Request for Proposals

Nationwide Crime Analysis Capability Project
Competitive Award Announcement
Request for Proposals
Nationwide Crime Analysis Capability Project
Competitive Award Announcement

Introduction

In coordination with the U.S. Department of Justice, Bureau of Justice Assistance (BJA), the Institute for Intergovernmental Research (IIR) is publishing this notice to announce a request for proposals (RFP) to participate as a site in the Nationwide Crime Analysis Capability Project. IIR intends to make a limited number of awards, and each selected site will work with a subject-matter expert(s) (SME) to enhance its crime analysis capabilities. Subsequently, these sites will be highlighted as model crime analysis sites. The SMEs for the selected sites will define best practices, develop training and technical assistance, and provide content for the Crime Analysis Capability Implementation Toolkit (toolkit).

Contact Information:
Phil Ramer
Institute for Intergovernmental Research
pramer@iir.com
(850) 385-0600, Extension 237

Purpose

Crime analysis is a key component for a data-driven crime-reduction approach. Integrating a robust crime analysis capability demands that an agency implement policies, training, and other mechanisms that ensure that the crime analysis output is of high quality and that the crime analysis function is institutionalized into the agency’s crime-reduction approach. While many resources are available to address elements of crime analysis, there is no comprehensive set of tools to assist law enforcement in improving their crime analysis capability.

The purpose of this project is twofold: first, to develop three different law enforcement agencies as models for a robust crime analysis capability and, second, to develop a toolkit of resources that will be made available nationally to assist law enforcement agencies in improving their crime analysis capability. To accomplish these tasks, experts in crime analysis and associated law enforcement practices will provide technical assistance and training to assist these three pilot agencies in improving their crime analysis processes, procedures, and outputs. Facilitated by IIR, the experts will use the lessons learned from the assistance process, paired with the policies, procedures, products, and training developed and implemented, to write and assemble the best practices toolkit. Recognizing that crime analysis integration may differ depending on the type of agency or crime analysis unit purpose, the assistance will be delivered to three different crime analysis functions housed within a midsized agency, a crime analysis center within an agency that has strong models of regional partnerships, and an agency that operates a real-time crime center.
Application Process

This solicitation requires a single application submission upon which the funding decision will be made. Specific application requirements are located within this announcement. This will be a subaward of the IIR grant, with specific progress and financial reporting requirements on a quarterly basis to be provided to IIR on forms provided by IIR.

Critical Dates

Solicitation Announcement: May 27, 2014
Proposal Due Date/Time: 5:00 p.m., EDT, July 11, 2014
Projected Awardee Selection: August 11, 2014
Projected Subawards Issued: September 12, 2014
Project Completion Date: March 14, 2016

Maximum Award Amount Per Agency

$300,000

Anticipated Number of Awards

3

Award Match

No match is required. However, crime analysis capability activities funded under this solicitation are expected to demonstrate long-term sustainability, and the most competitive applicants will be able to identify a future potential funding source(s) and institutional and community support for the continued implementation of the model site’s crime analysis capability activities.

Eligibility

Applicants are limited to U.S. states; the District of Columbia; the commonwealths of Puerto Rico and the Northern Mariana Islands; the territories of the Virgin Islands, Guam, and American Samoa; and units of local government appearing on the FY2013 JAG Allocations List. This list is

1 For purposes of this solicitation, a unit of local government is a town, township, village, parish, city, county, borough, or other general-purpose political subdivision of a state, or it may also be a federally recognized Indian tribe or Alaskan Native organization that performs law enforcement functions as determined by the Secretary of the Interior. Otherwise, a unit of local government may be any law enforcement district or judicial enforcement district established under state law with authority to independently establish a budget and impose taxes. In Louisiana, a unit of local government means the office of a district attorney or a parish sheriff. In the District of Columbia or any United States Trust Territory, a unit of local government is any agency of the District of Columbia
Applicants must demonstrate that they have a current analytic capability by describing their current resources and analytic processes.

**Key Definitions**

- **Crime Analysis Capability**: A function or unit within a law enforcement agency with dedicated resources to gather, analyze, and report crime data, crime information, and criminal intelligence for the purpose of informing decision makers on the nature, frequency, and threats of crime in the agency’s jurisdiction.

- **Crime Analysis Capability Implementation Toolkit**: A set of guidelines, resources, best practices, and expert research to aid law enforcement agencies in implementing a vigorous data-driven and evidence-based crime analysis capability. The toolkit will provide resources for various types of capability as defined by the three different categories of subawards in this request for proposals.

- **Fusion Center**: “A fusion center is a collaborative effort of two or more agencies that provide resources, expertise, and information to the center, with the goal of maximizing their ability to detect, prevent, investigate, and respond to criminal and terrorist activity.”² For the purpose of this subaward, a fusion center will be one that has been recognized by the U.S. Department of Homeland Security as either a primary or recognized center.³

- **Midsized Law Enforcement Agency**: An agency as defined by the International Association of Chiefs of Police as a midsized agency serving a jurisdictional population of between 50,000 and 500,000.⁴

- **Real-Time Crime Center**: A state-of-the-art law enforcement center that utilizes technological support to assist officers during developing law enforcement situations by providing information, analysis, and intelligence as the officers respond to service calls and begin the investigative process.

- **Description of Subject-Matter Experts (SMEs)**: SMEs should have significant experience with providing training and technical assistance across a number of different agencies and preferably a preexisting relationship/partnership

---

² *Baseline Capabilities for State and Major Urban Area Fusion Centers* (October 2008)  

³ http://www.dhs.gov/fusion-center-locations-and-contact-information

⁴ http://www.theiacp.org/Midsize-Agencies-Section
with the agency receiving the subaward. Within the content area of the award category, each SME should have a global understanding and experience in providing training and technical assistance on the best practices for the identification, collection, and analysis of data; the process and policies that support the aim of the technical assistance (e.g., increasing the capability of a crime analysis unit); the integration of analysis within the agency (e.g., institutionalization, cultural change, accountability); and the evidence-based responses expected to be employed based on analysis. Each SME should also have experience in producing materials used by the field of crime analysis, such as practical guidebooks, training materials, and/or reports.

**Goals, Objectives, and Deliverables**

**Building Agency Crime Analysis Capability**

The goal of this subaward is to advance the crime analysis capacity of the nation by developing a toolkit that can be utilized by law enforcement agencies to enhance their analytic capability. The toolkit will contain guidelines, resources, best practices, and expert research to aid law enforcement agencies in implementing a vigorous data-driven and evidence-based crime analysis capability. Subaward recipients will participate in the development of the toolkit by documenting those actions taken by their agency to enhance analytic capability and outlining the best practices developed during the project.

Working closely with the SME(s), the agency will determine the best plan of action for enhancing its crime analysis capability so it may be established as a model site. The specific capacity-building plan may vary, depending on agency needs and resources, but for this work, the approach should be holistic—examining and, if need be, improving all of the aspects of the agency’s crime analysis integration. This will result in an improved crime analysis capability within the specific model agency as well as the identification of tools that support this crime analysis capability that can be adapted for the toolkit. In coordination with BJA, IIR will facilitate collaboration and communication among the model sites and work with the SMEs to develop a toolkit that can be adopted in other jurisdictions. Agencies agree to be highlighted as model agencies, providing guidance to other agencies and utilized in publications for enhancing crime analysis capability. Integral to the development or enhancement of an agency’s crime analysis capability is the need to justify the cost of the crime analysis function. Although the subaward period is not long enough to complete a full cost-benefit analysis, it is important to include in the toolkit a methodology for conducting such an analysis.

**Description of the Toolkit**

SMEs within each model site will be required to prepare sections of the toolkit. Working with the SMEs, IIR will consolidate the sections into a single, concise toolkit. The toolkit will be accessible electronically and will include a number of specific tools and/or resources that will be available for download. The toolkit will begin with a general section setting the foundation for a section on each type of agency. Each agency-type section will include the SMEs’ advice and
lessons learned on how to integrate specific materials for training, technical assistance, policies, and procedures, as well as generic and template formats of all of these materials, so that agencies may download, adopt, and apply these materials to develop or enhance crime analysis capabilities.

**Award Categories**

**Category I: Midsized Agency Award**

**Award Up to $300,000. Project Period Is Up to 18 Months**

One award will be made to a midsized agency serving a jurisdictional population of between 50,000 and 500,000. The agency must identify and utilize at least one SME, who will be paid from the subaward to work with the agency to enhance its general crime analysis capability. The SME(s), at a minimum, will focus on enhancing the agency’s ability to collect and analyze data; integrating crime analysis into the policies, procedures, and culture of the agency; and producing actionable and timely analysis products. **Note:** Candidates under this category should not have a focus on a real-time crime center (RTCC).

**Category II: Agency With Regional Partnerships Award**

**Award Up to $300,000. Project Period Is Up to 18 Months**

One award will be made to a law enforcement agency with strong regional partnerships (e.g., state, county, city, and local), which may include a fusion center. The agency must select and utilize at least one SME, who will be paid from the subaward. The SME(s), at a minimum, will focus on enhancing the agency’s crime analysis capability, specifically concerning regional problems, including collecting and analyzing data at a regional level; integrating crime analysis regionally to improve/create policies and procedures; and producing actionable and timely analysis products created to respond to regional-level problems.

**Category III: Agency Operating With Real-Time Crime Center Award**

**Award Up to $300,000. Project Period Is Up to 18 Months**

One award will be made to a law enforcement agency that operates an RTCC. The agency must select and utilize at least one SME, who will be paid from the subaward. The SME(s), at a minimum, will focus on enhancing the RTCC’s crime analysis capability for collecting and analyzing data; integrating crime analysis into the policies, procedures, and culture of the agency; and producing actionable analysis products within real time.

**Project Development**

Each subaward’s point of contact will be responsible for reporting the progress of the project to IIR on a regular basis at a frequency and in a manner determined by IIR. Each SME, in
collaboration with the agency, will document project outcomes, lessons learned, and best practices.

Each project will be divided into three phases: Inception and Project Design, Implementation, and Toolkit Development. Project participants will be responsible for the deliverables within each project phase. The three phases will consist of the following activities and deliverables:

I. Inception and Project Design—Specify the goals, strategies, and outputs for the agency implementation and for the development of the toolkit.

Each SME will work with the subaward agency to develop project goals, strategies, and outputs. The SMEs will participate in a project planning workshop facilitated by IIR in Washington, DC. Costs for attending must be paid from the subaward. The project planning workshop will establish the plan for the overall toolkit and the expectations for the SMEs in their assistance to the agency and in the development of the toolkit. Agencies should provide the proposed full-agency implementation plan and the SME work plan to IIR prior to the workshop (see further detail below).

Agencies, in collaboration with their SMEs, will be responsible for the following Phase I tasks/deliverables in coordination with IIR:

- SMEs and agencies develop a crime analysis capability improvement plan for the agency, including goals, objectives, and deliverables.
- Agencies provide a detailed time and task plan, including SMEs’ tasks. *(Note: projects must be completed within 18 months of the “issue by” date of the subaward.)*
- SMEs participate in a project planning/development workshop.
- SMEs and agencies incorporate an approach to develop the tenets of the toolkit.
- SMEs incorporate an approach for developing a methodology for a cost-benefit analysis for proposed enhancements.

IIR facilitators will lead the project planning/toolkit development workshop and will provide guidance to project participants in defining and developing Phase I tasks/deliverables.

II. Implementation—Implement the proposed project for enhancing crime analysis capability.

Each project participant will implement the specific crime analysis capabilities identified in Phase I. Project participants and SMEs will be principally responsible for
implementing all aspects of the participating agency’s proposed project. In addition, the SME should work closely with IIR on the development of the toolkit, based on lessons learned and best practices developed.

Agencies, in collaboration with their SMEs, will be responsible for the following Phase II tasks/deliverables in coordination with IIR:

- Implement crime analysis capability enhancements.
- Adhere to the project timeline.
- Participate in collaborative activities (e.g., Webinars, conference calls) with project participants to contribute towards the development of the toolkit.

IIR, in coordination with BJA, will assist project participants in their efforts to implement the participating agency’s proposed project through the provision of on-site and/or off-site technical assistance. By the end of Phase II, project participants will have implemented their proposed project.

**III. Toolkit Development**

Each SME will participate in a toolkit development workshop facilitated by IIR to be held in the Washington, DC, area. Costs for attending must be paid from the subaward.

Agencies, in collaboration with their SMEs, will be responsible for the following Phase III tasks/deliverables in coordination with IIR:

- SMEs participate in a toolkit development workshop facilitated by IIR.
- SMEs produce the required section of the toolkit.
- SMEs assist in completing the introductory section of the toolkit.
- SMEs report their developed methodology for conducting a cost-benefit analysis for enhancements to the analysis capability for the department.
- SMEs provide comments and feedback on the completed draft toolkit.

The SMEs will produce their sections of the toolkit and assist in the development of the introductory section of the toolkit. Generally, the toolkit will include an introductory section covering a number of broad topics about the importance of crime analysis (e.g., definitions of crime analysis, types of crime analysis units and analysts), followed by sections covering the implementation of lessons learned for each agency category, as well as specific tools developed during the assistance (e.g., generic training curriculum, products, processes established for meetings).
Responsibility of Subject-Matter Experts

The SMEs will provide training and technical assistance to the three types of sites in order to improve the crime analysis capability, while establishing protocols, procedures, training curriculum, and products for these agencies. The SMEs will use their vast expertise, paired with the materials from this work, to produce a “toolkit” for that specific type of agency. The SMEs will reformat all of the materials from trainings and technical assistance, as well as any established products, policies, and procedures, to be generic, or as templates, so other agencies may easily adopt and apply these materials. Note: SMEs are expected to produce their own training materials, rather than outsourcing training, so these materials may be adapted for the toolkit. SMEs will produce a report, available electronically, that will detail their specific work and include downloadable access to all of these tools. The SMEs will also collaborate with IIR and participate in the writing of the introduction sections to the toolkit. The SMEs should develop a cost-benefit methodology for assessing the enhancements developed as part of this project, utilizing the Vera Institute of Justice’s report: “Putting a Value on Crime Analysts: Considerations for Law Enforcement Executives.”5 The methodology should include, at a minimum, developing a process for determining: (1) What is the purpose of having a crime analyst? (2) What are the comprehensive costs associated with a crime analyst position? and (3) What, if any, are the feasible alternatives to having a crime analyst on staff?

General Application Requirements:

- Proposals for the RFP are to be received no later than 5:00 p.m., EDT, July 11, 2014. Proposals must be e-mailed to pramer@iir.com unless otherwise arranged with IIR. Once a proposal has been received, IIR will issue a confirmation e-mail to the applicant that will document the submission date of the proposal. Confirmation e-mails will go out within 24 hours of submission or by the end of the next business day.

- Any questions regarding the proposal submissions should be submitted via e-mail to pramer@iir.com by no later than 5:00 p.m., EDT, June 13, 2014. All questions and responses will be posted on the IIR Web site.

- All responses to this RFP will remain valid for forty-five (45) days following the submission deadline.

- The subaward will be made in accordance with all requirements listed within and any additional BJA grant requirements.

- Applying for this project opportunity does not constitute a guarantee of project funding.

Application Process and Proposal Requirements

The project proposal narrative must not exceed ten (10) pages and should be submitted in Microsoft Word or PDF format. (The page count does not include the Abstract, Budget, Budget Narrative, or any additional documentation.) The following should be included within the project application/proposal:

- **Cover Page (1 page), including:**
  
  o Project identification

  o Identification of subaward type:

    ▪ **Category I: Midsized Agency Award**
    ▪ **Category II: Agency With Regional Partnerships Award**
    ▪ **Category III: Agency Operating With Real-Time Crime Center Award**

  o Contact information for the authorized official

- **Project Abstract (1 page):**

  Brief description of the project, how your agency intends to use the funding, and expected project outcomes.

- **Project Narrative (10 pages maximum):**

  Agencies that seek funding under this project are required to submit a project narrative that addresses the topics below. It is recommended that the agency work closely with the subject-matter expert to develop this proposal.

  The project description/narrative is a key factor in the application review-and-approval process. Please format your narrative and abstract as double-spaced, with 12-point Times New Roman font, and with 1-inch top, bottom, and side margins.
Topics to be included in the narrative:

- **Agency Capabilities to Be Enhanced Description:**
  
  - Explain why your agency fits the criteria of one of the three sites—midsized agency, agency with regional partnerships, agency operating with a real-time crime center.
  
  - Explain the current crime analysis capacity of your agency, including your agency’s crime analysis capabilities and resources. If need be, include crime analysis products or policies as attachments.
  
  - Explain why your agency would be a good site to become a model crime analysis site, including why lessons learned from your agency may be applied to other agencies.
  
  - Detail the capacity of your agency to perform the proposed crime analysis activity, and briefly describe the project participants and governance.

- **SME Capabilities Description:**
  
  - Identify the subject-matter expert(s) and describe why this expert(s) could assist your agency in becoming a model site.
  
  - Describe the past experience of the subject-matter expert(s) in working with your agency. Describe the past experience of the subject-matter expert(s) in packaging and disseminating guidebooks, best practices, and/or publications. Include a résumé(s) or curriculum vita(e) indicating subject-matter experts’ qualifications to complete the project.

- **Crime Analysis Implementation Plan:**
  
  - Briefly identify and describe the specific project goal(s) that will be accomplished if funding is awarded for your crime analysis project. Provide a full description of the overall strategy, the project design, and the specific activities that will be conducted as part of this strategy, including outcomes or objectives desired. For each of these goals, strategies, and outcomes/objectives, identify and describe the role of the subject-matter expert. A plan for developing a methodology for a cost-benefit analysis should be included in the implementation plan.
Crime Analysis Capability Implementation Toolkit Plan:

- Provide a description of the agency’s and SME’s vision of the toolkit to be produced from the work and how the goals, strategy, and objectives of the implementation plan will inform the toolkit to be produced. Provide specific examples of the products expected to be included in the toolkit.

Management Plan:

Explain the overall management plan for the crime analysis project. The description should include how your agency will ensure effective project implementation; key activities and milestones that will take place during the implementation of your crime analysis project; a management plan that indicates who will work on the project, their roles of involvement in the project, and any relevant experience; and identification of key partnerships or stakeholders that will play a role in implementing this project, including any foreseeable partnerships or stakeholders involved. This plan should also address how your agency will sustain the crime analysis activity after the grant has ended.

Separate From the Narrative:

- Time and Task Plan—Provide a brief, high-level project plan and timeline of key activities and milestones.

- Budget and Detailed Budget Narrative—Include all cost derivations and cost basis information, including required travel to two workshops to be held in the Washington, DC, area. At least one-third of the subaward shall be dedicated to partnering with one or more SMEs to carry out the responsibilities of the SME(s) as described in this RFP. Note: Funded crime analysis capability activities under this solicitation are expected to demonstrate long-term financial viability, and the most competitive applicants will be able to identify future potential funding and institutional and community support for the continued implementation of crime analysis capability activities.

- Allowable/Unallowable Costs—Allowable costs may include but are not limited to contractor support, analytic software, training, travel to required meetings, equipment to support analytic enhancements, and contracted SME costs. Unallowable costs include costs of construction, reimbursement of salary for current personnel, food or drink, and
overtime costs. A complete description of allowable/unallowable costs can be found in the Office of Justice Programs’ 2013 Financial Guide.\textsuperscript{6}

- **Additional documentation**—Résumés or curriculum vitae of key personnel and any additional documentation you deem appropriate are not to exceed 20 additional pages.

**Selection Criteria**

IIR, in coordination with BJA, will evaluate the proposals based on the following factors. Each factor of your proposal is assigned a point value up to the maximum possible value of each factor.

1. **Description of the Capabilities to Be Enhanced (15 Points)**

   The focus of the proposed work clearly fits within the RFP award type for which the proposal was submitted. There is a clear, concise, and compelling case for conducting the crime analysis project in the specific agency, including what the project seeks to accomplish as well as the inclusion of a subject-matter expert. The agency’s current culture and management capacity, including crime analysis capabilities, can easily support the success of the project. The agency is a good representation of other agencies within this type, and lessons learned from the implementation of the project in this agency may be applied to other agencies.

2. **Implementation Plan and Management Plan (20 Points)**

   The project goal(s), overall strategy, project design, and specific activities, including the role of the subject-matter expert, are clear and realistic for accomplishing the proposed outcomes and objectives. The strategy and associated outcomes and objectives will support the improvement of the agency’s crime analysis capability. The project design, as envisioned, should result in a model agency for the specific crime analysis award type. The management plan appears to provide appropriate support for the successful implementation of the project strategies, including coordination with the SME and a strategy for conducting a cost-benefit analysis methodology.

3. **Implementation Toolkit Plan (20 points)**

   The agency’s and the SME’s vision of the toolkit to be produced from the work is thoughtful, innovative, and holistic and would be a benefit to the field. The goals, strategy, and objectives described in the implementation plan, as well as the product examples provided, will clearly support and provide a wealth of tools for the toolkit envisioned by the applicants.

4. **SME Experience and Capabilities (25 Points)**

Each SME is clearly experienced and qualified to conduct the work and has previously worked with the applicant agency. The SME has participated in projects with the agency that have resulted in positive outcomes, which have informed the field of crime analysis and/or policing. The SME is considered a crime analysis and policing expert, with experience in improving the application of crime analysis within multiple agencies. The SME has experience in packaging and disseminating guidebooks, best practices, and/or publications.

5. **Budget (15 points)**

The budget is complete and cost-effective and provides for reasonable allocation to complete project activities. Provisions are included for acquiring and supporting the required subject-matter expert(s), as well as travel to attend two workshops to be held in the Washington, DC, area.

6. **Project Continuation Strategy (5 points)**

The agency has the capacity and a strategy to continue the project after the end of the federal funding cycle and to incorporate the project into the agency’s operations, along with resources necessary to maintain any enhanced capabilities developed with this project.

**Selection Process**

Submitting a project proposal will not guarantee project funding. BJA and IIR will evaluate all proposals submitted by the “Application Due Date” to make award selections. All selection decisions are final. BJA reserves the right to make any final decisions regarding all subawards and any aspects of the subaward.