



SOLE SOURCE FILING JUSTIFICATION

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| TO: Rick Morgan |
| CONTRACT # 2332-46628 |
| TODAY'S DATE: 1/26/2023 |
| CONTRACT SUB OBJECT CODE: CE - Soc Research Serv |
| TIN/UBI NUMBER 87-3915850 |

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| CONTRACTOR'S LEGAL NAME | |
| JUMPSTART Mastery | |
| ADDRESS | 11121 Cole Place, Anderson Island, WA 98303 |

CONTRACT PURPOSE

Provide expert consultation on policy, practice, training, and organizational operations/functioning at Echo Glen Children’s Center in order to identify the root causes (and potential solutions) contributing to high rates of critical incidents, including use of force, use of room confinement/isolation and restraints, property destruction, and escapes. The Contractor’s expertise is required to advise DCYF JR on how to build a culture of safety comprising a healthy work environment where staff can thrive and deliver top-tier therapeutic programming to youth.

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| FUNDING | |
| FEDERAL FUNDING \$ | STATE FUNDING \$109,250 |
| CONTRACT TOTAL \$109,250 | OTHER FUNDING \$ |

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|-----------------------|---------------------|
| CONTRACT DATES | |
| START DATE: 2/13/2023 | END DATE: 6/30/2023 |

SOLE SOURCE CRITERIA

What is a sole source contract?
“Sole source” means a contractor providing goods or services of such a unique nature or sole availability at the location required that the contractor is clearly and justifiably the only practicable source to provide the goods or services. (RCW 39.26.010)

Unique qualifications or services are those which are highly specialized or one-of-a-kind. Other factors which may be considered include past performance, cost-effectiveness (learning curve), and/or follow-up nature of the required goods and/or services. Past performance alone does not provide adequate justification however will not be on its own a sufficient justification.

Why is a sole source justification required?
The State of Washington, by policy and law, believes competition is the best strategy to obtain the best value for the goods and services it purchases, and to ensure that all interested vendors have a fair and transparent opportunity to sell goods and services to the state.

A sole source contract does not benefit from competition. Thus the state, through RCW 39.26.010, has determined it is important to evaluate whether the conditions, costs and risks related to the proposal of a sole source contract truly outweigh for going the benefits of a competitive contract.

SPECIFIC PROBLEM OR NEED

1. What is the business need or problem that requires this contract?

Echo Glen Children's Center (EGCC) has experienced a series of events involving use of force, room confinement and isolation, significant property destruction, and escapes in the last year, along with significant change in facility leadership. Perception and experience of safety, for both staff and residents, has suffered. In order to increase the foundational safety at EGCC, JR seeks an external evaluation to further define and identify the root causes of these events and formulate tailored recommendations for how to build a culture of safety that supports a healthy work environment where staff can thrive and deliver top-tier therapeutic programming and interactions in a safe, secure, and therapeutic environment for youth and staff alike.

Given the breadth and depth of challenges faced by EGCC, JR requires an assessment spanning policy, programming, operations, and organizational structure. The Contractor has partnerships with a team of expert consultants across disciplines who are well-suited to provide a comprehensive assessment of the health of EGCC, and to provide ongoing consultation to support prioritized changes. JR plans to contract with JUMPSTART Mastery, inclusive of five consultants.

PROVIDING COMPELLING ANSWERS TO THE FOLLOWING QUESTIONS WILL FACILITATE THE EVALUATION

2. Describe the unique features, qualifications, abilities or expertise of the contractor proposed for this sole source contract.

The team assembled by JUMPSTART Mastery is well-positioned to meet the needs of our organization. Collectively, the members of this team are national level experts and leaders in the field extensive experience providing high-quality consulting services to diverse organizations nationally and internationally.

Andy Prisco, BA, CCIS V, is the founder of JUMPSTART Mastery, LLC as well as crisis intervention programs and trainings (namely, the Psychiatric Emergency Response Team, PERT, and the Advanced Crisis Intervention Team training, ACIT) that have been implemented in the State of Washington's care and services system. He is a dynamic educator, trainer, and speaker with extensive experience with navigating life-threatening situations with people engaging in or threatening violence. He is a co-founder of the Certified Crisis Intervention Specialist training program endorsed by the National Anger Management Association, which is the only credential in crisis de-escalation available from a professional mental health association. Mr. Prisco's involvement in this project is foundational to further developing our workforce in terms of training and providing essential skills to boost staff's confidence and competence in delivering effective verbal de-escalation and avoiding the need for force, restraints, and seclusion/confinement. JR has previously contracted with JUMPSTART Mastery to support the implementation of ACIT in JR, thus he already has exposure to the needs and operations of JR. Our ability to effectively and permanently integrate ACIT into JR will be bolstered by his involvement in this larger assessment.

Angela Browne, PhD, has extensive experience working with federal, state, and local agencies and organizations on issues of safety, violence, trauma, and pathways to offending for both adults and youth. Among other accomplishments, she has served as the Principal Investigator on multiple projects funded by the National Institute of Justice, and analyzed both large quantitative datasets and detailed qualitative ones. Dr. Browne has worked with national organizations, including the Vera Institute of Justice, RTI International, and the Harvard School of Public Health, and, critically, has led comprehensive assessments of segregation/solitary confinement in over forty prison facilities across the country, providing both statewide recommendations and technical assistance during change implementation. Dr. Browne's contributions will be manifold. The proposed contract comprises assessment *and* ongoing technical support/consultations regarding change implementation and management to work through barriers to improvement. Dr. Browne's level of national experience in corrections with both assessment and change implementation indicates that she is uniquely qualified to conduct this work with JR. Dr. Browne will also provide critical guidance regarding our data infrastructure and using data to drive and inform changes at EGCC.

Gregory Smith, MS, is an expert in reducing and eliminating the use of seclusion/segregation and restraints in systems of care. Within the Pennsylvania State Hospital system, Mr. Smith guided the implementation of the National Association of State Mental Health Program Directors' (NASMHD) Six Core Strategies to develop a system and culture free of restraints and seclusion. He has authored seminal papers reporting on the impact of this work, demonstrating that meaningful and sustained changes in systems of care are possible. We have used the Six Core Strategies to structure our understanding of our organization's functioning, accordingly Mr. Smith's experience in

reducing violence through engagement of the Six Core Strategies is highly relevant to our current needs. Additionally, as an advocate for individuals with disabilities, Mr. Smith is able to provide targeted strategies for youth in JR who present with developmental or intellectual disability. Additionally, he is acutely aware of the intersections of care, client rights, safety, and risk, which is especially crucial for identifying what interventions should be prioritized in our facility.

Mark Wiser, MA, MBA, is an international expert on organizational functioning and experienced in helping large service organizations work through challenges and crises. A retired career USAF fighter pilot and Weapons School (TOP GUN) instructor, he brings extensive experience in planning and execution, system processes, and models for leaders and organizations. Mr. Wiser has operated within some of the most elite, high stakes environments to deliver organizations through crisis via organizational behavior, action planning, interactive processes and structure, and team building. He has worked nationally and internationally, and held diverse positions during his career including Direct Advisor to the Commander (US Air Forces Europe), Base Chief of Safety, Chief of Standardization and Evaluation, Chief of Weapons, and Chief Instructor at Coalition Air Operations Centers (Strategy, Plans, and Operations). Mr. Wiser's experience will be essential for improving communication, safety, and operational processes within the institution.

Kevin Huckshorn, PhD, is a licensed and certified mental health nurse and substance abuse clinician with practical and clinical knowledge from 34 years of professional frontline experience working in a variety of public and private mental health organizations and substance abuse programs. She has extensive experience in inpatient and outpatient program development, including peer-run projects; state hospital services re-design; psychiatric rehabilitation treatment programs for persons with serious mental illness; and recovery-based mental health and substance abuse services. Dr. Huckshorn has published work on violence, treatment adherence, trauma-informed care, and workforce development. She has previously served as the Director of the Office of Technical Assistance for the National Association of State Mental Health Program Directors (NASMHPD) and the National Coordinating Center for Seclusion and Restraint Reduction where she led the development of an evidence-based model to prevent violence and the use of seclusion and restraint. As the author of the Six Core Strategies, Dr. Huckshorn is the premier expert on organizational change. Further, her experience with individuals with serious mental health needs ensures that we are able to implement changes that benefit and protect the most vulnerable youth in our system.

As a whole, the above team is uniquely and solely qualified to consult on the needs of EGCC. While each individual member contributes immense value to our ability to understand EGCC's challenges, the true value of this contract is derived from the coordinated, concerted effort of the team in full. In order to deeply understand the root causes of (and solutions to) use of force, room confinement/isolation, high staff turnover, high rates of perceived lack of staff safety, and escapes we need a comprehensive assessment of EGCC's organizational functioning and health as a system.

- 3. What kind of market research did the agency conduct to conclude that alternative sources were inappropriate or unavailable? *Provide a narrative description of the agency's due diligence in determining the basis for the sole source contract, including methods used by the agency to conduct a review of available sources such as researching trade publications, industry newsletters and the internet; contacting similar service providers; and reviewing statewide pricing trends and/or agreements. Include a list of businesses contacted (if you state that no other businesses were contacted, explain why not), date of contact, method of contact (telephone, mail, e-mail, other), and documentation demonstrating an explanation of why those businesses could not or would not, under***

any circumstances, perform the contract; or an explanation of why the agency has determined that no businesses other than the prospective contractor can perform the contract.

The specific circumstances under which JR seeks consultation require a highly advanced degree of understanding about specific needs and vulnerabilities related to 24/7 facility/correctional operations combined with a high level of understanding of the presentation of behavioral crisis, trauma-informed care, and the prevention of use of force, restraints, and seclusion in a system of care. From the extensive analysis of resources on the internet and through discussions with other juvenile justice leaders across the country we identified that identify Andy Prisco, CEO of JUMPSTART Mastery and his colleagues uniquely provide this level of collective expertise. Mr. Prisco's de-escalation training is at the forefront of efforts to equip staff who are in the most volatile and difficult client engagement circumstances including psychiatric hospitals and highly dysregulated individuals in the community. Andy's expertise and national recognition in this area brings him into collaboration with other individuals with overlapping expertise who are operating at the forefront of their respective fields. Each member of this team has an extensive career that combine on-the-ground change implementation in facilities functioning at a subpar level. They have successfully led leading-edge change initiatives in corrections and mental health, have conducted national level research, and have membership in elite organizations. Together they provide a truly unique combination of expert intervention which is not possible to find elsewhere. This alignment of expertise will give Echo Glen the best shot at addressing critical core issues to make lasting changes and quickly moving to a state-of-the-art facility, where staff and youth safety are deeply felt and experienced and a highly therapeutic environment is obvious. JR requires a team that understands secure confinement, trauma, mental health, crisis, and systems operations because JR is at the intersection of all of these.

4. Provide a detailed and compelling description of the costs and risks mitigated by contracting with this contractor (i.e. learning curve, follow-up nature).

If we do not pursue this contractor and need to identify one through a competitive process, we may incur several costs and risks. First, Andy Prisco of JUMPSTART Mastery has been exposed to the inner workings of JR through the pre-existing contract established with him to support the implementation of ACIT in JR. Thus, he already has substantial knowledge of and positive professional relationships with JR generally and EGCC specifically. This benefit would be lost if an inexperienced entity were chosen instead. Furthermore, no other contractor would have the capacity to aggregate a team of consultants with such breadth and depth of experience that is also highly relevant to the challenges at EGCC. For instance, by contracting with JUMPSTART Mastery, we are able to work directly with Dr. Huckshorn and Mr. Smith, whose combined work has led to the elimination of seclusion and restraints in psychiatric inpatient settings (e.g., within Pennsylvania's care system and Bridgewater State Hospital in Massachusetts). The second major risk is that an RFQ will not result in an entity with a greater foundation of expertise than what we have already identified.

5. Is the agency proposing this sole source contract because of special circumstances such as confidential investigations, copyright restrictions, etc.? *If so, please describe.*

NOT APPLICABLE

6. Is the agency proposing this sole source contract because of unavoidable, critical time delays or issues that prevented the agency from completing this acquisition using a competitive process? *If so, please describe. For example, if time constraints are applicable, identify when the agency was on notice of the need for the goods and/or service, the entity that imposed the constraints, explain the authority of that entity to impose them, and provide the timelines which work must be accomplished.*

NOT APPLICABLE

7. Is the agency proposing this sole source contract because of a geographic limitation? *If the proposed contractor is the only source available in the geographical area, state the basis for this conclusion and the rationale for limiting the size of the geographical area selected.*

NOT APPLICABLE

8. What are the consequences of not having this sole source filing approved? *Describe in detail the impact to the agency and to services it provides if this sole source filing is not approved.*

EGCC is currently experiencing an unacceptable number of critical incidents. For example, in August alone, there were 43 instances of force applied at EGCC, exposing youth and staff alike to injury. Other issues also exist at EGCC (e.g., high staff turnover, high rates of room confinement used as a management tool in response to behavioral crisis, security concerns and escapes), and it is critical that we fully investigate the root causes of these critical incidents that expose DCYF to substantial risk of litigation, particularly because DCYF and JR are already subject to multiple lawsuits and settlements. By pursuing this contract, we will work closely with leading experts who have effectively discontinued and reversed the practices of confinement and restraints in large systems of care. If we do not have this sole source filing approved, we will run a high degree of risk of experiencing litigation.

9. What considerations were given to providing opportunities in this contract for small business, including but not limited to unbundling the goods and/or services acquired?

The scope of this contract requires a high degree of expertise and experience in juvenile corrections operations, crisis intervention, mental health, and organizational functioning. The topics and products are interconnected and it does not make sense to pull them apart, nor would it result in identification of contractor with a greater degree of expertise. Indeed, a high degree of collaboration is needed to ensure that the recommendations proceeding from this contract consider the full culture and landscape of the facility.

REASONABLENESS OF COST

10. Since competition was not used as the means for procurement, how did the agency conclude that the costs, fees, or rates negotiated are fair and reasonable? *Please make comparison with comparable contracts, use the results of a market survey, or employ other appropriate means calculated to make such a determination.*

The consultants listed above individually have extensive experience, typically over 30 years. Given their experience, a commensurate rate would be the maximum allowed for state consultants (\$250/hour).

We believe the contractor will be working with us for six months to complete all deliverables. The contract will include two in-person site visits and regular, monthly virtual implementation meetings as well as three reports (an initial report, an interim report, and a final report). The consultants will be engaging in a comprehensive assessment of policy, practice, programming, operations, and structure at EGCC. We anticipate that the total cost for both site visits will be around \$68,250 (which accommodates four consultants for three days on the first trip, and three consultants for three days on the second trip).

Because of the comprehensive nature of this evaluation, which includes thorough reviews of documents, policies, and training as well as ongoing implementation meetings and report writing, we further estimate an addition \$41,000 for a total of 164 hours of work between the five consultants.