



WHATCOM COUNTY JUSTICE FACILITY & BEHAVIORAL HEALTH TREATMENT CENTER Appendix A – Stakeholder Group Charters

This document outlines the roles, responsibilities, and expectations of stakeholder groups involved in the design and development of Whatcom County’s new Justice and Behavioral Health Facility. Each charter defines a group’s function within the project from operational programming and financial oversight to community-informed recommendations and funding approvals.

This document provides a foundational framework that will guide how each group contributes to and engages with the project.

Each group included here brings a different kind of value - technical, operational, advisory, financial, legislative, or public. No one group is prioritized above the others. Instead, this structure reflects a shared commitment:

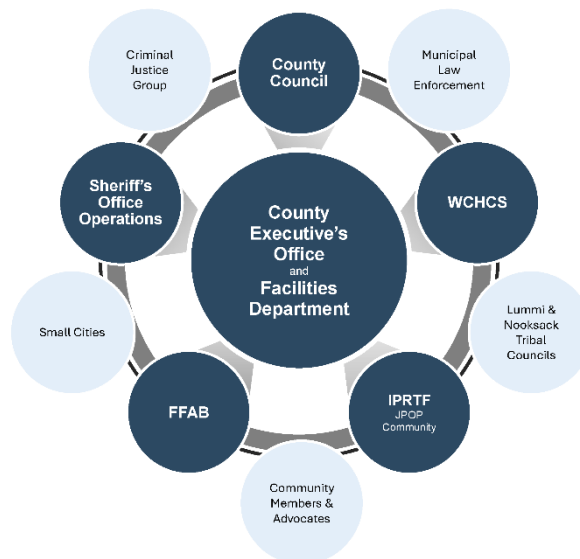
- To keep the project moving forward
- To work within the approved budget and schedule
- To deliver a facility that reflects the needs and values of Whatcom County

While the Executive retains final decision-making authority on the capital project development and the Council on the capital project total budget, input from every group informs those decisions. The Sheriff’s Office Operations group plays a particularly critical role as the subject matter expert and end-user of the facility. Some groups provide strategic recommendations, others contribute technical expertise, and many serve as critical links to the broader community.

Each group is expected to:

- Stay informed and engaged
- Provide timely feedback
- Identify trade-offs when proposing changes
- Collaborate constructively to uphold the project’s goals

The visual below shows how each group is connected to this shared effort. This is not meant to be a hierarchy, but instead a coordinated structure where each group supports the whole and ultimately project success for our entire community.





DECISION AND LEGISLATIVE AUTHORITY

I. EXECUTIVE (COUNTY EXECUTIVE'S OFFICE)

The Executive leads and makes final construction decisions for the Justice Facility and Behavioral Health Treatment Center ("Project"), informed by timely input from all parties to this charter. It is the Executive's responsibility to make sure parties to this charter are informed of upcoming milestones and provided with timely opportunity for input.

Role and Authority

- Final decision-maker for project scope, spending decisions, priorities, and major project milestones.
- Balances innovation, operational needs, fiscal responsibility, and community priorities.

Responsibilities

- Stays informed about project updates and priorities to support productive engagement and timely, well-grounded decisions.
- Reviews and considers input from all parties to the charter and other stakeholder groups.
- Requests additional information or feedback when needed to make decisions.
- Makes timely decisions to deliver a project on-time and within budget.
- Resolves conflicts or thorough recommendations made in the best interest of the project's goals.
- Communicates major decisions clearly to all stakeholders with the support of the Executive team and Whatcom County Facilities.
- Communication to the public, in partnership with the Sheriff's Office.
- Creates and circulates written communications to all parties at each specified cadence.

Information and Timing Expectations

- Stakeholder groups will provide recommendations
- Provide feedback within 5 business days of receiving materials unless otherwise agreed upon.
- May request additional feedback from specific groups when deeper analysis or clarification is needed for decision-making.
- The Executive will review available input and move decisions forward to maintain project momentum.

Collaboration Across Groups

- Actively listens to a range of perspectives from all stakeholder groups.
- Engages groups for additional feedback as needed to inform critical decisions.
- Maintains a transparent process that respects the role and input of each group without privileging any single voice.
- Communicates major decisions and rationale clearly to all project stakeholders.



- Communicates regularly with leadership peers in other governmental agencies — such as local Tribal Councils — supported by information and updates provided by stakeholder groups.

Escalation and Decision Process

- Issues requiring Executive attention are escalated promptly as to minimize the impact to schedule and budget in all instances.
- Concerns are presented with a summary of trade-offs, options, impacts, or benefit analysis.
- Executive decisions are final unless County Council action is required for funding or legislative approvals.

II. COUNTY COUNCIL

The Whatcom County Council provides public oversight and funding authorization for the Justice Project. Council members represent the residents of Whatcom County and help maintain accountability, transparency, and alignment with community values.

Role and Authority

- Final decision maker for total project budget
- Holds legislative authority to approve or deny funding and authorize use of public resources.
- Focuses on funding, legislative approvals, and public accountability, while relying on the Executive and stakeholder groups to lead design, operations, and project delivery.
- Serves as the body that formally receives project updates and votes on major funding milestones.

Responsibilities

- Stays informed about project updates and priorities to support productive engagement and provide timely, meaningful feedback when called upon.
- Reviews and consider funding requests, milestone updates, and public input.
- Participates in scheduled project briefings or updates.
- Asks clarifying questions early when additional information is needed.
- Votes on funding actions that support the project's budget and timely delivery goals.

Information and Timing Expectations

- County Executive's Office supported by the County Facilities Department and Owner's Representative will provide Council members with requested funding materials and briefings for inclusion in the Council's agenda packet. Prior to major Council decisions, the Executive will prepare a minimum of one public presentation in advance of a requested Council vote.
- Council members are encouraged to review materials in advance and request clarification if needed.



- The Executive or project team may request additional Council input on items that will shape public communication or require Council engagement.

Collaboration Across Groups

- Maintains collaborative nature and open communication with the Executive and project team.
- Receives quarterly updates from the Facilities Team, led by the County's Special Projects Manager and Owner's Representative, to stay informed on project progress and priorities.
- When timely decisions are needed outside of quarterly updates, the Executive or project team will request time on the Council agenda.
- Individual Council members who serve on other stakeholder groups (such as IPRTF or FFAB) may receive more detailed project updates through those channels and are encouraged to share relevant context during Council briefings or discussions.
- Acknowledges the work of advisory groups and understands how their input informs the broader project context.
- Engages with constituents transparently and constructively, reinforcing the community-centered values of the project.
- Provides feedback when requested to help shape policy-related communications or ensure public understanding of the project's direction.

Escalation and Decision Process

- Councilmembers may raise questions during quarterly updates; the project team will follow up with additional information as needed.
- If questions arise outside scheduled updates, follow-up can be requested through standard Council communication channels.
- Questions related to project policy or direction will be referred to the Executive for response or clarification.
- Council decisions are final for all funding and legislative matters under its authority.

COMMUNICATIONS

III. WHATCOM COUNTY COMMUNICATIONS TEAM

The County Communications Team supports project transparency and community engagement by facilitating timely, accurate, and accessible information about the Justice Project. The team partners with stakeholder groups to develop communication materials, respond to public inquiries, and coordinate messaging across channels.

Role and Authority

- Leads public communication strategies in coordination with the Executive Office and project team.
- Develops and distributes messaging across digital, print, and media platforms.
- Supports engagement strategies to promote community understanding, input, and trust.



- Maintains alignment between internal updates and external communications.

Responsibilities

- Collaborate with stakeholder groups to develop plain-language summaries, infographics, and announcements.
- Distribute timely updates through County dashboards, newsletters, social media, and earned media.
- Coordinate messaging with the Executive's Office and Sheriff's Office to reflect shared project values and priorities.
- Support the Communications Plan through ongoing updates and implementation of feedback strategies.
- Monitor and respond to community inquiries or misconceptions, in partnership with project leaders.

Information and Timing Expectations

- Translate technical or operational content into public-facing materials within 3–7 business days.
- Coordinate with Facilities and Executive teams and Sheriff's Office to schedule communications around project milestones.
- Maintain an editorial calendar that aligns with the project schedule and engagement opportunities.
- Provide advanced notice to all parties to the charter of outgoing communications.

Collaboration Across Groups

- Attend milestone meetings and briefings to remain informed on current project activities.
- Partner with stakeholder groups to tailor messages to specific audiences or community needs.
- Provide content support for Council presentations, public meetings, and media requests.
- Ensure consistency of tone and content across all communications.

Escalation and Decision Process

- Escalate sensitive or high-impact messaging to the Executive for review and approval.
- Coordinate with the Facilities Team and Owner's Representative when public communication relates to technical changes.
- Maintain a feedback loop with stakeholder groups to refine communication effectiveness and responsiveness.

OPERATIONAL LEADERSHIP AND DECISION MAKING

IV. COUNTY FACILITIES DEPARTMENT AND OWNER'S REPRESENTATIVE ("PROJECT TEAM")



The County Facilities Department, supported by the Owner’s Representative, is responsible for day-to-day project execution, technical oversight, and coordinated delivery of the Justice and Behavioral Health Facility. This group serves as the central hub for design coordination, schedule and budget management, consultant team alignment, and communication development for stakeholder and public distribution.

Role and Authority

- Directs and manages overall project delivery in alignment with County priorities and Executive direction.
- Coordinates technical, design, and construction activities across all stakeholder groups.
- Supports the Executive and Council in providing accurate, timely information for decisions and approvals.
- Oversees consultant contracts and facilitates the work of the Owner’s Representative and other support teams.
- Develops drafts of all project updates and stakeholder communications for review and refinement by the Communications Team prior to distribution, with the exception of the Executive Weekly Report, which is sent directly by the Project Team.

Responsibilities

- Maintain and update the project schedule, budget, and design development materials.
- Provide technical guidance and quality control throughout the design and construction process.
- Facilitate coordination across stakeholder groups, incorporating operational and programmatic needs into the facility design.
- Lead weekly project management meetings and support decision-making with clear documentation and trade-off analysis.
- Prepare presentation materials and briefing packets for Executive and Council updates.
- Track decisions, action items, and stakeholder input to maintain accountability and momentum.
- Coordinate closely with the Communications Team to support consistent, timely, and accessible messaging to the public and internal stakeholders.
- Maintain an internal communications log and verify content accuracy in collaboration with subject matter experts and advisory groups.

Information and Timing Expectations

- Share draft documents with stakeholder groups at key milestones for timely input and validation.
- Respond to stakeholder requests and emerging issues within 3–5 business days, depending on urgency.
- Maintain clear records of decisions, feedback, and action items in collaboration with the Owner’s Representative.
- Provide all public-facing draft materials to the Communications Team for review prior to release, ensuring alignment with County messaging standards.



Collaboration Across Groups

- Engage regularly with operations teams (Sheriff and Behavioral Health) to integrate operational requirements.
- Partner with Council, Executive Office, FFAB, and IPRTF to align design and financial strategies.
- Coordinate with the Communications Team to support timely, consistent messaging to the public and stakeholders.
- Collaborate with stakeholder groups to verify technical content and reflect accurate perspectives in communication products.

Escalation and Decision Process

- Elevate scope, cost, or schedule concerns to the Executive with documented trade-offs and recommendations.
- Support resolution of technical issues through coordinated input from consultants and subject matter experts.
- Implement Executive decisions and circulate outcomes to all relevant teams.
- Communicate any urgent project developments directly to the Executive via the Weekly Report, while routing all other communications through the standard review process with the Communications Team.

V. WHATCOM COUNTY SHERIFF'S OFFICE (OPERATIONS GROUP)

The Sheriff's Office Operations Group plays a central role in the programming and design of the new jail facility as part of the Whatcom County Justice Project. The group is responsible for defining the operational requirements of the new facility and translating the needs identified in the Justice Project Needs Assessment into a functional design that reflects the County's commitments to the community.

The Sheriff's Office will work in close partnership with the Behavioral Health Operations Group to integrate direct supervision and diversion strategies that align with modern correctional practices and promote safety, dignity, and rehabilitation. In addition to shaping operational goals, this team is also directly responsible for making recommendations that support the project's budget, schedule, and scope discipline.

Role and Authority

- Final decision-maker for operational objectives for Correctional Facility and trade-offs within approved budget.
- Leads the development of operational programming for the jail facility.
- Defines staffing models, security protocols, intake/release processes, housing strategies, and support functions.
- Guides the facility design to reflect a supervision model that supports behavioral health-informed custody practices and alternatives to traditional incarceration.



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- Provides operational expertise to ensure the facility can be staffed, maintained, and operated safely, cost-efficiently, and effectively over time.
- Responsible for contributing to design decisions that maintain budget and schedule alignment, and for recommending adjustments when trade-offs are necessary.
- Collaborates with design and project teams to ensure alignment between facility design and community expectations.
- Co-Lead, in partnership with County Facilities and its subcontractors, on facility transition planning and execution.

Responsibilities

- Stay informed about project updates and priorities to support productive engagement and provide timely, meaningful input when called upon.
- Translate the Justice Project Needs Assessment into detailed operational requirements for facility design.
- Validate that proposed spaces, systems, and workflows support the long-term effectiveness of the facility.
- Work collaboratively with Behavioral Health Operations Group to coordinate shared program areas, staffing, and diversion strategies.
- Identify and assess operational trade-offs when scope adjustments or budget constraints arise.
- Make recommendations that maintain or improve budget and schedule alignment; when a proposed change affects either, present the trade-off and explain the added value.
- Provide timely review of drawings, diagrams, reports, and consultant recommendations throughout design and pre-construction.
- Sheriff PIO team to provide timely review of material for public distribution that overlaps between the Justice Project and the Sheriff's Department
- Participate actively in design workshops, technical meetings, and working sessions as scheduled.

Information and Timing Expectations

- Review and respond to project materials within 5 business days unless otherwise noted.
- Provide proactive input at key design milestones to prevent rework or late-stage conflicts.
- Notify the Executive or project team immediately if operational concerns arise that may impact cost, schedule, or safety.
- Clearly present options, risks, and recommendations in all decision points where changes affect scope, budget, or timing.

Collaboration Across Groups

- Partner closely with the Behavioral Health Operations Group and healthcare contractors to define shared spaces and integrated care pathways.



- Maintain ongoing coordination with the Executive, who holds final decision-making authority on scope and cost.
- Work collaboratively with FFAB to clarify operational cost implications and long-term sustainability.
- Engage with IPRTF to align custody and diversion strategies with broader system goals and incarceration reduction priorities.
- Communicate with the County Council through established project update channels, especially on matters related to scope or funding implications.
- Collaborate with the design team, project management team, and other stakeholder groups to reinforce the project's core commitments to safety, health, and fiscal responsibility.
- Partner with the Executive's communication group to amplify project messaging and community outreach.

Escalation and Decision Process

- When design or scope decisions present operational risks or require trade-offs, elevate the issue to the Executive with a clear summary of impacts, options, and a recommendation.
- If consensus cannot be reached within the operations group or among stakeholders, the Executive will make the final decision in the context of the project's overall goals.
- The team is accountable for contributing to a decision-making process that keeps the project on time, on budget, and aligned with community expectations.

VI. WHATCOM COUNTY HEALTH AND COMMUNITY SERVICES (WCHCS)

The Behavioral Health Operations Group of WCHCS plays a central role in the programming and design of the new behavioral health facility as part of the Whatcom County Justice Project. The group is responsible for advising on therapeutic and behavioral healthcare delivery requirements of the facility, translating the needs identified in the Justice Project Needs Assessment into a functional design that fulfills the County's commitments to the community.

The Behavioral Health Operations Group will work in close partnership with the Sheriff's Office Operations Group to integrate supervision and diversion strategies that prioritize treatment, recovery, and alternatives to incarceration. In addition to shaping service delivery goals, this team is directly responsible for making recommendations that support the project's budget, schedule, and scope discipline.

Role and Authority

- Leads the development of behavioral health programming requirements for the facility.
- Defines space needs, staffing models, care delivery models, and client flow through treatment services.
- Guides the facility design to support early intervention, stabilization, rehabilitation, and successful reentry into the community.



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- Provides clinical and operational expertise to ensure the facility's design fosters effective behavioral health outcomes.
- Responsible for contributing to design decisions that maintain budget and schedule alignment, and for recommending adjustments when trade-offs are necessary.
- Collaborates with design and project teams to ensure facility design and services align with County goals for public health and public safety.

Responsibilities

- Stay informed about project updates and priorities to support productive engagement and provide timely, meaningful input when called upon.
- Translate the Justice Project Needs Assessment into detailed clinical and operational requirements for facility design.
- Provide staffing requirements and estimated budgets for operation supported by third-party Medicaid Feasibility findings.
- Validate that proposed spaces, systems, and workflows support behavioral health best practices.
- Work collaboratively with the Sheriff's Office Operations Group to coordinate shared program areas, staffing, and diversion strategies.
- Identify and assess operational trade-offs when scope adjustments or budget constraints arise.
- Make recommendations that maintain or improve budget and schedule alignment; when a proposed change affects either, present the trade-off and explain the added value.
- Provide timely review of drawings, diagrams, reports, and consultant recommendations throughout design and pre-construction.
- Participate actively in design workshops, technical meetings, and working sessions as scheduled.

Information and Timing Expectations

- Review and respond to project materials within 5 business days unless otherwise noted.
- Provide proactive input at key design milestones to prevent rework or late-stage conflicts.
- Notify the Executive or project team immediately if behavioral health concerns arise that may impact cost, schedule, or service delivery quality.
- Clearly present options, risks, and recommendations at all decision points where changes affect scope, budget, or timing.

Collaboration Across Groups

- Partner closely with the Sheriff's Office Operations Group to define shared spaces, diversion pathways, and service integration.
- Maintain ongoing coordination with the Executive, who holds final decision-making authority on scope, cost, and facility priorities.



- Collaborate with FFAB to clarify how programmatic needs impact long-term operational and financial sustainability.
- Engage with IPRTF to ensure behavioral health strategies align with broader incarceration prevention and systems improvement goals.
- Communicate with the County Council through established project update channels, especially regarding program elements tied to public outcomes.
- Actively participate in weekly meetings with the design team, project management team, and other stakeholder groups to reinforce the project's commitments to treatment, safety, and fiscal responsibility.

Escalation and Decision Process

- When clinical or operational decisions present risks or require trade-offs, elevate issues to the Executive with a clear summary of impacts, options, and a recommendation.
- If consensus cannot be reached within the operations group or among stakeholders, the Executive will make the final decision in the context of the project's overall goals.
- The team is accountable for contributing to a decision-making process that keeps the project on time, on budget, and aligned with community expectations.

VII. CRIMINAL JUSTICE GROUP

The Criminal Justice Group, composed of representatives from the Whatcom County Public Defender's Office and Prosecuting Attorney's Office, plays a central role in shaping the operational and programmatic direction of the Justice and Behavioral Health Facility. Their insight is essential to designing a facility that supports equitable access to justice, maintains legal process integrity, and advances diversion and treatment-based alternatives to incarceration.

Working in coordination with the Sheriff's Office and Behavioral Health Operations Group, the Criminal Justice Group provides input on workflows, decision points, and facility components that impact court processes, legal representation, pre-trial services, and alternatives to detention.

Role and Authority

- Advises on operational and programmatic elements related to intake, charging, case processing, and pretrial release.
- Recommends design and policy considerations that support equity, procedural justice, and behavioral health-informed responses.
- Identifies legal and procedural implications of operational decisions and facility layout.
- Participates in the development of diversion strategies and programs aligned with community safety and reduced reliance on detention.
- Contributes to decisions that impact scope, schedule, and budget by evaluating trade-offs through the lens of legal access and public interest.
- Serves as an operational advisor to the Executive on matters of prosecutorial and defense coordination, service access, and system design.



Responsibilities

- Review proposed designs and operational models to ensure they support fair and efficient case processing.
- Identify programmatic gaps that affect legal access, diversion opportunities, or pre-trial release decision-making.
- Provide timely feedback on space needs for confidential meetings, court-related activities, evidence handling, and coordination with behavioral health services.
- Recommend strategies to reduce unnecessary detention through policy refinement and programmatic innovation.
- Evaluate the impact of design decisions on attorney-client confidentiality, due process, and equitable outcomes.
- Collaborate with other Operational Leadership groups to align intake, assessment, and referral processes across disciplines.

Information and Timing Expectations

- Review and respond to project documents within 5 business days unless otherwise specified.
- Engage in milestone reviews and provide structured input to minimize rework and late-stage design conflicts.
- Notify the Executive or Project Team of procedural concerns that could introduce legal, operational, or public trust risks.
- Present recommendations with clear analysis of legal context, potential community impacts, and alignment with overall justice system goals.

Collaboration Across Groups

- Partner other Operational Leadership groups to coordinate shared responsibilities in intake, diversion, and population management.
- Engage with the Incarceration Prevention and Reduction Task Force (IPRTF) to reinforce system-wide strategies for reducing incarceration and promoting access to care.
- Work with the Project Team and the design team to validate functional layouts and program adjacencies related to justice system operations.
- Support communication efforts by offering legal and procedural clarity in project updates and public messaging, as appropriate.

Escalation and Decision Process

- Raise concerns about legal risks, access to justice, or program alignment with a summary of potential impacts and suggested alternatives.
- Collaborate with other Operational Leadership groups to propose coordinated solutions when trade-offs arise.
- In cases where operational consensus cannot be reached, the Executive will determine the final path forward based on project priorities and system-wide considerations.



- This group is accountable for contributing to decisions that promote procedural fairness, legal compliance, and a facility that reflects the County’s justice reform commitments.

ADVISORY GROUPS

VIII. FINANCE AND FACILITY ADVISORY BOARD (FFAB)

The Finance and Facility Advisory Board (FFAB) provides financial oversight of the funds collected from the public safety sales and use tax and makes recommendations on the finance and operations of the jail, behavioral health, and supportive housing facilities and services.

Role and Authority

- Advises on the financial stewardship of project funds.
- Updates the interlocal agreement on the public health, safety, and justice facility financing as needed
- Makes timely recommendations to the Executive and Council on design, financing, and preliminary budget to support fiscal responsibility and timely project delivery.

Responsibilities

- Stay informed about project updates and priorities to support productive engagement and provide timely, meaningful input when called upon.
- Review financial plans, expenditures, and projections.
- Scrutinize proposed scope or cost changes for impact on the project’s funding sustainability (operational and capital).
- Promote fiscal responsibility and timely delivery of project in all recommendations to the County Council and County Executive

Information and Timing Expectations

- County Executive’s Office supported by the County Facilities Department and Owner’s Representative will provide FFAB members with requested funding materials and briefings for inclusion in their meeting packets. Prior to major milestone votes, the Executive will prepare a minimum of one presentation or discussion in advance of a requested vote.
- May request additional feedback from specific groups when deeper analysis or clarification is needed for understanding.

Collaboration Across Groups

- Receives and reviews quarterly updates from the County Executive’s Office supported by the County Facilities Department and Owner’s Representative to stay informed on project progress and priorities.
- Work closely with operational groups to understand cost drivers and funding needs.
- Align financial oversight with the facility’s mission to promote health, safety, and justice.

Escalation and Decision Process



- Major financial concerns are elevated to the Executive along with recommendations for resolution.

IX. INCARCERATION PREVENTION AND REDUCTION TASK FORCE (IPRTF)

The Incarceration Prevention and Reduction Task Force (IPRTF) serves as Whatcom County's Law and Justice Council, as required by RCW 72.09.300. Its purpose is to continually review the County's criminal justice and behavioral health programs and make specific recommendations to safely and effectively reduce incarceration of individuals struggling with mental illness and chemical dependency, and to minimize jail utilization by pretrial defendants who can safely be released.

In addition, the IPRTF serves as a conduit between the community and other interested stakeholder groups, as well as the Justice Project Oversight and Planning (JPOP) Committee, helping elevate system-wide insights and community-informed recommendations to support long-term justice reform.

Role and Authority

- Advises on programs, policies, and system changes that support incarceration prevention and diversion.
- Reviews strategies that promote safe and effective alternatives to jail for individuals with behavioral health needs and provides recommendations.
- Functions as the Law and Justice Council for Whatcom County, fulfilling statutory responsibilities under RCW 72.09.300.
- Bridges communication between community priorities, other advisory groups, and the JPOP Committee.

Responsibilities

- Stay informed about project updates and priorities to support productive engagement and provide timely, meaningful input when called upon.
- Review and recommend programs and practices that reduce jail reliance, particularly for individuals with mental health or substance use challenges.
- Translate system-level insights and program recommendations into feedback that informs facility planning.
- Identify systemic gaps and offer data-informed recommendations to the Executive and project team.
- Serve as a liaison to the broader community by sharing updates and gathering feedback, particularly from underrepresented populations.

Information and Timing Expectations

- Submit formal recommendations within defined timeframes to support project momentum.



- Maintain readiness to provide input when the Executive or project team requests additional feedback to inform policy direction or implementation planning.

Collaboration Across Groups

- Receives and reviews quarterly updates from the County Executive's Office supported by the County Facilities Department and Owner's Representative to stay informed on project progress and priorities.
- Engage with other stakeholder groups to elevate insights from across the system and reinforce shared goals.
- Actively support the Justice Project's engagement strategy by sharing relevant input from the community and ensuring transparency with JPOP.
- Actively participate in weekly meetings with the design team, project management team, and other stakeholder groups to reinforce the project's commitments to treatment, safety, and fiscal responsibility.

Escalation and Decision Process

- Major concerns, recommendations, or insights from the IPRTF are elevated to the Executive and Council with supporting analysis or policy context.

PARTNERS

X. **Small Cities Partnerships/City of Bellingham in Whatcom County**

The Small Cities Partnerships and the City of Bellingham are key financial contributors to the Whatcom County Justice and Behavioral Health Facility project, dedicating local sales tax dollars to support this regional investment. Their participation in this advisory group reflects a shared commitment to developing a facility that aligns with community values, regional public safety needs, and equitable behavioral health outcomes across jurisdictions.

These partners provide insight into the needs of municipalities across the County and serve as a conduit between city leadership, the public, and the project team, promoting transparency and intergovernmental collaboration throughout planning, design, and implementation.

Role and Authority

- Represent the priorities and perspectives of participating cities to support a facility that reflects shared goals for public safety and community well-being.
- Offer feedback on design, operations, and service models to promote regional benefit and fiscal accountability.

Responsibilities

- Stay informed about project developments and upcoming decisions to provide timely input when requested.
- Share updates and gather feedback from city councils and administrative staff to inform project planning.



- Provide insight on operational expectations, service gaps, and opportunities for alignment between jurisdictions.
- Contribute to the identification of long-term policy considerations related to funding, facility use, and behavioral health services.

Information and Timing Expectations

- Receive and review project updates quarterly, or more frequently as needed during key milestones.
- Respond to requests for input within agreed-upon timeframes to maintain project momentum and transparency.
- Participate in targeted engagement sessions with the design team or project leads when topics intersect with municipal priorities or funding implications.

Collaboration Across Groups

- Coordinate with other stakeholder and advisory groups, including the FFAB and IPRTF, to support consistent messaging and shared understanding of project goals.
- Elevate concerns or recommendations that may impact multiple jurisdictions for consideration by the Executive.
- Actively participate in regional coordination efforts to promote efficiency, shared services, and effective community reinvestment.

Escalation and Decision Process

- Concerns or recommendations raised by Small Cities or the City of Bellingham that affect funding agreements, interlocal commitments, or major design implications are escalated to the Executive and County Council with relevant analysis and documentation.

XI. Lummi Nation Tribal Council

XII. Nooksack Indian Tribe Tribal Council



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DRAFT