



WHATCOM COUNTY

PUBLIC HEALTH, SAFETY, AND JUSTICE NEEDS ASSESSMENT

RFP #19-76 | November 5, 2019



Jay Farbstein & Associates, Inc.



Schedule + Engagement Plan

PHASE 1: NEEDS ASSESSMENT

Task 1: Vision and Project Planning

- FEBRUARY**
- Develop Public Engagement Plan
 - Background Info/Review Prior Studies
 - Project Kickoff Meeting
 - Interviews
 - Justice & Correctional System Trends
 - County Population Trends
 - State Law and Policy Considerations
 - Jail Options and Space
 - Capital and Operating Costs
 - Project Administration
 - Public Engagement Target Audience
 - Data Collection and Analysis
 - Program Survey & Best Practices Review
 - Public Offender Populations
 - Intake and Release Study
 - Alternative Placement Study
 - Briefing Paper
 - Review Meeting
 - Public Engagement Communications Tools

APRIL

- Impact Analysis**
- Space Requirements
 - Public Engagement Outreach Activities
 - Round 2 Communication (Web, postcard, fact sheet, social media, email, press release)
 - SAC 1
 - TAC meetings
 - Round 1 Boards & Commissions: County Council, Birmingham City Council & Small City Partnership
 - Public Event 1
 - Evaluation of Efforts 1
 - Draft Needs Assessment Summary Report
 - Review Meeting
 - Final Needs Assessment Summary Report

JUNE - JULY

- PHASE 2: ALTERNATIVES AND DESIGNS**
- Task 3: Master Plan and Space Program**
- Public Engagement Outreach Activities
 - Round 3 Communication (Web, postcard, fact sheet, social media, email, press release)
 - Draft Phase Three Report
 - Review Meeting
 - Final Phase Three Report
 - SAC 3
 - TAC meetings
 - Public Event 2
 - Survey
 - Evaluation of Efforts 2
- Public meeting for stakeholders, boards and commissions input
- County Council adoption of the needs assessment

OCTOBER 2020

SUMMARY REPORT TO COUNTY

MARCH

- Jail & Behavioral Health Capacity Projections**
- Develop Baseline Projections
 - Identify Alternatives & Policy Changes
 - State Law and Policy Considerations
 - Briefing Paper
 - Review Meeting
 - Develop Final Projections
 - Public Engagement Outreach Activities
 - Round 1 Communication (Web, postcard, fact sheet, social media, email, press release)
 - Charter SAC, TAC
 - TAC meetings
 - Financial Asset Mapping
 - Evidence-Based Behavioral Health Practices
 - Justice System Impacts

MAY

- Needs Assessment Summary Report**
- SAC 2
 - TAC meetings
 - Round 2 Boards & Commissions: County Council, Birmingham City Council & Small City Partnership
 - Financial & Design Right Workshops
 - Financing Strategies
 - Site Considerations

AUGUST - SEPTEMBER

- PHASE 3: CONCEPTUAL DESIGN**
- Public Engagement Outreach Activities
 - Public Engagement: Evaluation of Efforts
 - Round 4 Communication
 - Web, postcard, fact sheet, social media, email, press release
 - SAC 4
 - TAC meetings
 - Round 3 Boards & Commissions: County Council, Birmingham City Council & Small City Partnership
 - Public Event 3
 - Evaluation of Efforts 3

- DECISION MADE for 55 approval based on needs assessment report to move forward to phase 2 and 3**

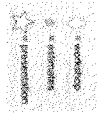


EXHIBIT "A"
(SCOPE OF WORK)

Program Description

Whatcom County recognizes the need for a new jail facility to provide a safer, more secure, and healthier environment for those who work, visit, and are incarcerated within the public safety/justice facility. Additionally, the County seeks to better understand the behavioral health needs within the jail and throughout the broader community. Understanding the near and long term physical and programmatic needs of the County's justice facility will assist policy makers in decisions regarding future funding for programs and facilities. The needs assessment will analyze existing behavioral health programs and identify gaps in funding and programs offered. The final report will document a robust community engagement effort and quality feedback from the public that informs the needs assessment and recommendations.

GENERAL APPROACH

- High level of engagement
- Principal consultants as part of the Whatcom team
- Best practices and evidence-based programs and design – including national trends
- Recognition of the positive steps taken by Whatcom to address justice issues
- Clear articulation of local issues leading to solutions that work for Whatcom
- Increase public safety, control costs, improve outcomes that reduce recidivism
- Focus on behavioral health needs and programs – in the jail and community

PUBLIC OUTREACH

- Very extensive public outreach program and open, transparent process leading to a consensus of stakeholders
- Develop a community-shaped and community-supported project that can move forward
- Schedule target group meetings strategically so that their knowledge and perspectives shape the direction of the project
- Commit to reaching a representative group of the County residents
- Document feedback consistently to build a comprehensive and transparent view of the process
- Ensure participants understand how their feedback has been incorporated into the project
- Assess the level and source of feedback early and often--if groups are not represented, employ targeted methods to reach those residents
- Establish regular communication methods and use them consistently
- Use clear, simple graphics and direct language to ensure effective participation from a wide variety of voices

PHASE 1: NEEDS ASSESSMENT APPROACH

- Define numbers and types of detainees – security levels, lengths of stay, and needs (health, behavioral health, criminogenic factors) that must be addressed with programs and services.
 - Population management as key goal – who needs to be incarcerated and who can safely and appropriately be diverted from custody or released more expeditiously
 - Help answer the question: “who should be legally required to be in jail?”
 - Data-driven – with thoughtful interpretations
 - Focus on behavioral health issues and solutions – in-custody and in the community; look for gaps that need to be filled
- Engage stakeholders in programming workshops
- Review state-of-the-art/evidence-based jail designs & programs (slide show tour)
- Space needs based on operational decisions
- Assessment of existing jail – physical fabric, space allocations, fitness for modern operations, staffing costs
- Look for improvements and additional alternatives that will reduce recidivism and improve rehabilitation – work with IPRTF and build on their achievements
- Consider a wide range of options/scenarios for projections, estimating impacts of system changes
- Use baseline projections that demonstrate recent growth continuing through the planning period
- Quantify the impacts of alternative programs and policies on jail demand.
- Select interventions with community input and consensus among stakeholders
- Ensure community needs for treatment of behavioral health and substance use disorders are addressed
- Results will include specific housing allocations with spaces for appropriate programs and setting types
- Take into account input from public outreach
- Clear, sensible proposals that can be implemented in Whatcom County

PUBLIC OUTREACH

- Build a foundation for further outreach through staff and stakeholder interviews
- Charter a SAC that represents the community's interests and will be a valuable resource for reaching a representative public
- Educate the community about the range of perspectives on this project

DELIVERABLES

- Draft Needs Assessment Summary Report
 - Existing Jail analysis report
- Evidence Based Design presentation
- Draft Needs Assessment Summary Report
- Public Engagement Plan

PHASE 2: ALTERNATIVES AND DESIGN

- Objective assessment of site options:
 - Single site? Two sites?
 - Potential reuse of existing site?
 - Downtown or elsewhere?
 - Examine option to continue use of jail work center
- Examine all costs & benefits, pros & cons of options (SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats)
- Engage the public in reviewing options

- Implement design concepts that provide a therapeutic treatment and rehabilitation environment

PUBLIC OUTREACH

- Instill in participants and target groups appreciation for the complexity of this project's needs, constraints, and options
- Host a SAC meeting

DELIVERABLES

- Draft Phase 2 Report
 - Projections
 - Conceptual design options
 - Operational budget
- Final Phase 2 Report
- Public Engagement Plan
- **PHASE 3: DEVELOP CONCEPTUAL DESIGN**
 - Develop conceptual design options
- Conduct workshops
 - Estimate anticipated staffing levels and costs including behavioral and medical health staffing
 - Develop operational budget
 - Evaluate designs with respect to surroundings
 - Evaluate single vs. campus design, pros and cons of separate or connected facilities for:
 - Sheriff's office headquarters
 - Behavioral health services
 - Administrative space
 - Assess land use, traffic impact, and site access
 - Determine LEED objective and complete checklist
 - Phase 3 report
 - Draft Phase 3 Report
 - Conduct A review Meeting
 - Final Phase 3 Report Issued

PUBLIC OUTREACH

- Host a series of small pop-ups to established events and locations
- Host a SAC meeting
- Listen to the community and target groups in shaping the final recommendations

DELIVERABLES

- Draft Phase 3 Report
 - Conceptual design options
 - Operational budget
 - LEED Checklist
- Final Phase 3 Report
- Public Engagement Plan

Whatcom County – Public Health, Safety, and Justice Needs
Assessment

FEE PROPOSAL

17-Jan-20

Task Description	Cost per Task
PHASE ONE: BEHAVIORAL HEALTH AND PUBLIC SAFETY NEEDS ASSESSMENT	
Task 1: Vision Setting and Project Planning Development	
1.1 Background Info/Review Prior Studies	\$8,340
1.2 Project Kickoff Meeting	\$14,860
1.3 Interviews	\$11,645
2.1.4 Justice & Correctional System Trends	\$8,190
2.1.5 County Population Trends	\$8,355
2.2.3 State Law and Policy Considerations	\$7,575
3.2 Jail Options and Space	\$14,040
4.0 Capital and Operating Costs	\$2,990
1.4 Project Administration	\$10,940
Task 1 Subtotal Hours	433
Task 1 Subtotal Cost	\$93,935
Task 2: Needs Assessment	
<u>2.1 Data Collection and Analysis</u>	
2.1.1 Program Survey & Best Practices Review	\$4,920
2.1.2 Profile Offender Populations	\$9,300
2.1.3 Intake and Release Study	\$9,300
2.1.6 Alternative Placement Study	\$7,170
2.1.7 Briefing Paper	\$13,260
2.1.8 Review Meeting	\$9,015
<u>2.2 Jail & Behavioral Health Capacity Projections</u>	
2.2.1 Develop Baseline Projections	\$8,095
2.2.2 Identify Alternatives & Policy Changes	\$7,855
2.2.4 Briefing Paper	\$6,645
2.2.5 Review Meeting	\$8,710
2.2.6 Develop Final Projections	\$7,000
Impact Analysis	
2.3 Financial Asset Mapping	\$5,175
2.4 Evidence-Based Behavioral Health Practices	\$7,080
2.5 Space Requirements	\$6,900
2.6 Justice System Impacts	\$8,670
<u>2.7 Needs Assessment Summary Report</u>	
2.7.1 Draft Needs Assessment Summary Report	\$29,270
2.7.2 Review Meeting	\$12,915
2.7.3 Final Needs Assessment Summary Report	\$20,410
Task 2 Subtotal Hours	883
Task 2 Subtotal Cost	\$184,490
Phase One Subtotal Hours	1,363
Phase One Subtotal Cost	\$278,425

Task	Description	Cost per Task
PHASE TWO: ALTERNATIVES AND DESIGNS		
<u>Task 3.0 Master Plan and Space Program</u>		
	3.1 Functional & Design Reqmts Workshops	\$30,465
	5.0 Financing Strategies	\$17,415
	6.0 Site Considerations	\$8,510
	<u>6.1 Phase 2 Report</u>	
	6.1.1 Draft Phase 2 report	
	6.1.2 Review Meeting	
	6.1.3 Final Phase 2 report	
	Phase Two Subtotal Hours	304
	Phase Two Subtotal Cost	\$64,790
PHASE THREE: DEVELOP CONCEPTUAL DESIGN		
	7.0 Develop & Evaluate Options (w/ Workshops)	\$17,555
	8.0 Estimate Staffing Levels	\$2,950
	9.0 Operational Budget	\$2,950
	<u>10.0 Phase Three Report</u>	
	10.1 Draft Phase Three Report	\$13,400
	10.2 Review Meeting	\$8,880
	10.3 Final Phase Three Report	\$8,970
	Phase Three Subtotal Hours	303
	Phase Three Subtotal Cost	\$68,705
ACROSS PHASES: PUBLIC ENGAGEMENT		
	11.0 Target Audience	\$81,500
	12.0 Communications Tools	\$62,200
	13.0 Evaluation of Efforts	\$11,274
	Public Engagement Subtotal Hours	987
	Public Engagement Subtotal Cost	\$157,774
TOTAL FEE		\$569,694

Hours

2,910 Total Labor Hours

Labor Fee

\$569,694 Total Labor \$

**All expenses are reimbursable, subject to county approval, not to exceed \$60,000 for the entire project.

Exhibit "E"
(Preliminary Public Engagement Plan)

This Public Engagement Plan has been reviewed by the consultant and will be the framework of the plan accepted by the County. Modifications can be made prior to the firm and County agreeing on the Public Engagement Plan by phase or across all phases.

Public Engagement

A critical element of completing the needs assessment is reaching out to community stakeholders in order to build awareness about the study, understand public preferences, and utilize feedback to guide the direction of the final report. The public outreach process should develop champions in the community to support the final report recommendations including programs, facilities, and funding. The project team's target audience includes local government agencies, advocacy groups and non-profits, residents, people involved in the judicial system, and business owners. Whenever possible, the team should seek opportunities to meet people at convenient times and locations, going beyond a traditional community meeting, and provide avenues through which stakeholders can actively obtain information about the project, provide feedback, and ask questions.

To provide a consistent source of information to the public for this project, the consultant team will rely on a County project manager to distribute information about the project to the public and stakeholders. The County project manager will also be the point of contact for questions and comments from the public and stakeholders. The consultant team will develop all communications material for the project including draft and final deliverables, meeting presentations, and meeting agendas, meeting summaries, including all materials appropriate for distribution via the web. The County project manager and County staff on the Technical Advisory Committee (TAC) will approve all materials prior to distribution.

The consultant team will work with the County at the beginning of the project to refine and confirm a Public Engagement Plan (PEP). The overall objectives of the PEP are to reach a broad range of stakeholders to engage them in a comprehensive discussion about their criminal justice and behavioral health priorities for the community. The Public Engagement Plan (PEP) will contain guidelines about target audiences and tools for communication, including but not limited to more specific details on the following:

1. **Target Audience:** The consultant team will work with the following groups to provide project information, solicit feedback, and cultivate champions for the project:
 - a. **Technical Advisory Committee (TAC):** A core group of approximately 15 County staff members will serve on the TAC. Their main role will be to provide information to facilitate the work of the consultant team (such as data, previous plans, etc.) and review all materials prior making them public. The TAC will meet every two weeks throughout the project, or as needed to prepare adequately for project tasks and approve materials prior to distribution.
 - b. **Stakeholder Advisory Committee (SAC):** The SAC will be made up of approximately 25 members including criminal justice and behavioral health professionals, elected officials, non-profit agencies, advocates, and other key stakeholders as identified by County. The SAC will provide key direction on the development of the study and meet approximately four (4) times over the course of the project. The consultant will facilitate/lead the meetings, provide all meeting materials and activities, and provide agendas and meeting summaries. Consultant will make minor modifications to SAC Meeting presentations for use by County staff, SAC member, and or elected officials to present information to the community.
 - c. **Boards and Commissions:** Board and commission members will be informed about project progress, asked for feedback and direction, and engaged in the distribution of information to their communities. The consultant team will work with the following Whatcom County boards and committees:
 - Incarceration Prevention and Reduction Task Force
 - Behavioral Health Advisory Committee

- Public Health Advisory Board

Consultant team will provide support to County staff or SAC members or others that provide updates to these Boards.

- d. County Council: Project updates will be provided to the County Council. The consultant team will present to the County Council at 3 key milestones of the project to provide updates on project progress and solicit feedback and direction.
 - Results of the Needs Assessment (Phase 1)
 - Review of preliminary recommendations (Phase 2)
 - Draft findings and report (Phase 3)
- e. Bellingham City Council and Small City Partnership: The consultant team will coordinate with the Bellingham City Council and the Small City Partnership to solicit feedback early in the process and after a draft report is developed. The effort will include approximately 3 meetings.
- f. Public: The consultant team will coordinate with the County project manager to distribute information to the public and solicit feedback through a variety of tools and techniques.

2. Communications Tools: The consultant team will use a variety of outreach tools, including but not limited to the following:

- a. Outreach Materials: The consultant team and the County will work collaboratively on all outreach materials. The consultant team will generate designs and provide materials. The County will review all materials prior to public distribution. All materials should have a consistent graphic design. Outreach materials will include:
 - Project webpage content, including FAQs, (hosted on County website)
 - Project fact sheet
 - Outreach Packet: social media and newsletter blurbs with images for outreach
 - Email blast content (distributed by the County)
 - Survey/Project informational outreach postcard
 - Survey Results Summary Sheet
 - Public Outreach Summary Report
 - Press releases
 - Presentations for stakeholder meetings
- b. 1-on-1 Interviews: The consultant team will conduct 1-on-1 interviews with elected officials and other key community leaders to solicit feedback on the project and the community's criminal justice and behavioral health needs. In addition, the consultant will interview current providers of medical, mental health and substance use disorder services. The consultant will conduct approximately twelve (12) 1-on-1 interviews.
- c. Online Survey: The consultant team will develop an online survey to build awareness of the study and understand priorities related criminal justice and behavioral health needs in our community. The online survey will be hosted by the consultant team and advertised by the County. The County, Board members, SAC members, and other stakeholder agencies will promote the project and survey through social media platforms (Facebook, Twitter) and newsletters. The survey will run for 3-4 weeks. A summary document of survey responses will be posted on the project webpage and included as a chapter in the final report.
- d. Email Sign Up and Email Blasts: An email contact list will be developed for this project. The consultant team will provide the County email address sign ups from all the events and presentations. The consultant team will draft email blasts for the County to distribute at key intervals in the project.
- e. Public Events: Public events will take place at key points in the project, approximately 4 events. At these events, the consultant team will present on the progress of the plan and provide a variety of interactive ways to gather feedback from attendees. To the extent possible, public events should be held in

coordination with other community events. The PEP should prioritize going to where people are (large community events), rather than holding special project specific events and asking the public to attend.

Evaluation of Efforts: Specific techniques will be evaluated by the consultant team at key intervals. For example, the consultant will review survey response numbers and emails in the project contact list and identify additional outreach methods to increase numbers if needed. The consultant will also review feedback received on the survey and at public events, and evaluate how respondent demographics compare to those of the county as a whole. In addition, the project team will document overall outreach success in numbers of people reached through the process and various outreach elements. A summary chapter on public engagement will be provided as part

FILE UNDER AB 2020 . 055
DATE RECEIVED: 1/28/2020
SUBMITTED BY: Tyler Schroeder

COUNCIL MEETING
 Finance COMMITTEE
EXHIBIT: _____