicant in preparation of a Proposal submitted in response to this RFP, travel to or conduct of a presentation, or any other activities related to responding to this RFP.

2.13 NO OBLIGATION TO CONTRACT

This RFP does not obligate the state of Washington or COMMERCE to contract for services specified herein.

2.14 REJECTION OF PROPOSALS

COMMERCE reserves the right at its sole discretion to reject any and all Proposals received without penalty and not to issue a contract as a result of this RFP.

2.15 COMMITMENT OF FUNDS

The Director of COMMERCE or delegate is the only individual who may legally commit COMMERCE to the expenditures of funds for a contract resulting from this RFP. No services may begin and no cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.16 ELECTRONIC PAYMENT

The state of Washington prefers to utilize electronic payment in its transactions. The Apparent Successful Applicant must have or obtain a Statewide Vendor Number (SWV) from the Office of Financial Management to be paid by COMMERCE. For more information, visit: www.ofm.wa.gov.

2.17 INSURANCE COVERAGE

The Applicant is to furnish COMMERCE with a certificate(s) of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth within the contract if requested.

The Applicant shall, at its own expense, obtain and keep in force insurance coverage which shall be maintained in full force and effect during the term of the contract. The Applicant shall furnish evidence in the form of a Certificate of Insurance that insurance shall be provided, and, if requested, a copy shall be forwarded to COMMERCE within fifteen (15) days of the contract effective date. Standard insurance

requirements are included within the example contract and its special terms and conditions attached as Exhibit A.

3. PROPOSAL CONTENTS

Proposals must be written in English and submitted electronically to the RFP Coordinator in the order noted below as already formatted in the proposal form:

1. Letter of Submittal
2. Certifications and Assurances
3. Project Proposal
4. Budget Proposal
5. Diverse Business Inclusion Plan
6. Workers' Rights Certification

Proposals must provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the Proposal, but should also assist the applicant preparing a thorough response. A response form (Attachment A) has been created to facilitate this exchange – please complete as applicable.

Items marked “mandatory” must be included as part of the Proposal to be considered responsive, however, these items are not scored. Items marked “scored” are those that are awarded points as part of the evaluation conducted by the evaluation team.

3.1 CERTIFICATIONS AND ASSURANCES (MANDATORY)

The Certifications and Assurances form must be signed and dated by a person authorized to legally bind the applicant to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship. Applicants wishing to submit any proposed contract edits must indicate so on this form (see Section 2.14).

3.2 LETTER OF SUBMITTAL (MANDATORY)

The Letter of Submittal must be signed and dated by a person authorized to legally bind the applicant to a contractual relationship, e.g., the President or Executive Director if a corporation or nonprofit organization, the managing partner if a partnership, or the proprietor if a sole proprietorship.

Along with introductory remarks, the Letter of Submittal must include the following information about the applicant:

- A. Name, address, principal place of business, telephone number, and fax number/e-mail address of legal entity or individual with whom contract would be written.
- B. Name, address, and telephone number of each principal officer (President, Vice President, Treasurer, Chairperson of the Board of Directors, etc.)
- C. Legal status of the applicant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
- D. Federal Employer Tax Identification number **and** the Washington Uniform Business Identification (UBI) number issued by the state of Washington Department of Revenue. If the Applicant does not have a UBI number, the applicant must state that it will become licensed in Washington within thirty (30) calendar days of being selected as the Apparently Successful Applicant.
- E. Location from which the applicant would operate.

3.3 PROJECT PROPOSAL

Responses to proposal sections A through E combined should be no more than eight (8) pages total, standard margins, single spaced, 12pt. font. Proposal sections F and G are required but do not count

against the eight (8) page limit. Proposal responses for sections A through E in excess of eight pages may be considered nonresponsive and may not be evaluated. The Proposal must contain a description of the project including the following elements, as applicable to the proposed project:

A. Innovation and Results (SCORED): Include a complete description of the proposed approach and methodology for the project. Applicants are encouraged to address the following components as applicable to the proposed project:

- a. What is the proposed idea, project, program for which the applicant is seeking funding
- b. What need does the Proposal address? Please use any anecdotal, qualitative or quantitative data to demonstrate need.
- c. How does the proposed idea/project align with one or more of the JAG Purpose Areas listed in Section 1, Item 1.1?
- d. How does the proposed idea/project align with one or more of the JAG Innovation Fund Priorities and Criteria as listed in Section 1, Item 1.2?

B. Implementation (SCORED): Please describe how the project/idea will be implemented. Applicants are encouraged to address the following components, as applicable to the proposed project:

- a. What group/communities will benefit from the proposed project/idea? If the proposal includes direct service provision, please describe the services that will be provided in detail – include who will be served and how many individuals will be served throughout the period.
- b. Timeline – please describe the timeline for implementation of the proposed work. Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project proposed in this RFP.
- c. Risks, challenges and/or barriers – please identify any risks, challenges or barriers to the proposed project's success. Include any proposed strategies to mitigate these issues.
- d. Subcontractors – if any subcontracted activities are proposed, include a detailed description of the purpose of subcontracting and the subcontracted services to be provided. Please be aware applicants cannot pre-select subcontractors prior to being identified as the Apparently Successful Applicant. Applicants must provide a description of the proposed subcontractor duties as well as the proposed subcontractor budget within the budget proposal. Do not select subcontractors until all relevant requirements have been reviewed, including the [Code of Federal Requirements](#) as applicable.

C. Outcomes and Performance Measurement (SCORED): Describe the impacts and outcomes the proposed project will achieve, including how these impacts and outcomes will be monitored, measured and reported to COMMERCE. Applicants are encouraged to address the following components, as applicable to the proposed project:

- a. How will the applicant assess or evaluate impact? Impact and outcomes must support the purpose of the JAG Innovation Fund RFP as described in Section 1.1.
- b. What metrics will be measured to indicate impact and outcomes?
- c. What tools will be used to measure and report outcomes? (e.g., Pre/post surveys, final report, anecdotal data and information)

D. Equity and Collaboration (SCORED): Describe how the proposed project advances equity and collaboration. Please include the following components:

- a. How does the proposed project work to address and/or reduce racial and economic disparity? How does it promote and strengthen racial equity efforts?
- b. If applicable, how will the proposed project/approach include meaningful engagement of, or a plan to engage, individuals with lived experience and those most impacted by the issue that the proposed project/approach will address?
- c. How does the proposed project leverage resources, collaboration and avoid duplication of work? Please describe any collaborative efforts or partnerships to be incorporated into implementation of the proposed project.

E. Entity Expertise (SCORED): Describe the Applicant's experience and ability to conduct the proposed project. Please include the following components:

- a. Entity mission, vision and expertise – include a description of the Applicant's expertise to carry out the proposed project
- b. Staff Qualifications and Experience – identify staff who will be assigned to the potential contract and the amount of time each will be assigned to the project. If staff will be hired to assist with the project, describe the proposed skills and qualifications to be sought. Include any pertinent information on the individual's skills or experience that will be particularly relevant. Staff identified in the Proposal must actually perform the assigned work.

F. Related Information (MANDATORY)

- a. If the applicant or any known subcontractor contracted with the state of Washington during the past 24 months, indicate the name of the entity, the contract number and project description and/or other information available to identify the contract.
- b. If the applicant's staff or a member of its governing board was an employee of the state of Washington during the past 24 months, or is currently a Washington State employee, identify the individual by name, the entity previously or currently employed by, job title or position held and separation date. Also include this individuals' current position help in the applicant's entity, and responsibilities. If following a review of this information COMMERCE determines that a conflict of interest exists, the applicant may be disqualified from further consideration. If the applicant has had a contract terminated for default in the last five years, describe such incident. Termination for default is defined as notice to stop performance due to the applicant's non-performance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the applicant, or (b) litigated and such litigation determined that the applicant was in default.
- c. Submit full details of the terms for default including the other party's name, address, and phone number. Present the applicant's position on the matter. COMMERCE will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If no such termination for default has been experienced by the applicant in the past five years, so indicate.

G. References (MANDATORY)

List names, addresses, telephone numbers, and e-mail addresses of three (3) business references for the applicant and three (3) business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided. Do not include current COMMERCE staff as references. By submitting a Proposal the applicant and any partners or agents authorize COMMERCE to contact these references and any others

who, from COMMERCE'S perspective, may have pertinent information. COMMERCE may or may not contact references in its sole discretion.

3.4 BUDGET PROPOSAL

The total amount proposed should not exceed **\$150,000**. Proposals with budgets in excess of this amount may not be evaluated.

Budget Proposal (SCORED)

The applicant is to submit a fully detailed budget template in U.S. dollars (shown below and [linked here](#)) including personnel costs and any expenses necessary to accomplish the tasks and to produce the deliverables within the proposed project. Applicants are required to collect and pay Washington state sales and use taxes if applicable. Applicants are not required to have costs in each budget category; please only include costs that are applicable and relevant to the proposed project.

Costs for work to be completed by subcontractors are to be broken out separately in the bottom of the budget template. For questions regarding allowable and unallowable costs, please see the most current version of the [DOJ Grants Financial Guide](#).

**JAG Innovation Fund
Program Budget
Funding period Start date - to End date**

Entity Name:					
Program Name:					
Contract Number:					
	Amount by Fund Source				
Item	COMMERCE Funding	*Other Fund Source	Other Fund Source	Other Fund Source	Total Project
PERSONNEL SERVICES	\$	\$	\$	\$	\$
Salaries (Full- & Part-Time)	-	-	-	-	-
Personnel Benefits	\$	\$	\$	\$	\$
	-	-	-	-	-
SUBTOTAL - PERSONNEL SERVICES	\$	\$	\$	\$	\$
	-	-	-	-	-
GOODS & SERVICES					
Office Supplies	\$	\$	\$	\$	\$
	-	-	-	-	-
Operating Supplies ²	\$	\$	\$	\$	\$
	-	-	-	-	-
Equipment ³	\$	\$	\$	\$	\$
	-	-	-	-	-
Consultant and Subcontracted services ⁴	\$	\$	\$	\$	\$
	-	-	-	-	-
Automobile Expense	\$	\$	\$	\$	\$
	-	-	-	-	-
Printing & Duplicating	\$	\$	\$	\$	\$
	-	-	-	-	-

Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Rentals - Buildings	\$ -	\$ -	\$ -	\$ -	\$ -
Rentals - Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL - GOODS & SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Training	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Other Expenses ⁵	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect & Administration Costs ⁶	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -

¹ Identify specific funding sources included under the "Other" column(s) above:

	\$ -
	\$ -
	\$ -
	\$ -
Total	\$ -

*If no other fund sources exist for this proposal – please indicate "NA"

³ Equipment - Itemize below:

	\$ -
	\$ -
	\$ -
	\$ -
Total	\$ -

² Operating Supplies - Itemize below:

	\$ -
	\$ -
	\$ -
	\$ -
Total	\$ -

⁴ Consultant and Subcontracted Services - Itemize below:

	\$ -
	\$ -
	\$ -
	\$ -
Total	\$ -

⁵ Other Miscellaneous Expenses - Itemize below:

	\$ -
	\$ -

⁶ Indirect Administration Costs - Itemize below:

	\$ -
	\$ -

	\$
	\$
Total	-

	\$
	\$
Total	-

⁶Indirect Administration Costs - Those costs referred to as overhead, overhead costs, or administrative costs. These are actual costs incurred to conduct the normal business activities of an entity and are not readily identified with or directly charged to a program, making it difficult to precisely assess each user's share. Those Indirect F&A expenses include:

- General Administration
- Departmental Administration
- Operation and Maintenance
- Building and Equipment Depreciation Non-Capitalized Interest
- Non-Capitalized Interest

Does the entity have a federally approved rate?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
If yes, provide the rate:	<input type="text"/>			

4. EVALUATION AND CONTRACT AWARD

4.1 EVALUATION PROCEDURE

Responsive Proposals will be evaluated strictly in accordance with the requirements stated in this RFP and any addenda issued. The evaluation of Proposals will be accomplished by one or more evaluation team(s) designated by COMMERCE, which will determine the scores of the proposals.

COMMERCE, in its sole discretion, may elect to invite top-scoring Applicants as finalists for a virtual presentation or interview.

The RFP Coordinator may contact the Applicant for clarification of any portion of their Proposal.

Applicants are not permitted to submit, resubmit, correct, or change any materials of any kind after the date and time stated in Section 2.6 SUBMISSION OF PROPOSALS.

4.2 EVALUATION BREAKDOWN

The following weighting will be assigned to each proposal section for evaluation purposes. Subsections may or may not be of equal weight. Total Proposal Points Possible: 125 Points

Innovation Score – 30 total points

The following criteria have been developed to assist applicants in identifying innovation in their proposed project/approach. Applicants are encouraged to refer to the following ten innovation criteria and reference the criteria in their proposal narrative as applicable. Innovation criteria include:

	Innovation Criteria
1	The proposed project is a new or adapted approach in the jurisdiction or community; the project/approach does not duplicate or replicate existing services or work
2	The project/approach proposes to address a specific community or entity level problem/need; the need for the project is clearly expressed in the proposal narrative
3	The proposed project/approach includes data driven strategies and best practices
4	The proposed project/approach has the potential to be brought to scale or replicated across communities
5	The proposed/anticipated outcomes are clearly defined and widely impactful to the entity and/or community in which the project/approach is implemented
6	The proposed project/approach builds upon past successes and lessons learned
7	The proposed project/approach identifies and leverages collaborative relationships with a variety of partners
8	The proposed project/approach provides explanation of applicable expertise and ability to carry out project (discussion of applicant/partner experience, track record serving proposed population, etc.) and clearly articulates outcomes to create broad community impact
9	The proposed project/approach leverages multiple funding sources (including in-kind resources) to advance sustainability and longevity beyond the life of the grant
10	The proposed project/approach includes meaningful engagement of, or a plan to engage, people with lived experience and those most impacted by the issue that the proposed project/approach will address

Each Innovation Criteria will be evaluated and scored using the following agree/disagree scale:

- 0 – Disagree
- 1 – Unsure/unclear
- 2 – Partially Agree
- 3 – Strongly Agree

The scores for each criteria will be added to create the proposals' "Innovation Score:"

0 – Not Scored as Innovative ----- 30 – Highly Innovative

Project Proposal – 80 total points	
Section	Questions and Rating Criteria
Innovation and Results (20 Points)	<p>Include a complete description of the proposed approach and methodology for the project. Applicants are encouraged to address the following components as applicable to the proposed project:</p> <ol style="list-style-type: none"> What is the proposed idea, project, program for which the applicant is seeking funding? What need does the proposal address? Please use any anecdotal, qualitative or quantitative data to demonstrate need. How does the proposed idea/project align with one or more of the JAG Purpose Areas listed in Section 1, Item 1.1? How does the proposed idea/project align with one or more of the JAG Innovation Fund Priorities as listed in Section 1, Item 1.2? <p>Rating Criteria – A strong application meets all the criteria listed below:</p> <ol style="list-style-type: none"> Proposal clearly explains the proposed idea/project/program Proposal clearly explains project/program objectives and demonstrates need through data and anecdotal explanation (ex. Why is the proposed project necessary?) Proposed idea/project/program clearly aligns with one or more of the <i>JAG Purpose Areas</i>, as clearly explained/described in the proposal Proposed idea/project/program clearly aligns with one or more of the <i>JAG Innovation Fund Priorities</i>, as clearly explained/described in the proposal
Implementation (20 Points)	<p>Describe how the project/idea will be implemented. Applicants are encouraged to address the following components, as applicable to the proposed project:</p> <ol style="list-style-type: none"> What group/communities will benefit from the proposed project/idea? If the proposal includes direct service provision, please describe the services that will be provided in detail – include who will be served and how many individuals will be served throughout the period. Timeline – please describe the timeline for implementation of the proposed work. Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project proposed in this RFP. Risks, challenges and/or barriers – please identify any risks, challenges or barriers to the proposed project’s success. Include any proposed strategies to mitigate these issues. Subcontractors – if any subcontracted activities are proposed, include a detailed description of the purpose of subcontracting and the subcontracted services to be provided. <i>Do not select subcontractors until all relevant requirements have been reviewed, including the Code of Federal Requirements if applicable.</i> <p>Rating Criteria – A strong application meets all the criteria listed below:</p> <ol style="list-style-type: none"> Proposal clearly explains community benefits resulting from proposed idea/project/program. If proposing direct service provision, proposal explains services that will be provided including the population to be served and how many people will be served throughout the project period. Proposal includes a realistic timeline for implementation; timeline is complete and adequate to accomplish the proposed idea/project/program Proposal explains any risks/challenges or barriers that have been identified if applicable; Proposal includes mitigation strategies for any identified issues.

	<p>d. Proposal clearly explains the need for subcontracted services; proposed services that will be subcontracted as part of the proposed idea/project/program are explained in detail</p>
<p>Outcomes and Performance Measurement (15 Points)</p>	<p>Describe the impacts and outcomes the proposed project will achieve, including how these impacts and outcomes will be monitored, measured and reported to COMMERCE. Applicants are encouraged to address the following components, as applicable to the proposed project:</p> <ul style="list-style-type: none"> a. How will the applicant assess or evaluate impact? Impact and outcomes must support the purpose of the JAG Innovation Fund RFP as described in Section 1.1. b. What metrics will be measured to indicate impact and outcomes? c. What tools will be used to measure and report outcomes? (ex. Pre/post surveys, final report, anecdotal data and information, etc.) <p>Rating Criteria – A strong application meets all the criteria listed below:</p> <ul style="list-style-type: none"> a. Proposal clearly explains a strategy to assess/evaluate impact. The anticipated outcomes/impact align with the purpose of the JAG Innovation Fund as described in Section 1.1. b. Proposal includes applicable metrics to evaluate impact. c. Proposal explains use of tools to measure/report outcomes.
<p>Equity and Collaboration (15 Points)</p>	<p>Describe how the proposed project advances equity and collaboration. Please include the following components:</p> <ul style="list-style-type: none"> a. How does the proposed project work to address and/or reduce racial and economic disparity? How does it promote and strengthen racial equity efforts? b. If applicable, how will the proposed project/approach include meaningful engagement of, or a plan to engage, people with lived experience and those most impacted by the issue that the proposed project/approach will address? c. How does the proposed project leverage resources, collaboration and avoid duplication of work? Please describe any collaborative efforts or partnerships necessary to implement the proposed project. <p>Rating Criteria – A strong application meets all the criteria listed below:</p> <ul style="list-style-type: none"> a. Proposal clearly explains how the proposed idea/project/program contributes to reducing racial and economic disparity. Proposal discusses ways the work advances racial equity efforts. b. As applicable, proposal explains meaningful engagement of, or a plan to engage, people with lived experience and those most impacted by the issue that the proposed project/approach will address. c. Proposal clearly explains how resources will be leveraged, partnerships and collaboration utilized, as applicable to achieve the proposed idea/project/program.
<p>Entity Expertise (10 Points)</p>	<p>Describe the applicant’s experience and ability to conduct the proposed project. Please include the following components:</p> <ul style="list-style-type: none"> a. Entity mission, vision and expertise – include a description of the applicant’s expertise to carry out the proposed project. b. Staff Qualifications and Experience – identify staff who will be assigned to the potential contract and the amount of time each will be assigned to the project. Include any pertinent information on the individual’s skills or experience that will be particularly relevant. Staff identified in the Proposal must actually perform the assigned work. <p>Rating Criteria – A strong application meets all the criteria listed below:</p> <ul style="list-style-type: none"> a. The proposal includes a brief overview of the entity mission, vision and expertise. b. Staff expertise and ability to carry out the proposed idea/project/program is clearly explained.

Budget Proposal – 15 Points – Budget Proposal scored using the following criteria:

- a. Budget template is fully completed
- b. Are the cost necessary to achieve the proposed project?
- c. Does the proposed project leverage other resources when possible to advance efficiency and sustainability?

Workers' Rights Certification Those applicants that certify they **do not** require their employees to sign an individual arbitration clause as a condition of employment will receive an extra 1% of their awarded points added to their final score.

COMMERCE reserves the right to award the contract(s) to the applicant(s) whose Proposal is deemed to be in the best interest of COMMERCE and the state of Washington.

4.3 VIRTUAL PRESENTATIONS MAY BE REQUIRED

After evaluating the written proposals COMMERCE may elect to schedule virtual presentations or interviews of top-scoring applicants. If so, COMMERCE will contact the top-scoring applicants from the written evaluation to schedule a date and time to meet on a platform such as Zoom or Microsoft Teams. Any commitments made by the applicant during a virtual presentation or interview will be considered binding.

The scores from the written evaluation and the virtual presentation combined together will determine the Apparent Successful Applicant.

4.4 NOTIFICATION TO APPLICANTS

COMMERCE will notify the Apparent Successful Applicant(s) of their selection in writing upon completion of the evaluation process. Applicants who were not selected for further negotiation or award will be notified separately. Notification may also be made to the COMMERCE public website, Washington Electronic Business Solution (WEBS), or other publically accessible locations.

4.5 DEBRIEFING OF UNSUCCESSFUL APPLICANTS

Any applicant who has submitted a Proposal and received notice that they were not selected for contract negotiation may request a debriefing. The request for a debriefing conference must be received by the RFP Coordinator within three (3) business days after the Unsuccessful applicant Notification is e-mailed to the applicant. The debriefing must be scheduled within three (3) business days of the request.

Discussion at the debriefing conference is strictly limited to the following:

- Evaluation and scoring of that applicant's Proposal;
- Any written comments from evaluators related to that applicant;
- Review of applicant's final score in comparison with the other final scores **without** identifying the other applicants or reviewing their Proposals.

Comparisons between Proposals or evaluations of the other Proposals is not allowed. COMMERCE will not discuss any items other than the three bullet points above. Debriefing conferences may be conducted on the telephone or by other electronic means and will be scheduled for a maximum of thirty (30) minutes. COMMERCE reserves the right to end a debriefing for any reason.

4.6 PROTEST PROCEDURE

Protests may be filed only by applicants who submitted a response to this RFP and who have participated in a debriefing conference. Upon completing the debriefing conference, the applicant is allowed five (5)

business days to file a protest with the RFP Coordinator. Protests must be received by the RFP Coordinator no later than 5:00pm Pacific time on the fifth business day following the debriefing. Protests must be submitted by email. Applicants may choose to copy COMMERCE'S Central Contracts Office at comcustserv@commerce.wa.gov. Do not copy any other COMMERCE staff.

Applicants protesting this RFP shall follow the procedures described below. Protests that do not follow these procedures will not be considered. This protest procedure constitutes the sole administrative remedy available to applicants under this RFP.

All protests must be in writing, addressed to the RFP Coordinator, and signed by the protesting party or an authorized agent. The protest must state the RFP number, the grounds for the protest from the list below with specific facts, and complete statements of the action(s) being protested. A description of the relief or corrective action being requested should also be included.

Only protests stipulating an issue of fact concerning the following subjects shall be considered:

- A matter of bias, discrimination, or conflict of interest on the part of an evaluator;
- Errors in computing the score;
- Non-compliance with procedures described in this RFP or COMMERCE policy.

Protests not based on procedural matters will not be considered. Protests will be dismissed as without merit if they address issues such as an evaluator's professional judgment on the quality of a proposal, or COMMERCE'S assessment of its own and/or other agencies' needs or requirements.

Scores received are not a valid basis of protest and will be dismissed as without merit unless included with facts supporting bias, discrimination, or conflict of interest on the part of an evaluator.

Upon receipt of a protest, a protest review will be held by COMMERCE. COMMERCE'S Chief Contracts Officer, or other employee delegated by the Director who was not involved in the award process, will consider the record along with all available facts and issue a decision within ten (10) business days of receipt of the protest. If additional time is required, the protesting party will be notified of the delay.

In the event a protest may directly impact the actual interest of another applicant, such applicant may be given an opportunity to submit its views and any relevant information on the protest.

The final determination of the protest shall:

- Find the protest lacking in merit and uphold COMMERCE'S action; or
- Find only technical or harmless errors in COMMERCE'S process and determine COMMERCE to be in substantial compliance and reject the protest; or
- Find merit in the protest and provide COMMERCE options which may include:
 - Correct the error(s) and re-evaluate all proposals, or
 - Cancel this RFP and begin a new process, or
 - Make other findings and determine other courses of action as appropriate.

If COMMERCE does not find merit in the protest, COMMERCE may enter into a contract with the Apparent Successful Applicant(s). If the protest is determined to have merit, one of the options above will be taken.

5. RFP EXHIBITS

Exhibit A Service Contract General Terms and Conditions

6. Attachments

Attachment A Response Form

Attachment B Budget Template

Service Contract General Terms and Conditions

The general terms and conditions, which are essential for any contract fulfillment, are available at the following designated BOX site.

<https://deptofcommerce.box.com/shared/static/p56fyc4ipy6nc9nkuwuggl7zbmlky5o5.pdf>

Attachment A

Response Form

The response form, an essential component of your application packet, is available at the following designated BOX site.

<https://deptofcommerce.box.com/shared/static/k9c0em6muxdwdx1wv6jb6str8fxnv4y.pdf>

Attachment B

Budget Template

The Budget Template, an essential component of your application packet, is available at the following designated BOX site.

<https://deptofcommerce.box.com/s/dbym100mrag8yd63spp4yqq89m1nep>



NCJA INNOVATION LABS

Pathways to Success Worksheet

Use this worksheet as a resource to help identify barriers and solutions to goal implementation.

Goal: What problem are you looking to solve?

Challenge(s): What barriers might you face as you plan to implement your goal?

Pathways to Success: How will you overcome your challenges and support innovative opportunities?

- Relationship Building: Engaging of partners, stakeholders (new and old), subawardees, policy leaders, etc.
- Low-hanging fruit: What “easy wins” are available to you?
- Resources: Are there financial or human resources you can leverage?
- Enticements: How will you encourage people to help achieve the goal?



NCJA INNOVATION LABS

Example

Goal	Challenge(s)	Pathways to Success (relationship building, low-hanging fruit, resources, enticements)
Implement innovative strategies to tackle drug crimes.	<ul style="list-style-type: none"> • Legacy funding to the drug task forces. • Political pressure to continue funding. • Lack of outcome measures. • Lack of connection to nontraditional stakeholders. 	Keep open lines of communication with current subawardees. Engage nontraditional stakeholders such as substance use disorder treatment providers and community organizations. Engage research partners to develop evaluation for outcome measures.
		Shift application language to encourage innovation and to reflect competitive innovation process.
		Allocate funds to substance use treatment facilities. Leverage staff to provide technical assistance to grant applicants.
		Provide extra application points for innovation and collaboration.



NCJA INNOVATION LABS

	Goal)	Challenge(s)	Pathways to Success (relationship building, low-hanging fruit, resources, enticements)
1			
2			
3			



NCJA INNOVATION LABS

4			
5			



NCJA INNOVATION LABS

Action Plan Template

Goal:						
Solution	Action Step	Lead	Additional Team Members or Partners		Anticipated Completion Date	Notes



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Goal:						
Solution	Action Step	Lead	Additional Team Members or Partners	Start Date	Anticipated Completion Date	Notes



NCJA INNOVATION LABS

Goal:						
Solution	Action Step	Lead	Additional Team Members or Partners	Start Date	Anticipated Completion Date	Notes