

**Incarceration Prevention Reduction Task Force  
Triage Facility Committee**

9:30 a.m. – 11:00 a.m. on Thursday, May 17, 2018  
Courthouse Fifth Floor Conference **Room 513**, 311 Grand Avenue, Bellingham WA

**AGENDA**

Topic	Requested Action	Packet Pages
<b>1. Call to Order</b>	▪ Review and amend as needed March 15, 2017 Meeting Summary Review	1 - 4
<b>2. Annual Report</b>	▪ Review draft content	5 - 7
<b>3. Review data needs of the committee and forward to the INDEX Committee</b>	▪ Define 3 metrics to measure from the annual report topics	8 - 9
<b>4. Voluntary vs. involuntary triage facility</b>	▪ Discuss and consider amending Committee recommendation to develop a voluntary facility	N/A
<b>5. MacArthur Grant opportunity to supplement Health Department technology grant</b>	▪ Discuss and consider submitting application for MacArthur grant	10 - 23
<b>6. Next Steps: Ideas &amp; Further Information</b>		
<ul style="list-style-type: none"> <li>• Review assigned tasks</li> <li>• Next meeting topics</li> </ul>		
<b>7. Other Business</b>		
<b>8. Public Comment</b>		
<b>9. Adjourn</b>		

**UPCOMING MEETINGS:**

IPR TASK FORCE various Mondays 9-11 a.m. Courthouse Conf. Rm 513/514 311 Grand Ave., Bellingham	COMMITTEES			
	BEHAVIORAL HEALTH various Mondays 2:30-3:30 (except where noted) Health Department Creekside Conf. Room 509 Girard, B'ham	LEGAL & JUSTICE SYS. 2 <sup>nd</sup> Tuesday 11:30 am–1:30 pm Courthouse Conf. Rm 514 311 Grand Ave., Bham	TRIAGE FACILITY 3 <sup>rd</sup> Thursday 9:30-11:00 a.m. <del>Health Dept.</del> <b>MOVED TO</b> Courthouse 5 <sup>th</sup> Floor 513 or 514, 311 Grand Avenue, B'ham	STEERING As needed Courthouse Conference Room 514 Courthouse Suite 105 311 Grand Ave., Bham
June 11 July 16 August 6 September 17 October 15 November 26 December 17	June 11 July 16 August 6 September 17 October 15 November 26 December 17	June 12 July 10 (no august) September 11 October 9 November 13 December 11	May 17 in Room 513 June 21 in Room 514 July 19 in Room 514 August 9 * in Room 513 September 20: location TBD October 18 in Room 514 November 15 in Room 513 December 20 in Room 514	May 31: 9:30 a.m. September 6: 9:30 a.m.

## 1. Call To Order

Committee Chair Chris Phillips called the meeting to order at 9:35 a.m. at the Health Department Creekside Conference Room, 509 Girard Street, Bellingham.

Present: Jill Bernstein, Anne Deacon, Todd Donovan, Jack Hovenier, Chris Phillips, Tyler Schroeder, Jeff Parks, Sandy Whitcutt

### Review February 15, 2018 Meeting Summary

There were no changes

## 2. Draft Priorities and Work Plan

Phillips referenced the version of the work plan submitted by Anne Deacon (on file) and the committee discussed:

- It's necessary to clarify the role and call out three items: 1. the Committee is working closely with the Administration and Health Department, 2. specific tasks, and 3. identify other necessary services for success at the Task Force and advocate for those through the Task Force
- Supporting the Health Department's past work without making a unilateral statement that they support future work
- Communicating and collaborating, but not coordinating, with the Behavioral Health Advisory Committee due to their different roles
- Ensuring that the Triage Facility Committee doesn't go in a direction that isn't going anywhere
- Advocating for housing and the need for the continuum of care
- Creating a process for feedback, evaluation, and monitoring
- Communication and marketing to the community in the long-term
- Policy, oversight, and engagement versus department operational responsibilities
- The IPRTF Behavioral Health Committee prioritized front- and back-door services:
  - Make sure behavioral health programs are in place to defer people to the triage center as much as possible
  - Make sure there are as many options as possible for continued support when someone leaves the triage center
- Reviewing the committee structure once the new triage facility is operational
- Including outreach and engagement strategies in the contracts with the providers as part of the work they do for operating the facility
- It falls on the Task Force to get the word out to the community about what the County is doing before the new facility opens
- Engaging with and training law enforcement and first responders in using the facility

Hovenier read the work plan items as amended. The Committee concurred by general consent with the amendments.

### **3. Identify the ideal data needs of the committee**

Deacon submitted and described a handout of triage facility data points (on file) and the committee discussed:

- This list in the handout is high level, and specific data points would come from the list. Those more specific data points will include:
  - Which law enforcement agencies are and are not using the facility
  - How many self-referred people enter the facility at the encouragement of law enforcement in lieu of being detained
  - How well the triage facility works for law enforcement
  - How and why someone self-referred enters the facility
  - How long people wait if there's no room at the facility
  - Does someone enter jail or the emergency room within six months, for example, after discharge from the triage facility
  - Is someone on Medicaid and, if not, why not
  - Will the sobering chairs be used for driving under the influence (DUI) arrests that aren't booked into jail.
  - How many people using the sobering chairs make it to their first appearance before the court
  - How many people are staying in the triage facility after using the sobering chair
  - It's necessary to track the data by hour to get accurate data on use
- The number of emergency department referrals to the triage facility should go down when first responders begin going directly to the triage facility
- When people are self-referred, it's actually at the encouragement of friends and family
- The specific data will be refined as they define operating procedures
- Rules for residential treatment facilities (RTFs) according to the State Department of Health that exclude folks with pending level three sex offenses, and some level two sex offenses
- The outcomes to measure are the two goals of the committee:
  - Diversion from criminal justice and/or hospital
  - Maximum use of the facility
- Measure the maximum use of the facility will show whether there is a significant need that could justify further diversion opportunities
- Add a goal to stabilize an individual in a less restrictive environment
- They are interested in how many people they're diverting from jail and the emergency department through the intake data from the triage center, emergency department, law enforcement.
- It's preferred that people return to the triage center as needed instead of returning to the jail and/or emergency department

- Whether law enforcement can bill Medicaid for drop-offs to the facility
- Consider whether the County, in concert with the managed care organizations (MCOs), could pay the regional Behavioral Health Organization (BHO) to collect all the data as a central repository
- Integrate claims data into the data collection system
- It's necessary to maintain confidentiality while tracking the data

#### **4. Update on Triage Facility architectural design & construction budget**

Schroeder reported on the public meeting on the triage facility architectural design options. Option 2, the stand-alone facility, is the most feasible. He will make a presentation to the County Council at the next meeting on March 27.

Hovenier moved to that the Triage Facility Committee support the Whatcom County Crisis Triage Center project budget worksheet for option 2. The motion was seconded. The motion carried unanimously.

Deacon stated the actual architectural design is not done, and the building will likely be slightly bigger and more expensive to include more office space and a different configuration for the triage entrance for emergency medical services (EMS) and law enforcement.

The committee discussed expedited permitting and decided it isn't necessary for the this committee, through the motion, to recommend support of option 2 from the full Task Force, which is scheduled after the next County Council meeting.

#### **5. Update on Triage Facility funding**

Deacon reported on the Health Department meetings with the managed care organizations (MCOs). The MCOs understand that the County expects cost reimbursement. The requests for proposals (RFPs) are due April 12. Cost reimbursement should be in the MCOs' RFP and ultimately in the State's contracts with the MCOs. The State received letters of support for full funding from the Incarceration Prevention & Reduction Task Force, the County Council, and the County Executive.

#### **6. Next Steps: Ideas & Further Information**

Phillips and Deacon will update the data point list and Jill Nixon will update the work plan per today's discussions and submit to the Steering Committee. Schroeder will present the architectural design to the County Council.

#### **7. Other Business**

The committee referred to the Legal and Justice Systems Committee the question of whether the law enforcement and prosecutors willing to divert, even upon arrest.

**8. Public Comment**

Jill Bernstein stated they must not lose the plans for sobering chairs in the new facility and their associated data collection details.

**9. Adjourn**

The meeting adjourned at 10:53 a.m.

DRAFT

## **Triage Crisis Facility Committee Outline**

*County Council Report #4*

May 15, 2018

### **CONTEXT:**

Expanding the current Crisis Triage Center is a key priority of the Whatcom County Incarceration Prevention and Reduction Task Force. Increased capacity at the facility will enable law enforcement and healthcare personnel to offer more options to individuals they encounter who have acute behavioral health concerns. The aim is to provide an alternative to incarceration and link people to the appropriate mental health and chemical dependency services. Increased Crisis Triage capacity will also reduce the unnecessary use of costly emergency department services.

### **PROGRESS/ facility planning and construction**

- Capital funds have been secured, \$7 million from the Washington State capital fund, and \$2.5 million from the North Sound Behavioral Health Organization.
- A public meeting was convened by the County in March 2018 to unveil plans and seek public input, particularly from area residents and businesses.
- Council approved the Task Force recommended plan to construct a free-standing building that will house two 16 bed units, for a total of 32 beds.
- County staff have executed contracts with an architectural firm, and work is proceeding to invite construction bids with an anticipated ground breaking in fall 2018 and project completion 12 to 14 months thereafter.

### **PROGRESS/ operational planning**

- Licensure/ scope of service: The plan is to develop two 16-bed units joined in one building off a common foyer with a common intake space. One unit will provide mental health crisis stabilization services and the other will provide acute substance detoxification services. Health Department staff are reviewing licensing and certification options for the respective units with the aim of being able to provide the highest level of service needed to accomplish our aim of diverting people from jail and the hospital emergency department.

On the detox side, the Health Department is considering classification as a “Medically Monitored” inpatient detoxification unit. This would be the highest level of care provided, but would not preclude us from providing a lower level of care when indicated. Individuals needing to be in a hospital setting for detox would be those who need “hands on medical management”.

On the mental health stabilization side of the building, County staff have determined that it is possible to shift the State certification to “Triage Facility – Involuntary placement” without prohibitively increasing the staffing or facility costs. This would allow us to designate one or two beds as involuntary.

- *Financing operations:* In accordance with State legislative mandate, behavioral health and medical financing throughout the State of Washington are being integrated. The North Sound Behavioral Health Organization (BHO) role is shifting, and Medicaid Managed Care Organizations (i.e. Medicaid insurance companies known as MCOs) are becoming the primary vehicle for the purchasing of Medicaid behavioral health services, as well as medical care. Thus, Washington State counties, ours among them, need to nail down how the MCOs plan to reimburse for Crisis Stabilization services.

The County perspective is that cost-based reimbursement (as opposed to fee for service) should be the payment method. Counties are requesting that the State Health Care Authority write this into the MCOs contracts. The State received letters of support for cost-based funding from the Incarceration Prevention & Reduction Task Force, the County Council, and the County Executive.

- *Planning roles:* The County Health Department Human Services staff will be leading the program RFP development and contractor selection. The IPRTF Triage committee will serve as an overview entity linking Triage Center operational planning with the Task Force's overall goals and objectives.

### **PROGRESS/ Continuum of care**

In the Phase III Report to the Council, the Task Force strongly recommended that the County continue to support the development of a continuum of care and noted that the success of the Crisis Triage Facility will be limited without sufficient resources to support individuals once they have stabilized and are ready to be discharged.

As the Triage Center is becoming a reality, the time to start to plan expanded behavioral health services, greater service integration and increased housing is now. Three areas that the Task Force will be considering in the coming months are: 1) Planning for the space that will presumably become available after the current respite program is relocated to the new Triage Center; 2) ensuring service integration between the new GRACE initiative and Triage center operations, and 3) advocating for increased affordable housing development for vulnerable populations.



**DATA OUTCOMES, TRENDS, AND ISSUES: Triage Facility Committee:**

Outcomes to Measure:		
	1	Diversion from criminal justice and/or hospital
	2	Maximum use of the facility
	3	Stabilizing an individual in a less restrictive environment
Trends to Track:		
	1	Daily Census
	2	Number of admissions per unit
	3	Number of denials
	4	Length of Stay
	5	Discharge disposition
	6	
3 Metrics to measure from 3 Annual Report topics (1 metric per topic):		
	1	
	2	
	3	
Interoperability Issues:		
		Connect the intake data from the triage center, social services, emergency department and other medical sources, law enforcement, possibly via claims data
		Consider whether the County, in concert with the managed care organizations (MCOs), could pay the regional Behavioral Health Organization (BHO) to collect all the data as a central repository
		Can law enforcement bill for, and consequently report on, transport data

**Triage Facility Data Points**

**GOALS of Facility (OUTCOME MEASURES):**

- ❖ Diversion from criminal justice and/or hospital
- ❖ Maximum utilization of facility
- ❖ Improved health and wellness of individuals who receive services

**DATA POINTS (INTEROPERABILITY ISSUES/TRENDS):**

1. Daily census
2. # of Admissions per unit
  - A. Referral source
    - 1) Hospital Psych unit step-down

- 2) Emergency Department
- 3) EMS drop-off
- 4) Law Enforcement drop-off
- 5) Treatment provider
- 6) Social Service provider (i.e., housing)
- 7) Self

3. # of Denials

A. Reason for denial

- 1) No bed capacity
- 2) Inappropriate referral
  - a. level of care not required (not acute enough)
  - b. higher level of care required
  - c. inability of unit to manage behaviors that pose a significant risk of harm to others

4. Length of Stay (and specify program)

5. Discharge disposition

A. Transferred

- 1) to in-patient treatment setting (MH or SUD)
- 2) to out-patient treatment provider (MH or SUD)
- 3) back to community treatment provider
- 4) to higher level of medical care

B. Left against clinical/medical advice

OTHER:

C. Medication Assisted Treatment initiated and connected to ongoing provider

D. Housing status upon discharge

- 1) Return to homelessness
- 2) Return to home with no further treatment



Supported by the John D. and Catherine T. MacArthur Foundation



## Request for Proposals for the Innovation Fund Competition

May 2018

<b>Purpose of solicitation</b>	The Innovation Fund is an opportunity for justice agencies and local communities to implement bold and innovative ideas in order to reduce over-incarceration in jails and build capacity for future system change.
<b>Eligibility</b>	This competition is open to any jurisdiction with governing authority over a local jail or jail system that has at least 50 beds. Jurisdictions that have received past Safety and Justice Challenge funding are not eligible.
<b>Award</b>	Selected applicants will receive technical assistance, peer learning, and a grant of up to \$50,000 to support a 15-month implementation process.
<b>RFP Issue date</b>	May 1, 2018
<b>Deadline for applications</b>	June 15, 2018
<b>Notice of decision to applicants and public announcement</b>	September 2018
<b>Implementation period</b>	October 2018 – December 2019

## Overview

Since the 1980s, jail populations have more than tripled as America relies on local incarceration. In the United States, we have over 3,000 jails that hold 731,000 people on any given day, with nearly 12 million jail admissions annually. Jails form a critical part of our nation's incarceration problem with troubling individual, financial, and social consequences. Although most people booked into jail are released within a few days, being detained can place individuals on a slippery slope with serious consequences: job and housing loss, more punitive sentences, reduced social mobility, future criminal behavior, worsened health, and weakened familial and social bonds. These consequences become more severe for those entering jail already disadvantaged, whether because of mental illness, substance abuse, poverty, or other factors such as race and gender.

Fortunately, there is tremendous local-level innovation occurring across the country aimed at reducing incarceration and making the criminal justice system more fair and effective at protecting communities. To further support such innovative efforts nationwide, the [John D. and Catherine T. MacArthur Foundation](#) (MacArthur) partnered with the [Urban Institute \(Urban\)](#) to launch the Innovation Fund in 2016. The purpose of the Innovation Fund is to foster and support innovative ideas from local jurisdictions that are consistent with the goals of MacArthur's [Safety and Justice Challenge](#) to reduce over-incarceration in America while maintaining or enhancing public safety, with a particular focus on addressing disproportionate justice impact on low-income individuals and communities of color.

To build on the momentum generated by the Innovation Fund work to date, MacArthur and Urban are announcing a second Innovation Fund competition.

## The Innovation Fund

We recognize that innovation and risk-taking can be difficult, especially in the criminal justice space. To this end, the Innovation Fund provides awardees with financial assistance, technical assistance, and a network of support to test bold and innovative ideas from start to finish. The first Innovation Fund competition yielded a cohort of 20 participant jurisdictions, diverse in their sizes, geography and areas of focus. Details on the work of the first round Innovation Fund sites are available at <http://www.safetyandjusticechallenge.org/innovation-fund/>.

The goals of the Innovation Fund include:

- Creating a space for jurisdictions to test new ideas and take risks;
- Developing a better understanding of the key issues related to reducing the overuse of jail and measures that can be taken to address these issues;
- Enhancing capacity for coordination among stakeholders and future system change efforts in Fund participant sites; and
- Disseminating innovative practices and lessons learned during implementation to shape future initiatives.

## Types of support

The sites selected to participate in the Innovation Fund will benefit from the following:

- **Grant awards of \$50,000.** These awards are intended to fund the planning and implementation of the site's innovation for a 15-month period.
- **Access to expert technical assistance (TA) and feedback from Urban.** An Urban TA team will provide support over a 15-month period (October 2018–December 2019), which could include such activities as help troubleshooting challenges in planning and implementation, developing performance measures, and thought partnership to identify evidence-based practices to inform innovation design.

- **Virtual peer learning opportunities.** Innovation Fund participants will have access to a wide variety of webinars, trainings, and peer consultation events hosted by Urban and the broader SJC partners through SJC Exchange, the networks' online platform for peer learning.
- **Elevation of your jurisdiction's work through attendance at the Safety and Justice Challenge Network convenings.** The SJC Network meets twice yearly to bring the network together based on shared issues and focus areas, roles in the system, and jurisdiction size; strengthen site capacity through plenaries, workshops, and access to TA providers; and inspire and motivate the teams to advance their reform work.
- **Forming part of a network of jurisdictions at the forefront of a national movement to rethink the use of jail.** Throughout the innovation period, participating jurisdictions will have the opportunity to interact and learn from experts and peer-sites as part of the robust Challenge network.

## Project Timeline

**Applications for participation are due on June 15, 2018.** Successful applicants will be notified by September 2018. Implementation and technical assistance will span a 15-month period from October 2018–December 2020. The first SJC convening after selection will occur October 17-19, 2018; two representatives from each new Innovation Fund site will be expected to attend.

## Eligibility

Any jurisdiction with governing authority over a local jail or jail system that has at least 50 beds is eligible to apply for grant funding through the Innovation Fund Competition. Jurisdictions that wish to contract with local partners to carry out some or all of the proposed innovation activities may apply with that partner and have the funds awarded directly to that partner if selected. Jurisdictions may submit more than one application under this solicitation. However, we will not fund more than one innovation in the same jurisdiction.

Communities that that received funding as a 2017-18 Innovation Fund site are not eligible to apply for this second round of funding.

Urban is interested in serving a diverse group of sites through the Innovation Fund. However, MacArthur and Urban believe that certain applicant characteristics will ensure sites get the most value possible out of Innovation Fund participation.

**Potential impact.** Sites should be able to articulate the impact their project would have on the challenges facing the jail population(s) in their jurisdiction. Projects that can clearly identify the characteristics of their population to be positively impacted by this project will be scored more highly than those who cannot.

**Prove readiness to implement innovation.** Sites are expected to clearly define the goals for their proposed innovation, including the scope and any associated planning and stakeholder engagement that has or will need to occur. Applications should indicate how the Innovation Fund funding will be spent in alignment with the site's goals.

## What Do We Mean by Innovation?

In the framework of the Innovation Fund, we understand innovation to include new solutions, strategies, processes, models, and/or products related to the jail population that lead to new or improved capabilities, relationships, and a better use of assets and resources. Ideas can be innovative locally, nationally, thematically, and/or in their approach to tackling challenges around

the jail population, and must be rooted in research or evidence. Innovative ideas should be aimed at reducing jail populations while increasing public safety and creating a more fair, just, and equitable justice system.

The innovation must address challenges identified at one or more of these [decision points](#) in the criminal justice process:

- arrest;
- charging;
- appointment of counsel;
- pretrial release/bail;
- case processing;
- disposition and sentencing;
- and reentry/community supervision.

## Potential Innovation Fund Activities

Examples of activities the Innovation Fund might support include, but are not limited to:

- Expanding or enhancing pretrial release, diversion, or management programs/systems;
- Implementation measures, processes, or mechanisms to reduce racial and ethnic disparities;
- Making improvements to technology, such as automated court reminders; kiosk and cell phones to replace office visits; and electronic monitoring systems as alternatives to incarceration;
- Improving behavioral health resources and alternatives to jail for those dealing with mental illness and substance abuse issues;
- Putting in place new developments and/or collaborations in data systems to collect, manage, analyze, and share data;
- Establishing, expanding, or enhancing cooperative partnerships and infrastructure to support coordination between agencies involved with jail populations;
- Improving police practice for conducting arrests and reducing jail bookings;

- Implementing speedy hearing processes, or alternative mechanisms to curtail use of incarceration for technical violations; or
- Activities that strengthen community engagement and systems reform.

You may wish to review the work undertaken by the first cohort of Innovation Fund sites, described [here](#).

## Expectations of Awardees

The intention of the Innovation Fund is to create an opportunity for local jurisdictions to build capacity by providing a package of tailored support including technical assistance, peer learning, and financial support for future system change efforts leading to reduced reliance on local jails.

To that end, Innovation Fund awardees will be expected to:

- Commit to participate in the Innovation Fund over the **15-month implementation period** (October 2018–December 2019).
- **Engage with the Innovation Fund and broader SJC network** on an ongoing basis, including:
  - Sending a two-person team to participate in two SJC convenings annually. Attendees will participate in workshops and peer learning sessions, in addition to having opportunities to work with the Urban TA team. The Innovation Fund will cover travel expenses for the team directly (not through the grant to the jurisdiction);
  - Reporting progress on grant-funded activities to Urban on a quarterly basis, including quarterly financial reports;
  - Sharing information with the other Innovation Fund and Challenge sites, and the field, on innovation efforts and lessons learned from them as they develop; and
  - Participating in regular conference calls with the Urban TA team.

- Commit to **ongoing monitoring and evaluation** of their innovation efforts, and to adapt and modify their efforts as indicated by evaluation and performance measurement results.
- Participate in **virtual learning opportunities** convened by Urban and the SJC network. This may include presenting, facilitating, and/ or attending.

## How to Apply

Please submit your application via the Innovation Fund's online platform at <https://innovation-fund.fluidreview.com/> by **11:59 p.m. EST on June 15, 2018**. Applications received after the deadline will not be accepted. You may save your work and return to edit your application within the application window before submitting it for review; reviewers will only look at final submitted applications. Note that any revisions after submission cannot be accommodated. Applications must be submitted through the Innovation Fund online platform; emailed or mailed applications will **not** be considered.

Should you experience any technical difficulties with the online application process, please e-mail [support@fluidreview.com](mailto:support@fluidreview.com) for technical assistance. Direct assistance on web portal technical issues from Fluid Review's support desk will be available Monday-Friday, between the hours of 8 a.m. and 8 p.m. EST.

## Application and Site Selection

Applications are invited from any jurisdiction that has at least 50 beds with governing authority over a local jail or jail system. Sites that have participated in the Safety and Justice Challenge Network or the first round of the Innovation Fund Competition will not be eligible to apply.

Since resources are available to work with a select number of innovations, every effort will be made to identify those applicants where the conditions for maximum impact are present, as well as a group of innovations that together represent jurisdictions large and small, urban and rural, and from various regions of the country.

We will also make efforts to select innovations that represent the continuum of decision points in the criminal justice system.

Please ensure you highlight any particular populations (e.g. women, individuals that identify as LGBTQ+, Native Americans) that may be a specific focus of your innovation.

## Prerequisites

The elements of the application addressing the prerequisite criteria will not be scored, but are required from every applicant. Applications that do not adequately address the two prerequisite criteria will not be considered.

- **Cover Letter** – Each application must begin with a joint letter signed by the head of the lead applicant agency/organization and other key partnering organizations. The letter should outline the significance of the proposed innovation and what issues it will address with the support of the Innovation Fund, state the request of the partnering organizations, and affirm the willingness of the signatories to participate in the innovation.
- **Abstract** – Each application must include a 250-word abstract.

## Selection Criteria

The following criteria will be used to select innovations from among the applicants that meet the prerequisites. Please ensure that your application addresses each item.

### (1) Innovation Design and Implementation (60%)

1.1 Please provide a detailed description of the innovation your jurisdiction wishes to pursue.

Your answer should address the following (*up to 750 words total*):

- What is your innovation?
- Why is this idea innovative for your jurisdiction/community?

- If applicable, what specific population will your innovation benefit?

1.2 Describe how your proposed innovation will affect the use of jail in your jurisdiction. Please include details on what you hope to achieve in terms of measurable results and/or practice changes. *(up to 500 words total)*.

1.3 Describe your implementation plan, including the timeline that you will use to achieve the goals and objectives identified *(up to 500 words total)*.

## (2) Leadership and Capacity (30%)

2.1 Who will be the lead agency for this initiative and why is this agency best suited to spearhead this effort around the use of jail in your jurisdiction? Your answer to this question should address the following *(up to 400 words total)*:

- What is the lead agency's organizational capacity and experience to manage projects with successful implementation and necessary collaboration?
- What will be the most formidable challenges for the proposed effort and how will the lead agency manage them?

2.2 What other key stakeholders, if any, will be integral to the success of this effort and why? *(up to 400 words)*

2.3 What makes now an opportune time to engage in this work? Your answer to this question should address the following *(up to 400 words)*:

- Has this idea been explored before, and if so, why haven't you been able to implement your innovation in the past?
- What other initiatives, if any, are you involved in that are relevant to the success or timeliness of your proposed innovation?

2.4 Describe the type of technical assistance and analytic supports you anticipate will be needed to successfully implement this innovation *(up to 250 words)*.

### (3) Budget (10%)

3.1 In two to three sentences, please summarize how you will use the \$50,000 (*up to 150 words*).

Sites selected to participate in the Innovation Fund will receive \$50,000 to support a 15 -month implementation process (October 2018 – December 2019). **All applicants are required to submit a budget and a budget narrative.** Applicants should use the [sample budget template](#) when possible, but are permitted to use their own format provided it includes the required information. Please ensure you're explaining all costs associated with this project (both direct and indirect) and all costs should be itemized.

Applicants should provide an accompanying narrative to correspond to the line-item budget cost components. This narrative should include justification for the costs and assumptions, methodologies, and/or formulas relevant to the cost components. Please consider the following in your narrative when relevant costs are included:

- **Labor/Salaries:** Include the name (if unfilled position, include title only), title, and either annual salary with % of time (or FTE) *or* the number of estimated hours with the hourly rate. Fringe benefits should be itemized separately from the salary/hourly rate and no other loadings should be included in these base rates. Note: Only include personnel currently (or expected to be) employed by your agency; staff from partnering organizations, consultants, and other contractors should be detailed in the Contractor/Consultants line-item.
- **Fringe Benefits:** Must be included for personnel costs; Include numerical rate and description of components (e.g., Health Insurance, FICA, pension, etc.); OR attach most recent Negotiated Indirect Cost Rate Agreement (NICRA) if fringe rate is incorporated therein.
- **Contractors/Consultants:** Include the name of the entity, the services that will provided by each and the breakdown of how the estimate was derived (hourly rates, etc.) as well as a description of the relevancy to your project. Any person or organization that is not employed directly by your County should be included in this category.
- **Data Enhancements:** This line-item would include things such as software purchases geared at enhancing the county's capacity to understand and collect criminal justice related data. Please be sure to include vendor name and rates as relevant and in as

much detail as possible, such as what will be purchased, individual price, how the cost was estimated, and relevancy to your project. Attach supporting materials when possible.

- **Equipment/Hardware:** Includes items such as computers that are necessary for the success of the proposed innovation. Please include vendor name and rates as relevant and in as much detail as possible. At a minimum, this should include a description of the item, individual price, how the cost was estimated, and relevancy to your project. Attach supporting materials when possible.
- **Supplies:** Includes items such as printing costs, postage and delivery, notebooks, and other general office items that are necessary to implement the proposed innovation. Please include as much detail as possible in determining how these costs are calculated.
- **Travel:** Include description of project travel, including breakdown of all costs. Note that this should NOT include travel to Safety and Justice Challenge Network Meetings, as this will be covered separately by Urban and project partners.
- **Events/Meetings/Trainings:** Include any costs related to events, meetings, or trainings under the proposed innovation, such as food, meeting space and other supplies relevant to the event. Please be sure to include detail to how the estimated costs are calculated. For instance, if you plan to spend \$500 on an event – please break down the components of this amount (how much is spent on food (\$x/person for x people), event space, and materials).
- **Other Direct Costs:** For all other costs, detail the item and how the cost was estimated.
- **Indirect Costs:** If your agency incorporates any costs into an overhead pool (which might be categorized as overhead, general and administration, indirect costs, etc.) you may likewise incorporate these costs in the same way into your budget. If your organization has a current NICRA approved by a government agency, you may attach this as documentation for the rate included in your budget. If you do not have a NICRA, but include these costs in your budget and your budget narrative should include a description of the components of your cost pool (rent, Executive Director, Accounting staff, etc.) and how the rate was derived.

## Notification of Decision

Applicants will be notified of a decision on their application via e-mail from the Foundation and Urban. Applicants who are selected will have **one week** to confirm their interest in moving forward.

## To Learn More

The Urban Institute and MacArthur Foundation will host two live webinars to confirm details about the competition and application process as well as to answer questions. The content of these webinars will be identical (aside from the question and answer), and they will be recorded and accessible via the Innovation Fund project page at <https://innovation-fund.fluidreview.com/>.

The webinars are scheduled as follows:

**Tuesday, May 15, 2018 from 12:00pm-1:00pm Eastern Standard Time**

**Thursday, June 7, 2018 from 11:00am-12:00pm Eastern Standard Time**

*Registration is required to participate in these sessions.*

Please register for the **Tuesday, May 15, 2018** webinar at:

<https://attendee.gotowebinar.com/register/6506751873640243970>.

Please register for the **Thursday, June 7, 2018** webinar at:

<https://attendee.gotowebinar.com/register/1291115113191826434>.

Webinars will be recorded and posted on our online platform at <https://innovation-fund.fluidreview.com/>. We will also post answers to questions received regarding the Innovation Fund opportunity and RFP there.

**Applicants are not required to attend a webinar.**

Should you have any questions about the application process, please send an e-mail to Evelyn McCoy at [emccoy@urban.org](mailto:emccoy@urban.org). We will make an effort to answer your individual questions and

structure our webinar according to frequently asked questions and concerns. Responses to all questions received will be posted regularly at <https://innovation-fund.fluidreview.com/>.