

# Incarceration Prevention and Reduction Task Force

9:00 - 11:00 a.m., January 10, 2022, Remote-only virtual meeting

If you require special assistance to participate, please contact the County Council Office at least 96 hours in advance.

## Link to join Zoom Webinar

<https://us06web.zoom.us/j/83559676564?pwd=VWFtd3lDOStMWGJhaEJ4bWxvUnRqdz09>

Attendees will join the Zoom Webinar without audio or video controls. Webinar Host will invite attendees to speak at the appropriate time during the meeting

- Call in phone number: (253) 215-8782
- Webinar ID: 835 5967 6564
- Password: 17783

## AGENDA

Land Acknowledgement Statement: Before we begin, we acknowledge that we are gathered on the traditional and unceded territory of the Lummi, Nooksack, Samish and Semiahmoo People who have cared for and tended this land since time immemorial. Truth and acknowledgment are critical to building mutual respect and connection across all barriers of heritage and difference. We begin this effort to acknowledge what has been buried by honoring the truth. We pay respect to their elders past and present. Please take a moment to consider the many legacies of violence, displacement, migration, and settlement that bring us together here today. And please join us in uncovering such truths at any and all public events.

### Packet Pages

#### 1. Call to Order

#### 2. Justice Project Needs Assessment ..... 1 – 5 *Discussion/Barry Buchanan*

#### 3. Committee Updates

Steering Committee ..... N/A  
Joint Behavioral Health and Legal and Justice Systems Committees ..... 6 – 8

#### 4. Update from Jurisdictions ..... N/A *Information/Various Presenters*

#### 5. Update on IPRTF Communications Consultant ..... 9 – 15 *Update/Jill Nixon*

#### 6. Other Business

#### 7. Public Comment

1. If you would like to speak, virtually “raise your hand.”
  - a. Online: select the Raise Hand icon
  - b. Phone: Press \*9
2. *When called upon to speak, unmute your microphone. Inform the Webinar Host if you would like to enable your video during your comments.*
3. Please state your full name for the record.
4. Staff will disable your microphone when you are done speaking.

#### 8. Adjourn

Meeting summary of the previous meeting is included at the end of the packet for information only. Committee members may suggest changes and/or corrections to the draft summary to [jnixon@co.whatcom.wa.us](mailto:jnixon@co.whatcom.wa.us). Audio recordings are the official meeting record and can be found on the IPRTF and committee [website](#).

## Upcoming Meetings

Visit the [Task Force website meeting calendar](#) for the most up-to-date meeting schedule

At this time, all meetings are held via remote-only Zoom Webinar

<u>IPR TASK FORCE</u> Monthly 2 <sup>nd</sup> or 3 <sup>rd</sup> Monday 9-11 AM	COMMITTEES				
	<u>BEHAVIORAL HEALTH</u> Monthly 3 <sup>rd</sup> Tuesday 9:00-10:30 AM	<u>LEGAL &amp; JUSTICE SYSTEMS</u> Monthly 2 <sup>nd</sup> Tuesday 11:30 AM – 12:30 PM	<u>CRISIS STABILIZATION FACILITY</u> Quarterly, 3 <sup>rd</sup> Thursday 9:30-11:00 AM	<u>INDEX</u> Bi-monthly 1 <sup>st</sup> Thursday 1:30-3:00 PM	<u>STEERING</u> Monthly Various Thursdays 11:00 AM - 12:30 PM
February 14 March 21 April 18 May 16 June 13 July 18 August 15 September 19 October 17 November 14 December 19	January 18 February 15 <b>March 15 (11:30-1:00)</b> April 19 May 17 <b>June 14* (11:30-1:00)</b> July 19 August 16 <b>September 20 (11:30-1:00)</b> October 18 November 15 <b>December 13* (11:30-1:00)</b>	January 11 February 8 <b>March 15*</b> April 12 May 10 <b>June 14</b> July 12 August 9 <b>September 20*</b> October 11 November 8 <b>December 13</b>	January 20 April 21 July 21 October 20	February 3 April 7 June 2 August 4 October 6 December 1	February 3 March 10 April 7 May 5 June 2 July 7 August 4 September 8 October 6 November 3 December 8

# AGENDA

## Stakeholder Advisory Committee for the Justice Project

Thursday, January 20<sup>th</sup>, 2022

1:00 – 3:00 pm

Zoom: <https://zoom.us/j/6304684778>

Or call in: +1 253 215 8782 (Tacoma); Meeting ID: 630 468 4778

- 12:55 pm** Zoom link opens
- 1:00 pm** **Call to order, Welcome, Purpose** – Barry Buchanan, Council Member (5 min)
- 1:05 pm** **Meeting Procedures, Participation Guidelines, Decision-Making** (10 min)
- Holly O’Neil & Mardi Solomon, Facilitators
- 1:15 pm** **Pre-Meeting Participant Survey Results, and how we will share documents** (5 min)
- Holly O’Neil & Mardi Solomon, Facilitators
- 1:20 pm** **Project Overview:** (40 min) – *Stephen and/or Jack, Others*
- Introduce Key Personnel, Roles
  - Guiding Principles
  - Phase One Goals and SAC Process
  - Overview of the Issues
  - What has changed
  - Current situation
- 2:00 pm** **Questions and Answers** (20 min)
- 2:20 pm** **Coordination** (30 min)
- Elect SAC Chair
  - Anticipated meeting schedule and committees
  - Between meeting outreach: SAC members identify 3-5 people from their respective communities or agencies you represent who you can talk with between each SAC meeting to discuss the work the Committee is doing and gather diverse input to inform the work
- 2:50 pm** **Wrap-Up** (10 min)
- 3:00 pm** **Adjourn**

[Stakeholder Advisory Committee \(SAC\)](#) meetings for the [Justice Project](#)

**DRAFT PROCESS 1.5.22 – FOR INTERNAL USE**

**SAC OBJECTIVE:** To inform the development of a Public Health, Safety, and Justice Facility **Needs Assessment**, including:

- Asset mapping
- Gap analysis
- Answering community questions
- Population projections
- Incarceration reduction services
- Facility needs for behavioral health and public safety

**Important To-Dos:**

- Convene the identified subject matter experts for **Criminal Justice Data** and **Behavioral Health Services** as soon as possible (before Sessions #2 and #3) as their data interrelates and should effectively prepare the SAC for answering the **Facilities** questions at meeting #4.
- Determine who will be responsible for writing the Needs Assessment.
- Confirm when the IPTRF Communications Consultant will be likely be hired and available to help with public communications, and what we will do in the meantime.

Meeting	Focus Topic	Presentations by subject matter experts:	Materials to be presented to group	Questions to be posed to the SAC	Outcomes/Outputs for this session
1  <a href="#">See Draft Agenda</a>	Purpose and Process: <ul style="list-style-type: none"> <li>● Phase One</li> <li>● Step-by-step approach</li> <li>● Roles</li> </ul> Project overview: <ul style="list-style-type: none"> <li>● Guiding principles</li> <li>● Issues</li> <li>● What has changed</li> <li>● Current situation</li> </ul>	Overview: <ul style="list-style-type: none"> <li>● Councilmember Barry Buchanan</li> <li>● Jack Hovenier, Co-chair, IPRTF</li> <li>● Stephen Gockley Co-chair, IPRTF</li> </ul> Possible other speakers: <ul style="list-style-type: none"> <li>● Satpal Sidhu or</li> </ul>	<i>IPRTF Planning Principles</i> (See <a href="#">Resolution 2019-036</a> memo pgs. 2-3) Visuals for understanding current situation: <ul style="list-style-type: none"> <li>● Images of current jail.</li> <li>● Images of exemplary new facilities.</li> </ul>	Pre-meeting: Complete the <a href="#">Stakeholder Advisory Committee Members spreadsheet questions</a> : <ul style="list-style-type: none"> <li>● What topics related to this work do you consider yourself most able to contribute to?</li> </ul>	1. Getting everybody on board 2. Assess the interests of SAC members 3. Increase SAC familiarity with: <ul style="list-style-type: none"> <li>● Purpose and Process</li> <li>● Project Overview</li> <li>● Key Concepts</li> </ul>

Meeting	Focus Topic	Presentations by subject matter experts:	Materials to be presented to group	Questions to be posed to the SAC	Outcomes/Outputs for this session
	<p>Key concepts:</p> <ul style="list-style-type: none"> <li>• The interplay of people, policies, and principles</li> <li>• How pressures and resources affect system capacity</li> </ul>	<p>Tyler Schroeder, County Exec Office</p> <ul style="list-style-type: none"> <li>• Sheriff Bill Elfo</li> <li>• Wendy Jones, Chief of Corrections</li> <li>• Eric Richey, Prosecuting Attorney</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual jail tour by Wendy Jones?</li> </ul> <p><i>Sequential Intercept Chart Is this the same as "Service Inventory and Strategic Plan"?</i></p> <p><i>Materials already provided in SAC most recent memo, with follow up email highlighting which items we really want people to read</i></p>	<ul style="list-style-type: none"> <li>• What are the main outcomes you believe this committee has to achieve to be successful?</li> </ul>	
2	<p><b>Criminal Justice Data</b> - Inventory and gaps</p> <p>Reinforce:</p> <ul style="list-style-type: none"> <li>• Principles and Policies</li> <li>• How pressures and resources affect system capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Harris</li> <li>• Index Committee</li> <li>• Possible presenter(s) from WWU (Pat Gillham, Ronald Helms, Liz Mogford)</li> </ul>	<p><i>What Index Committee has compiled</i></p>	<p>What do we think future needs are going to be, and what policies are needed?</p> <p>How do we develop a comprehensive, integrated, and accessible data system?</p>	<p>Recommendation for a data system that works well ("what we need")</p> <p>What will success look like?</p> <ul style="list-style-type: none"> <li>• e.g., Recidivism rate reduced by 50%</li> </ul>

Meeting	Focus Topic	Presentations by subject matter experts:	Materials to be presented to group	Questions to be posed to the SAC	Outcomes/Outputs for this session
	<ul style="list-style-type: none"> <li>Best practices in reducing recidivism, facilitating successful reentry</li> </ul>				
3	<p><b>Behavioral Health Services</b> – Inventory of programs and funding streams and gaps</p> <ul style="list-style-type: none"> <li>Current services</li> <li>Their efficacy</li> <li>Current gaps</li> <li>Best practices</li> </ul>	<ul style="list-style-type: none"> <li>Perry Mowry</li> <li>Dean Wight</li> </ul>	Examples of best practices in comprehensive behavioral health programs associated with justice facilities	What do we think future needs are going to be, and what policies are needed?	<p>Recommendation for services and policies (“what we need”)</p> <p>What will success look like?</p>
4	<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>Size: beds, space for services, location</li> </ul> <p>Reinforce:</p> <ul style="list-style-type: none"> <li>Principles and Policies</li> <li>Data presented in meetings 2 &amp; 3</li> </ul>	<ul style="list-style-type: none"> <li>Vera Institute?</li> </ul>	How to make projections of future needs for facility and services.	<p>What factors must we consider to determine the ideal size for a facility?</p> <p>Based on the potential sites for a new justice facility, including the programmatic needs, where should the new facility be located (among the options presented)?</p>	Recommendation for facilities and locations (“what we need”)

Meeting	Focus Topic	Presentations by subject matter experts:	Materials to be presented to group	Questions to be posed to the SAC	Outcomes/Outputs for this session
5	<p>Review Preliminary DRAFT Public Health, Safety, and Justice Facility <b>Needs Assessment</b></p> <p>Determine next steps for completing Needs Assessment</p> <p>Consider funding options.</p>	Sub-committee members who have drafted Needs Assessment	Draft Needs Assessment Report	Identify 1-3 SAC members who are willing to speak at Council in support of the needs assessment and the process and experience participating in the SAC?	Input and information needed to complete Needs Assessment

**Incarceration Prevention and Reduction Task Force**  
**Joint Behavioral Health Committee and Legal and Justice Systems Committee**

Meeting Summary for December 14, 2021

*Agenda item links to YouTube video are functional at the time this meeting summary was created, however, YouTube links may change. Links in this document will not be updated. Please refer to the time notation on each agenda item.*

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**1. Call to Order**

Raylene King called the meeting to order at 11:34 a.m. The meeting was held via remote-only Zoom Webinar.

Behavioral Health Committee Members Present: Nathan Bajema, Doug Chadwick, Arlene Feld, Heather Flaherty, Stephen Gockley, Dan Hammill, Mike Hilley, Byron Manering, Perry Mowery, Mike Parker, Brien Thane

Members Absent: Chris Cochran, Seth Fleetwood, Michael G. Smith

Legal & Justice Committee Members Present: Bill Elfo, Arlene Feld, Stephen Gockley, Deborah Hawley, Raylene King, Jackie Mitchell, Moonwater, Darlene Peterson, Eric Richey, Donnell Tanksley, Bruce Van Glubt,

Members Absent: David Freeman, Flo Simon, Maia Vanyo,

**2. [Vacant Behavioral Health Specialist Position in the Jail \(00:59:32\)](#)**

Mitchell gave an update on hiring the position and answered questions. The Regional Community Services Director for the new contractor, Lifeline Connections, is surveying the behavioral health needs of inmates, crisis response services, and reentry. They plan to hire a clinician around January 1. They are looking for other funding to increase reentry services for this program. Services to inmates are available from other programs. She and the contractor need to discuss the appropriate caseload.

The committee members discussed services provided by the homeless outreach team (HOT).

**3. [Current use data on the Crisis Stabilization Center \(01:10:10\)](#)**

Mowery gave an update on use statistics from the Crisis Stabilization Center and the Center's Advisory Committee and on data collected on referrals and their outcomes, including year-to-date totals. In 2022, the contractor will likely receive licensure for involuntary service, in the form of a 12-hour law enforcement hold. There have been 1446 referrals to detox from May through November. Most referrals came from Peace Health transfers and self-referrals. Limited law enforcement referrals occurred. The Peace Health transfers may have originally been emergency medical service (EMS) transport to the hospital. EMS currently can't transport to the Crisis Stabilization Center. For mental health stabilization, there have been 650 referrals from May through November. Most came from Peace Health and self-referrals. There were also referrals from the Mobile Crisis Outreach Team (MCOT) and other professionals, and 27 referrals from law enforcement.

The committee members discussed the possibility of reserving the involuntary bed for law enforcement, prioritizing involuntary beds for law enforcement, and referrals made vs referrals accepted.

**4. [Staffing at Western State Hospital \(00:01:11\)](#)**

Restoration and Competency

King introduced the following meeting participants:

- Darla Dawson, Washington State Department of Social and Health Services (DSHS)
- Tom Kinlen, Washington State Department of Social and Health Services
- Thomas Lyden, Keating and Lyden, public defense counsellor for City of Ferndale
- Jason Smith, North County Public Defense, representing the courts of limited jurisdiction, except Ferndale



## **Incarceration Prevention and Reduction Task Force Joint Behavioral Health Committee and Legal and Justice Systems Committee**

Meeting Summary for December 14, 2021

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Darla Dawson spoke about her work at DSHS and the process for competency evaluation and restoration for inmates who will be transferred to one of the four residential treatment facilities (RTFs). She answered questions:

- The three levels of service to a patient are the State hospitals for intense care, an RTF for mid-level intensity care, and outpatient competency restoration program for a less intense level of care
- If a person doesn't meet criteria for RTF, the person is added to the State Hospital wait list
- There are no criteria used for Western State Hospital.
- If Eastern State Hospital has available capacity, she may ask if they can accept westside patients, if a variety of criteria and conditions are met.
- The RTF admission criteria are official policy
- Local courts don't have access to the information in the DSHS tracking system at this time, but staff can answer requests for information on status.
- There are discussions about updating the 2016 analysis on the programs, the Groundswell Report. A portion of the report was updated after the Trueblood decision.
- The State has had an ongoing barrier to access to competency beds from holds on admissions, due to Covid. The State is focused on admitting people timelier and more efficiently, including expedited admission if necessary. Both state hospitals will open more beds in the future.

Tom Kinlen, DSHS, spoke about bed capacity issues and answered questions. They plan to increase capacity as they get a handle on Covid and open up more beds. In addition, 50 beds are being built now at Western State Hospital. Opening is expected in a year. They will move high users out of the competency system so they can receive care outside of the system. A third project is opening an additional 25 beds by moving some individuals at Western State Hospital to another facility. These increases will alleviate, but not eliminate, the demand for beds.

- Hiring staff for these facilities is challenging, including nurses, clinicians, and psychiatrists. They are looking at different recruitment strategies.
- Upstream diversions and interventions focus on residential supports, co-responder programs, diversion from arrest, increasing crisis stabilization facility capacity, intensive case management, crisis intervention training for law enforcement, outpatient competency restoration and forensic navigators, and workforce development. They work all along the sequential intercept model.
- Case backlogs are due to Covid.
- Available contact information for case managers and clinicians may be available so the public defenders can better serve their clients.
- Outpatient mental health and prescription monitoring is necessary for individuals who are diverted from competency.
- There are 12 to 15 individuals in the Whatcom County jail who are currently waiting for competency restoration.
- The forensic navigators from DSHS and the Health Care Authority (HCA) competency restoration program can provide opportunities for outpatient work for people who are currently in jail, so they don't get worse. Misdemeanors and low-level felony are the best fit for outpatient services.
- The timeline is to be determined for Whatcom County contempt settlement, which is in the North Sound region, phase 3.
- They hope to replicate successful programs in all 39 counties.
- March 2022 is when initial data information and outcome measures will be available for the diversionary program.
- There are evaluators for individuals out of custody on personal recognizance.
- They strive to add and improve programs all along the sequential intercept.

**Incarceration Prevention and Reduction Task Force**  
**Joint Behavioral Health Committee and Legal and Justice Systems Committee**

Meeting Summary for December 14, 2021

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**5. Reentry Services**

This item was not discussed and held to the next meeting for each committee.

**6. Other Business**

There was no other business.

**7. Public Comment**

There were no public comments.

**8. Adjourn**

The meeting adjourned at 1:04 p.m.

**Whatcom County  
Request for Proposals  
RFP #22-03**

Notice is hereby given that sealed proposals will be received by Whatcom County Purchasing at its Office in the Administrative Services Finance Department located on the fifth floor of the Whatcom County Courthouse, 311 Grand Avenue, Suite 503, Bellingham WA 98225 for the following:

**CONSULTANT SERVICES FOR: PUBLIC COMMUNICATIONS FOR THE INCARCERATION PREVENTION AND  
REDUCTION TASK FORCE**

UNTIL: 2:30 PM on **XXX**

At which time and place the responses will be publicly opened (live/virtual via GoToMeeting), and the names of the submitters read aloud. All interested people are invited to attend the live proposal opening via GoToMeeting. Late submittals will not be considered.

Whatcom County is requesting proposals from qualified consultants to develop public communications campaigns and framework for the Incarceration Prevention and Reduction Task Force and the Justice Project Stakeholder Advisory Committee.

Further information is contained in the RFP document, which can be downloaded at no charge from the Whatcom County Purchasing website at <http://www.co.whatcom.wa.us/Bids.aspx>, see “Related Documents” at the bottom of the RFP posting page. If you are unable to download the pdf documents from this website, contact Purchasing at [FN\\_Purchasing@co.whatcom.wa.us](mailto:FN_Purchasing@co.whatcom.wa.us) (preferred), or phone (360) 778-5330.

Whatcom County affirms it will not discriminate against, or grant preferential treatment to any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting. Whatcom County encourages disadvantaged, minority and women owned consultant firms to respond. Persons with disabilities may request this information be prepared and supplied in alternate forms by contacting Purchasing at (360) 778-5330.

Whatcom County reserves the right to reject any or all proposals and to waive any irregularities.

Publication Dates: **XXX**.

**Whatcom County**  
**RFP #22-03**

**Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force**

Whatcom County Council (County) invites consultants to submit a proposal for to develop public communications campaigns and framework for the Incarceration Prevention and Reduction Task Force and the Justice Project Stakeholder Advisory Committee.

**Project Background**

Whatcom Public Health, Safety and Justice Initiative

The Whatcom County Council approved [Resolution 2019-036](#), adopting a statement of public health, safety, and justice facility planning principles for Whatcom County. The resolution identifies a need to plan for a criminal justice system that is built to address the root causes of incarceration and designed with rehabilitation as the goal. This initiative kicked off with the formation of the Stakeholder Advisory Committee (SAC) for the Public Health, Safety and Justice Initiative (aka, The Justice Project). As the County undertakes this initiative, leadership must enter into a robust community engagement effort and include quality feedback from the public that informs the needs assessment and future recommendations on a new jail facility in Whatcom County.

Incarceration Prevention and Reduction Task Force

People with mental illness and chemical dependency have a significant impact on the criminal justice system, jail population, and emergency medical system. Many people return to jail or the emergency room repeatedly as a result of behavioral health struggles. These individuals, and the community as a whole, are better served through robust prevention, treatment, and diversion programs. The Whatcom County Incarceration Prevention and Reduction Task Force includes local elected officials, law enforcement and criminal justice officers, courts, citizens, public health professionals, and social service agencies who collaborate to reduce incarceration through enhanced services to this population along the entire continuum of care, from prevention to post-incarceration. Since the Task Force was founded in 2015, it has achieved a number of major accomplishments in the community. However, those efforts have largely gone unnoticed by our residents. Therefore, the Task Force will engage a communications strategist individual or team to assist us with improving our public communication efforts.

**Description of Services**

**Phase 1 – The Justice Project: Develop a community engagement plan for the Whatcom Public Health, Safety and Justice Initiative**

Goal: Work with the IPRTF Steering Committee and Justice Project Stakeholder Advisory Committee to develop a community engagement plan for all three phases of the Justice Project: The Needs Assessment, the Facility Design and Alternative Analysis, and an examination of feasible financing strategies.

Tasks:

- Meet (in person or remotely) with the IPRTF Steering Committee to review overall goals, expectations, and outcomes of a community engagement plan for the Justice Project, and to discuss the community’s needs and desires for engaging in the Justice Project
- Meet (in person or remotely) with the Justice Project SAC to review overall goals, expectations, and outcomes of a community engagement plan for the Justice Project, and to discuss the community’s needs and desires for engaging in the Justice Project
- Review and evaluate materials and outcomes from the Jail Listening Tour; the Public Health, Safety and Justice Facility Planning Principles; and other related materials, such as (but not limited to):
- Incorporate the Government Alliance on Race and Equity (GARE) [Racial Equity Toolkit](#) into the community engagement plan.

**Whatcom County**  
**RFP #22-03**

**Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force**

Deliverable(s):

1. A community engagement plan to ensure voices and values from across Whatcom County are represented, heard, and incorporated into the planning for the future of public health, public safety, and criminal justice in our community. The community engagement plan will include focused forums and listening sessions, and will create mechanisms, such as community-wide surveys, for community input and feedback on the needs-assessments, location options, and facility designs.
2. A scope of work for a future contractor to organize and implement the community engagement plan and to analyze and summarize community feedback throughout all three phases of the Justice Project.

**Phase 2A – IPRTF Communications: Develop and implement communications campaign**

Goal: Work with the IPRTF and its Steering Committee to create a public communication campaign for 3 or 4 Task Force initiatives, projects, key focus areas, activities, or messages to communicate to the target audience(s). The goal of the campaign is to significantly raise awareness of and educate the community about recent achievements and current and future activities. A successful campaign will use public communication best practices that will enhance and optimize the IPRTF’s current efforts with:

- Public information and outreach
- Consultation that requests feedback from the public
- Public participation that engages the public in informed dialog with the Task Force

Tasks:

- Meet (in person or remotely) with the IPRTF Steering Committee to:
  1. Review overall goals, expectations, and outcomes of the contract
  2. Review and refine a core message for 3-4 Task Force initiatives and projects
  3. Discuss potential target audience groups for each core message
  4. Review the Task Force’s current communications efforts and capabilities and discuss potential improvements
- Review and analyze relevant IPRTF reports and other written materials on the designated initiatives and projects, website, and the current potential new means of public engagement for all jurisdictions within the county.
- Meet (in person or remotely) with the IPRTF and/or Steering Committee to present the plans for each campaign, for IPRTF approval.
- Coordinate and conduct a campaign for each initiative, once approved by the full Task Force.
- All content and messaging must use plain language, using the federal plain language guidelines. See: <https://www.plainlanguage.gov/>
- Develop a process for evaluating the success of the communication campaign.

Deliverable(s):

- Recommend (via written and/or phone consultation) a detailed campaign strategy that the IPRTF can implement immediately. The recommendation will include, for each initiative or project:
  1. Final, refined message
  2. Target audience group, including local media
  3. A toolkit of messaging materials
  4. Content distribution channel(s) and/or strategy
- Provide a process in writing that would evaluate the success of each communication campaign, including data that can be collected and analyzed.

**Whatcom County  
RFP #22-03**

**Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force**

**Phase 2B – IPRTF Communications: Develop communications framework for future achievements and initiatives**

Goal: Develop a communications framework that the Task Force, Steering Committee, and staff can implement when future achievements and initiatives arise. A successful communications framework will:

- Create a standardized process and design for a variety of different topics and key messages
- Define standards, best practices, and guidance for creating engaging content and messaging
- Include a toolkit of communication materials that can be used as templates for future communications
- Determine the most effective content distribution channels for each target audience group

Tasks:

- Educate and provide written tips and guidance to the IPRTF members and/or staff on how to create an effective message and content that is tailored to a specific audience, using best practices for public communication of local government information. Include case studies of similar messaging frameworks that have been successful. Task Force members should be able to create a targeted message on a topic and direct staff to develop and deliver related content.
- Create templates for content and outreach materials that can be used in future campaigns, such as brochures, infographics, community presentations, press releases and other media announcements, newsletters, social media content, and other marketing materials
- Identify all potential target audience groups, such as policy-makers, Tribes, BIPOC community, low-income communities, individuals with lived experience in the criminal justice system and their families, service providers, partner agencies, business owners and employees, local media, community influencers, etc.
- Analyze and identify where the target audience groups get their news and how they prefer to engage with local government.
- Determine the most strategic communication methods for each target audience group, including: content attributes (for example, the effectiveness of personal stories vs. data), outreach materials, and distribution channels, such as optimizing the use of the County website, direct outreach, social media, speaking at events, public forums, infographics, newsletters, traditional media, and other materials, etc..
- Evaluate the current communication efforts to determine what is working, what is not working, and what is missing.

**Whatcom County  
RFP #22-03**

**Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force**

Deliverables:

Create a final report to the Task Force that includes:

1. An Excel spreadsheet that lists all target audience groups, including specific stakeholders and influencers within each group, and the appropriate content type and distribution channel(s) for each group
2. Templates for future marketing and outreach materials
3. Recommendations for improvements to existing communications efforts
4. Provide case studies (2-3) showing successful examples of messaging campaigns in other communities that were focused on similar topics. Provide a 1-2 page summary including details of the campaign topic, methods for messaging, target audience, estimated cost of campaign, and the results and value provided by the campaign.

**Project Timeline**

The County anticipates selecting the consultant and awarding the contract no later than *March 31, 2022*. Phase 1 (*The Justice Project*) would be completed in the 2<sup>nd</sup> quarter 2022. Phase 2A (*IPRTF Communications: Communications Campaign*) may begin concurrent with Phase 1, and would be completed 3<sup>rd</sup> quarter, 2022. Phase 2B (*IPRTF Communications: Communications Framework*) would be complete no later than the end of 2022.

**Proposal Submittal Requirements**

Consultants who submit proposals in response to this RFP must be capable of providing the services described in the Description of Services section above. Joint ventures or sub-consultants may be used. To be complete, the proposal must provide all the information requested in this RFP in the order that it is requested. Information must be organized and presented in the same order and sequence as presented below to facilitate the review by the RFP selection team. A response of “see enclosed brochure” will not be considered adequate.

Proposals must contain the following sections in **no more than twelve (12) single sided pages**:

**1. Executive Summary / Cover Letter (2 pages)**

- a. A cover letter shall be addressed to Barry Buchanan, Whatcom County Councilmember, Whatcom County. The letter should communicate the Contractor’s particular strengths and why the Contractor should be chosen to provide the requested services. The letter must be signed by an individual who is authorized to commit the Contractor to a binding agreement.

**2. Consultant Overview and Information (2 pages)**

- a. Provide name of consultant/firm and the principal place of business, number of years in business, size of firm, and the name, email address, and telephone number of the primary contact assigned to the project.
- b. Provide a brief history and description of the consultant/firm. Include general information regarding organizational structure, size, capabilities, and the consultant/firm’s qualifications and experience.
- c. Provide a description of the consultant’s/firm’s approach to this type of project including:
  - i. Consultant/Firm’s qualifications and ability to undertake this project, including experience in the field(s) of criminal justice, public health, and or behavioral health
  - ii. Methods and techniques the consultant/firm will employ
  - iii. Experience with other public entities
  - iv. Knowledge of, and experience in government communications campaigns with the general public as a target audience.
  - v. Description of similar projects performed
  - vi. Description of project management experience
  - vii. Description of procedures related to quality assurance

## Whatcom County

### RFP #22-03

#### Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force

#### 3. Qualifications of Staff Assigned to the Project (3 pages)

- a. Include resumes for key personnel providing services, including those focused-on interviews, data collection, data evaluation, and surveys.
- b. Identify the roles and tasks personnel will perform, including percentage of their time dedicated to this project.
- c. Describe the experience of the lead consultant in working with clients of similar characteristics as Whatcom County. **Describe your familiarity with Whatcom County.**
- d. Provide any additional information that specifically addresses the consultant's/firm's unique qualifications for the project. **Provide examples of similar projects the consultant/firm completed, including the outcome of the results.**

#### 4. Project Approach/Scope (2 pages)

- a. Provide a description of the consultant's/firm's project approach and include a well-developed scope with descriptions of activities. Specifically call out any changes or additions to the work described in this RFP.

#### 5. Project Schedule (1 page)

- a. Provide a schedule for the study, keeping in mind that the County Council has identified a goal of no later than May 31, 2022 for completion of the project. Present the schedule in the form of a chart that breaks out the project into Phases and shows the approximate times when key activities will occur and their general sequence.

#### 6. Cost Estimate for Scope of Work (1 page)

- a. The budget proposal should be presented in a table format, showing line items for each phase of work identified, a brief description of services in each phase, and specifics line items for public engagement. The information should be presented in an easy to read table format. Extra lines should be added to the table as needed, such as to list the various consultants participating in each phase element. Provide a relevant narrative to explain the need for any items that are not immediately apparent in the budget table. Costs should be all inclusive of staff time, travel, and incidental expenses.

#### 7. List of Client References (1 page)

- a. Provide at least three (3) client references, ~~outside of Whatcom County staff, (can we delete this, or is it necessary? References from Whatcom County staff about a particular contractor may be helpful)~~ who may be contacted and for whom similar work has been completed in the past five years. References should be entities for which your firm has performed similar projects in the public sector. Provide a contact name, title, organization, email, and telephone number, as well as a brief statement about previous work with the client.

Submit **one (1) unbound original** of the proposal in a sealed package, marked on the outside as follows:

Name of Submitter

RFP #21-60, COVID-19 Pandemic Response Review

Send or deliver the proposal to:

Attn: Sara Winger, Purchasing Coordinator

Whatcom County AS-Finance/Purchasing

311 Grand Ave., Suite #503

Bellingham, WA 98225

The proposal must be received **no later than 2:30 PM, Tuesday, November 16, 2021. Late submittals will not be considered.** Responses transmitted directly to Whatcom County electronically or by fax will not be considered.



**Whatcom County  
RFP #22-03**

**Consultant Services for: Public Communications for the Incarceration Prevention and Reduction Task Force**

Proposals shall be deposited at the designated location prior to the date and time for receipt of proposals as indicated in the Invitation, or such revised date as may be specified by an addendum.

No oral, telephone or electronically submitted proposals or modifications will be considered.

Due to the COVID-19 pandemic, it is recommended that the solicitation response be delivered by courier (e.g., USPS, UPS, FedEx). The Whatcom County Finance/Purchasing office is currently working with a reduction in on-site staff. Typical office hours are 8:30 AM to 4:00 PM. If you will be hand-delivering the response on any day other than the proposal due date, it is recommended that you reach out to Purchasing prior ([FN\\_Purchasing@co.whatcom.wa.us](mailto:FN_Purchasing@co.whatcom.wa.us), or 360-778-5330).

It is the submitter's responsibility to deliver the document to the proper address by the assigned time. Whatcom County accepts no responsibility for lost or misdirected submittals.

All proposals, received on time, will be opened in a public format via GoToMeeting, immediately following collection of all submittals received by the deadline time. All interested people are invited to attend the live solicitation opening via GoToMeeting as follows:

Join the meeting from your computer, tablet, or smartphone.

<https://global.gotomeeting.com/join/273232365>

Or, join the meeting from your phone.

United States (Toll Free): (877) 309-2073

United States: +1 (571) 317-3129

Access Code: 273-232-365

New to GoToMeeting? Get the app now and be ready when your first meeting starts:

<https://global.gotomeeting.com/install/273232365>

**Questions**

All questions regarding this matter should be directed in writing via email to:

Barry Buchanan, Whatcom County Councilmember [BBuchana@co.whatcom.wa.us](mailto:BBuchana@co.whatcom.wa.us), and

Jill Nixon, Legislative Coordinator, Whatcom County Council Office, [JNixon@co.whatcom.wa.us](mailto:JNixon@co.whatcom.wa.us)

**Evaluation and Selection**

The selection of a consultant for this project will be made from the qualified consultants responding to this RFP. All firms responding will be evaluated, scored, and ranked. The top evaluated proposers may be invited for an interview with Whatcom County to select the most qualified.

Consultants will be evaluated and ranked based on the following criteria:

- 1. Overall qualifications and experience of the consultant (30 points)**
- 2. Approach to the project (30 points)**
- 3. Ability to meet the County's needs (20 points)**
- 4. Completeness of the submitted proposal (10 points)**
- 5. Proposed cost (10 points)**

**Total number of points possible = 100**

The County assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. If the RFP does not include these items, is not submitted on time, or exceeds the specified page length limit, it will be deemed non-responsive and will not be eligible for further consideration. All submittals become the property of Whatcom County and will not be returned.