

THE APPLICATION

Please respond to the following questions using the application form below and submit as an attachment through the MacArthur Foundation's Grants Management System ("GMS"). In addition to submitting your completed application as a PDF attachment within GMS, please also copy your responses under the corresponding question header in GMS. For each question below, we've indicated where your response should be copied within GMS. In some instances, the headers under GMS and the content of your response will not align and that is okay. Additionally, it is not the expectation that you reach character limits for each question, so long as the question in the application is answered in full. Please **be sure to respond to all of the questions outlined below**. Please also upload all required documents directly through GMS, where indicated.

Section 1. Acknowledgement of participatory requirements of capstone status

In section 1, please indicate acknowledgement and agreement with the participatory requirements of the capstone grant and highlight any concerns or needed support.

(GMS INSTRUCTIONS: You are not required to submit the responses for section 1 within the GMS portal—please only include them in the document that you upload separately in GMS).

1. The jurisdiction will maintain active membership in the SJC community by participating in SJC convenings and peer learning experiences.

Yes No

Please note any concerns or requisite support for meeting this requirement:

2. The jurisdiction will provide ongoing data to ISLG, submitting an updated DUA, if necessary.

Yes No

Please note any concerns or requisite support for meeting this requirement:

3. The jurisdiction will participate in ongoing SJC research and evaluation efforts, submitting additional data and participating in interviews.

Yes No

Please note any concerns or requisite support for meeting this requirement:

Section 2. Proposal for capstone grant funds

In section 2, please describe how you plan to accomplish each requirement for funding, noting where capstone funding will be leveraged. Please note that most questions have one or more sub-questions. Your response must address each part of the question. Please be as specific as possible in answering each question.

1. Please provide an executive summary of your grant proposal in one paragraph.

(GMS INSTRUCTIONS: Please copy and paste your response into section 1 “Summary of Project or Funded Activities” adhering to the 2,000-character limit – up to half a page)

Multnomah County’s Capstone is designed to evaluate, refine, and institutionalize recent successes and further embed the Local Public Safety Coordinating Council (LPSCC)’s SJC-funded work into the local criminal legal system. Requested funding will specifically support three primary efforts: Evaluate changes made to the pretrial system implemented in the last SJC funding cycle; evaluate and replicate the Justice Fellowship, and; institutionalize the role of fellows in equity-focused policy making.

Evaluate pretrial system change

LPSCC will partner with Justice System Partners (JSP) to evaluate the pretrial system changes implemented to date and create a roadmap for ongoing work to improve the pretrial system by building on previous data analyses, reevaluating data to determine the impact of system changes, and identify opportunities for continued improvement. Specific efforts will include:

- LPSCC and JSP will convene an evaluation team Summer of 2024, composed of local system partners, to develop research questions and recommend specific data analyses most important to policy conversations;
- When aligned with previous efforts, the evaluation will memorialize successes while acknowledging significant changes required due to statewide pretrial legislation (SB48);
- JSP will conduct the PSA validation study in 2025.

Implement and evaluate Justice Fellowship

The first cohort of the Justice Fellowship launched in March 2024 and will conclude in June 2024. This proposal includes funding to launch a second cohort of 10 in March 2025, which will incorporate process improvements identified by an evaluation funded in the previous cycle.

Institutionalize the role of fellows in equity-focused policy making

The next phase of the Fellowship is focused on integrating the fellows into system reform work. In partnership with system leaders, fellows will engage in projects and on committees focused on reducing racial and ethnic disparities and increasing equity.

2. Please briefly describe the lead agency for this grant and all the additional partner agencies or organizations essential to implementation.

(GMS INSTRUCTIONS: Please copy and paste your response into section 2 “Organization Overview” adhering to the 1,000-character limit – up to quarter of a page)

The project lead, the Local Public Safety Coordinating Council (LPSCC), is a statutorily created collaboration made up of key local public safety partners including: the District Attorney, Sheriff, Presiding and Chief Criminal Judges, public defenders, County Directors of the Health/Behavioral Health and Community Justice (probation and pretrial) Departments, Portland and Gresham Police, behavioral health agencies, victim services, and community members. LPSCC also convenes the SJC Policy team, which meets monthly and includes LPSCC members to champion the strategies outlined in this proposal as part of broader and ongoing system reform efforts.

A Pretrial Subcommittee is being formed to develop ongoing pretrial reform policy; this subcommittee will oversee the Pretrial Evaluation Team. Representatives from partner agencies, along with Justice Fellows, will be included on this subcommittee.

3a. Please describe how you will ensure your site’s data and technology infrastructure is funded and operational independent of the SJC by the conclusion of the capstone grant period.

3b. What data systems and processes still rely on SJC support, and how will you assume ownership over these systems and processes by the end of the grant period?

3c. What specific support do you need from site coordinators and TA providers to accomplish this?

(GMS INSTRUCTIONS: Please copy and paste your response into section 3 “Context” adhering to the 4,000-character limit – up to one page)

a) All data and technology infrastructure developed by, and in support of, SJC projects is now fully funded through departmental budgets approved by the Multnomah County Board of County Commissioners and not reliant on SJC funding. The MacArthur-funded development of IT infrastructure to support implementation of the PSA and pretrial monitoring changes was substantial and resulted in a locally-developed PSA application and associated reporting database as well as a new, upgraded pretrial case management system, which will launch spring 2024. These applications are now, or will be upon completion, fully owned and maintained by the Department of Community Justice (DCJ). In addition to supporting the applications, DCJ’s Research and Planning Unit is responsible for data collection and data analysis using the data. The Multnomah County Sheriff’s Office’s (MCSO) Research and Evaluation Unit also conducts data collection and analysis related to Close Street, MCSO’s pretrial monitoring program. MCSO is also responsible for providing data to ISLG as a part of the SJC.

In addition to responsibilities within their individual agencies, data analysts from the various County partner agencies and the Courts participate in monthly cross-agency data team meetings. The data team is responsible for collaborating on cross-system data analyses.

The meetings also address data sharing needs related to the existing local criminal justice data warehouse, DSS-J. No SJC funding is invested in this work.

LPSCC will launch a pretrial subcommittee as a part of this Capstone proposal. This subcommittee, composed of criminal legal system leadership, will identify new and emerging evaluation and data needs and work with the criminal justice data team to complete data analysis and monitor additional pretrial changes, all funded by non-SJC resources.

b) All data systems and related processes initially funded by SJC have been transitioned to stable departmental funding streams. The SJC-funded LPSCC data analyst position was eliminated from the SJC budget in 2023 when the position became vacant (the employee shifted to the district attorney's office). This shift, while earlier than originally planned, allowed the Department of Community Justice (DCJ) and the Multnomah County Sheriff's Office (MCSO) to take full responsibility for pretrial reform-related data collection and analysis efforts, ensuring sustainability of the data and pretrial reform-effort when SJC funds sunset.

c) The Site Coordinator and TA providers are essential to the County's ability to build on these successes through their on-going guidance aligning the program with best practices paired with existing and planned evaluation efforts. JSP's post-evaluation of the pretrial reform effort will provide essential data and perspective as the jurisdiction works with County staff and leadership to shape effective research questions, providing expertise on best practices in pretrial, and developing analyses/research to help move the jurisdiction reform efforts forward.

In addition to planned activities, SJC-funded evaluations conducted during previous funding cycles will be released in the upcoming year. These reports, an analysis of COVID policies enacted during the pandemic and a study on Meaningful First Appearances, will further inform decision making. Continued TA support is essential to integration of these studies into long-term planning.

4a. What are the two or three biggest challenges that stand in the way of sustainability for your jurisdiction—both for your site's implementation strategies and for its reform infrastructure (*e.g.*, partnerships, data, collaborative decision making, dedicated capacity)—and how do you plan to address these challenges?

4b. What specific support do you need from site coordinators and TA providers to enable you to realize your plans for addressing these challenges?

(GMS INSTRUCTIONS: Please copy and paste your response into section 4 "Description of Funded Activities" adhering to the 8,000-character limit – up to two pages)

a) Multnomah County's participation in the Safety and Justice Challenge has been marked by multiple ongoing implementation challenges, many of which have been resolved through

ongoing processes and collaboration. Despite these successes, challenges to long-term sustainability remain.

Challenge 1: The biggest challenge to-date has been implementation of the system-wide policy and practice changes required to update the jurisdiction's decades-old pretrial system. The passage of Senate Bill 48 (2021) was an added challenge that pivoted the entire project to ensure legal compliance. Implementation of the new system, based on best practices, research, and user feedback, was expected to take 12 months, but took 36 months to navigate the challenges of the pandemic, ensure full buy-in across system partners and develop the IT infrastructure needed to support the changes. That process, while at times frustrating, served to solidify partners' shared vision and commitment to a better pretrial system. The work to complete the development of shared metrics for success and integrate data/IT infrastructure to ensure accurate and timely data collection is ongoing. Finally, the implementation team will work to avoid increased maintenance and staffing costs to ensure long term sustainability, a process that will be overseen by the soon-to-be-launched Pretrial Subcommittee.

While the jurisdiction's new pretrial system is now in place, changing statewide pretrial policy poses an ongoing challenge system partners must address. As noted, this change was initiated by legislation (HB48) passed in 2021 that shifted the pretrial release process from local control to one controlled by the Oregon Chief Justice with a state mandated goal to align practices across Oregon's 36 counties. As the largest and most urban County in the state, Multnomah County has endeavored to implement unique approaches that may not align with statewide reform efforts underway. In response, the jurisdiction is building on its long history of collaboration to identify alternative approaches and advocate for a level of flexibility to meet local needs. This challenge will be monitored and advanced by the Pretrial Subcommittee who will work in alignment with the County's lobbyist and County leadership moving forward.

Challenge 2: The years since the original SJC award in 2016 have seen a dramatic shift in the public's attitude towards justice reform at the local and national levels. These changes, combined with upcoming national and local elections, present a challenge to on-going sustainability, despite leadership's focused efforts to create a collaborative structure that endures across elections and policy changes.

These challenges are clearly evident in Multnomah County, a jurisdiction with a long history of embracing progressive reform and equity efforts. The pandemic marked a pivot for many residents and businesses, particularly in the face of an ongoing houselessness crises, a poorly funded behavioral health system, and continual reliance on (understaffed) policing agencies to respond to seemingly intractable social problems. The 2022 election revealed an uncharacteristically large number of community members who blame "progressive" criminal justice policy (and policy-makers) for increases in crime and heightened community

tensions, resulting in the election of some new officials committed to reversing previously embraced reform efforts.

Efforts to message the success of the jurisdiction's reform work using data showing recent decreases in most crime types have failed to gain traction with the media or public, a dramatic shift from past efforts. This is likely due to the data being counter to community perception of public safety. LPSCC helped link the Partnership for Safety and Justice with Steve Daigneault and Leslie Kerns. This partnership, funded by the MacArthur Foundation, has developed an ad campaign to help shift the local narrative. These campaigns have been tested and have a planned launch for Spring 2024

Challenge 3: A third challenge to sustainability of the jurisdiction's reform efforts is the state legislature's recent reversal of Oregon's 2020 Ballot Measure 110, which decriminalized possession of small amounts of street drugs. Strong public support of this first in the nation effort was erased in the ensuing four years, when public patience with the negative impacts of an overtaxed behavioral health system on neighborhoods and the downtown core waned. In response to decriminalization, the County's Drug Courts had been forced to rework eligibility criteria and state funding was redirected to referral mechanisms outside of the criminal legal system. The recent legislated reversal (SB4002) recriminalizing drug possession encourages the creation of deflection programs, a process that, again, involves the criminal legal system as a primary referral mechanism for engaging individuals with substance use disorders into treatment. LPSCC and its array of criminal justice partners will be at the epicenter of coordinating this pivot, with high expectations for success from an increasingly skeptical public.

b) As outlined above, Site Coordinators and Technical Assistance providers play an important role in offering ongoing support as the jurisdiction navigates these challenges. LPSCC project staff participate in bi-monthly meetings with JSP to develop strategies to address these challenges. JSP staff expertise in pretrial reform has been particularly beneficial as system partners continue to navigate the significant pretrial system changes outlined above. JSP's expertise in pretrial reform paired with their deep knowledge of the jurisdiction underscores the importance of their on-going support in the next phase of this work.

Additionally, Multnomah County has worked closely with M&R to troubleshoot challenges related to communications, review materials, and connect to national media resources. SJC project staff and M&R have a regularly scheduled monthly meeting to review materials, projects as well as plan for future needs This support will be of particular importance as the County responds to narratives about crime and public safety while continuing to move pretrial reform forward and highlight Justice Fellowship successes.

5a. Please describe up to three specific and concrete ways that your site will develop summative materials (e.g., memos, onboarding presentations, documentation of decisions) to document the work of your site. These materials should support future leaders, staff, and stakeholders in your site to continue the work undertaken during the SJC.

5b. What specific support do you need from site coordinators and TA providers to accomplish these activities?

(GMS INSTRUCTIONS: Please copy and paste your response into section 5 “Results” adhering to the 8,000-character limit – up to two pages)

a) The SJC Policy Team, with ongoing support from JSP, is working to create summative materials to document SJC-funded projects that have changed the jurisdiction’s criminal legal system in important ways. Capstone funding will ensure completion of these materials, thereby supporting long-term sustainability across future generations of leaders, staff, and stakeholders. Specific materials to be developed as a part of the Capstone include:

Justice System Partners (JSP), in partnership with LPSCC, will conduct a comprehensive evaluation to provide detailed documentation of the pretrial reform work completed and the challenges faced during implementation. In addition to memorializing past successes, the evaluation will provide recommendations for future work to build on these efforts and continue to align efforts with current and emerging evidence-based pretrial practices as well as identify opportunities to reduce racial and ethnic disparities. Development of this document will be guided by a local evaluation team made up of system partners, and co-facilitated by SJC project staff and JSP. In addition to the criteria identified by the evaluation team, this evaluation will include:

- **Pretrial expert review of new policies and procedures:** JSP staff will review new pretrial policies and procedures through the lens of national best practices. This will include new policies and procedures, developed during the last grant period, for the Department of Community Justice (DCJ) Recognizance Unit (focusing on the PSA) and for both DCJ and the Multnomah County Sheriff’s Office (MCSO) pretrial monitoring programs.
- **Description of policy and process changes:** JSP and LPSCC will review policy and process changes that took place during the pretrial reform efforts to provide a narrative about the work to-date, decisions made, and identify gaps and areas for improvement. Specifics include:
 - Revised pretrial system flow charts with supporting narrative
 - Impact of SB48 (state legislation) to implementation;
 - Changes to pretrial monitoring, including: monitoring conditions, workload impact, response to non-compliance,
 - Data coordination
 - Court changes, including: policy changes, creation of release assistance officers (RAOs), and status and implications of the Presiding Judges Orders (charge-based release)

- **Data review:** The data analysis associated with this evaluation will be a collaborative effort between JSP staff and local data analysts. JSP reviewed previous reports and identified specific data analyses that could be replicated to provide additional insight into impacts into recent policy changes. Additional data analyses will be included based on priorities set by the evaluation team. Agency data analysts will be tasked with data analyses, creating ownership of the pretrial metrics and developing tracking mechanisms to monitor implementation. Analysts will work in partnership with JSP to offer support and guidance, where necessary. All data analyses will be disaggregated by race/gender to support data-informed policymaking to reduce disparities. Specifics include:
 - JSP will analyze cases the courts released to understand the types of conditions the courts place on individuals and how these may change over time, and the extent they reflect large state and judicial policy changes.
 - JSP will also rely on MCSO's data related to the number of people on each monitoring level to understand how volume of cases at each monitoring level changes over time.
 - JSP will also analyze how individuals move between PSP/CS monitoring levels and how these changes may change over time, and who is most likely (e.g., demographics, offense type) to move at each level and over time.
 - Lastly, JSP will conduct a high level workload and staffing analysis estimating the time/workload of each individual pretrial release case by risk level to understand the workload demands of the current pretrial release volume.

As outlined above, a second Justice Fellowship cohort will launch in 2025, building on lessons learned from the 2024 cohort. Once completed in June 2025, LPSCC, in partnership with Territory (contracted partner for the Justice Fellowship), will conduct a comprehensive evaluation of the Fellowship, with findings used to shape a fully manualized curriculum that will be completed during the grant period and serve as a guide for replication and on-going process improvement. A companion document will also be developed outlining a formalized process for use by graduate fellows seeking to engage in legal system projects and policymaking upon completion of the fellows training, with an emphasis on positioning fellows to engage in projects designed to reduce RED and increase equity. Together, these documents will ensure future fellow cohorts have a consistent and effective training as well as a defined path forward to being fully integrated and fairly compensated partners in reform work

In addition to materials created as part of the Capstone, Multnomah County has an existing library of documents and reports created during the SJC implementation maintained on the LPSCC public website. This document library includes grant-related documents, including past grant application narratives, as well as past evaluations of SJC efforts. Together, these reports accurately document the jurisdictions successes and lessons learned as well as providing a roadmap for replication of important analyses.

- **Diane Wade House Reports**

- **LEAD Evaluation and Policy Documents**
- **Decision-point analyses** (2016 and 2019)
- **Sequential Intercept Mapping (SIM) report**
- **Evaluations of Court initiatives: Aid and Assist Study and Judicial Listening Sessions** (2018)
- **Pretrial System Report (2020)**

b) JSP has been a key partner in Multnomah County's SJC efforts and will be essential to ensuring the work is well-documented. As authors of the 2020 report that launched the pretrial reform process and co-facilitators of the planning process, they are well positioned to complete the follow-up evaluation and co-create the roadmap for ongoing pretrial work, once MacArthur funds sunset. JSP has made a significant contribution to the existing library of documents detailing Multnomah County's SJC work, including conducting the first racial and ethnic disparities decision-point analysis in 2016, completing a study of the Court's Judicial Listening Sessions, and completing the comprehensive analysis of the County's pretrial system in 2020. JSP is a member of the SJC Research Consortium and has included Multnomah County in studies conducted as a part of that work, including the study of COVID policies and the meaningful first appearance project. These, and future analyses, will be added to the library of documents kept by LPSCC to memorialize the work and SJC's impact in Multnomah County.

6a. In specific terms, please describe your site's plan for ensuring the community in your jurisdiction is empowered to become an active partner in ongoing reform work.

6b. What specific support do you need from site coordinators and TA providers to accomplish this?
(GMS INSTRUCTIONS: Please copy and paste your response into section 6 "Leadership" adhering to the 4,000-character limit – up to one page)

a) Over the last 3 funding cycles, Multnomah County has focused SJC funds on engaging and empowering the community as active participants in reform work. Many lessons have been learned along the way, culminating in the creation of the Justice Fellowship during the last grant period; the first cohort training is currently underway and scheduled to graduate in June, 2024.

The Justice Fellowship is a 4 month leadership/civic training/engagement opportunity for community members interested in criminal justice policy, with a priority to enroll individuals with lived expertise in the criminal legal system. A cohort of 10 justice fellows, selected from a highly competitive group of 87 applicants, meets weekly for interactive sessions on various components of the public safety system including a range of topics such as 911, parole and probation, legislative impacts on public safety, activism, and grant writing. Each session is co-facilitated by the SJC Public Safety Coordinator, who has lived expertise themselves, in

partnership with leaders from the local criminal legal system with expertise in the session's topic. Presenters include Chiefs of Police, the District Attorney, Director of Emergency Communications (911), and leaders of the local public defense firm and parole and probation agency, among others. Fellows receive a stipend of \$1000/month for their participation.

Ultimately, the Justice Fellowship's goal is to foster a network of community experts with lived expertise to integrate into policy and program discussions at decision-making tables. In order to achieve this goal, LPSCC will collaborate with criminal legal system leadership and fellow graduates to create a formal system for fellows to engage with projects, committees, and in policy-making spaces working to reduce racial and ethnic disparities and increase equity. The LPSCC Public Safety Coordinator will serve as a hub to connect fellows to opportunities and provide ongoing coaching and support.

This proposal includes funding to engage and train an additional cohort of 10 fellows in 2025, which will incorporate lessons learned from the first cohort and pilot incorporating members of the first cohort to serve as mentors. LPSCC, in partnership with Territory (the community partner funded in the previous grant cycle), will evaluate the effectiveness of this second cohort and use the qualitative and quantitative data collected to create a manualized curriculum to facilitate replication and continuous improvement activities when SJC funding ends.

The Diane Wade House Community Advisory Board (CAB), launched as part of a MacArthur-funded effort, is another example of an SJC project designed to ensure ongoing and authentic partnership with community in reform efforts. The CAB was launched in 2020 to guide the ongoing operation of the Diane Wade House, a culturally specific transitional housing program, and ensure fidelity to the co-designed culturally-responsive model. While the Diane Wade House had to temporarily close in 2021, the CAB remained operational and served as a key member of the team to evaluate and reimagine the program, including participating in the procurement process to identify a new housing provider. Today, the Department of Community Justice has incorporated the Diane Wade House and CAB into their budget and organizational structure, and works closely with the Urban League of Portland, the new provider, to provide ongoing guidance and oversight. The Department of Community Justice also convenes the CAB with members paid stipends for their participation.

b) JSP has provided essential support in the development of the Justice Fellowship model and created linkages with other jurisdictions engaging in similar work, such as Cook County and San Francisco. Ongoing support will be key during this Capstone phase to ensure sustainability.

7a. Please briefly describe your main efforts to date to reduce ethnic and racial disparities and center equity in the jurisdiction's work. Please specify what has worked and what hasn't worked.

7b. Please list up to three steps the jurisdiction will take over the next two years to address challenges and make progress on reducing disparities.

7c. What specific support do you need from site coordinators and TA providers to accomplish this?

(GMS INSTRUCTIONS: Please copy and paste your response into section 7 “Learning and Evaluation” adhering to the 6,000-character limit – up to one and a half pages)

Multnomah County has centered programming to reduce ethnic and racial disparities in the legal system since the first SJC award in 2016. Early efforts focused on a decision-point analysis of racial and ethnic disparities, conducted by JSP, and the development of specific strategies designed to address significant disparities. As a result, the LPSCC Racial and Ethnic Disparities (RED) Subcommittee looked at each area with significant disparity in more depth with the intent to identify potential policy solutions. Policy makers committed to disaggregating all analyses by race/gender and the need to partner with impacted communities to make sure they did not create policy in a vacuum.

This work, combined with other strategies funded by the first two SJC awards, were lessons in unintended consequences, even as they moved efforts forward. Some interventions designed to address RED while reducing the jail population, decreased disparities while others resulted in increased disparities. For example, the Department of Community Justice engaged in work, guided by research, to reduce jail sanction length. When reviewing the data, however, DCJ discovered that while sanction lengths had reduced overall, disparities increased. DCJ continues to track and analyze this data as they modify programming to address the needs of impacted communities.

Following a 2018 analysis that revealed Black women on probation were more frequently sanctioned to jail than other populations, Multnomah County used MacArthur funds to open the Diane Wade House, a culturally-responsive housing program for Black women. Additional SJC funds were used in 2020 to fund a participatory evaluation and develop a Community Advisory Board for the Diane Wade House. Now in its second iteration, the Diane Wade House and the Community Advisory Board are operational and funded through the County general fund.

A 2014 decision-point analysis was updated in 2019 by the Burns Institute and showed some decision points where disparities had decreased. Yet others increased, most notably the likelihood of pretrial detention, which increased from 2014 to 2019 for both Black and Latino adults. The SJC-funded pretrial system improvements were, in part, launched to address this significant disparity. When adopted as an SJC priority, the SJC Policy Team reviewed available assessment tools and selected the PSA for consideration. In response, the SJC data analyst conducted an analysis running the PSA on previous bookings, with a focus to identify the PSA’s impact on disparities. Additional analysis was conducted to look at the potential impact of the PSA’s New Violent Criminal Activity (NCVA) flag on disparities. The analysis was reviewed by the SJC Operations team and, ultimately, the County decided to implement the PSA but not actively use the NCVA flag due to the risk of inadvertently

increasing disparities. In addition to reviewing data to make policy decisions, the SJC pretrial operations team partnered with the County's Office of Diversity in Equity to use the County's equity lens tool to implement pretrial system reforms.

Previous efforts to engage the community in work to reduce RED include the launch of the above mentioned Diane Wade House Community Advisory Board, efforts to expand Judicial Listening Sessions, repeated attempts to reinvigorate the existing Racial and Ethnic Disparities (RED) Committee, and including community members in the LPSCC executive committee meeting. Success of these efforts varied, but none met the goal of centering voices of the community, especially those with lived expertise, in the ongoing justice reform dialog. Efforts to empower the RED committee spanned several attempts, ultimately resulting in a call by leadership for a complete overhaul and 50% community representation. A planned 2020 relaunch was complicated by COVID as well as challenges to recruit and retain meaningful stakeholder engagement. These attempts, but in particular the failed overhaul of the RED committee, led the County to change strategies and develop the Justice Fellowship program. During the Capstone period, the process for integrating fellows into reform work will be developed and formalized in partnership with legal system leaders. The resulting process will ensure that fellows engage in projects that are equity-centered and aimed at reducing disparities.

b) Capstone funding will build on these efforts, focusing the jurisdiction's ongoing efforts as follows:

Track and regularly review data on pretrial system changes: Pretrial system changes are now implemented and the PSA data is readily accessible in a reporting database. The Department of Community Justice (DCJ) maintains a dashboard displaying this data, which can be updated as needed. This data will be regularly reviewed by the pretrial subcommittee and used to inform pretrial policy decision-making. Additionally, the pretrial case management system will launch in Spring 2024 and provide similar access to data on pretrial monitoring.

Validate the PSA: The PSA validation will be conducted by JSP in 2025. The results will provide an opportunity for the pretrial subcommittee to discuss additional policy changes to continue to reduce disparities. The validation will provide an opportunity to review data on the New Criminal Activity Flag (NCVA) to determine the potential impact to disparities and predictive value.

Pretrial Post-Evaluation: The impact of pretrial reform efforts on reducing RED will be a central focus of the planned JSP pretrial evaluation. The local evaluation team, alongside JSP, will identify specific RED analyses aimed at identifying opportunities for policy change.

Partner with Justice Fellows: During the Capstone period, the process to engage fellows in reform work will be institutionalized. This process will include guidelines for ensuring that projects are focused on reducing RED and increasing equity.

8a. Please describe your plan for ensuring necessary personnel are financially sustained, particularly the individual(s) responsible for coordinating across agencies and stakeholder groups.

8b. What necessary positions, if any, have not yet secured funding?

8c. What specific support do you need from site coordinators and TA providers to accomplish this?

(GMS INSTRUCTIONS: Please copy and paste your response into section 8 “Sustainability and Next Stages” adhering to the 4,000-character limit – up to one page)

As outlined above, the jurisdiction has successfully transitioned costs associated with the majority of previous SJC funded projects to internal and on-going funding sources, including all data analysis staff and technology costs related to the pretrial reform efforts.

Two positions will be funded through these Capstone funds: The SJC Project Director and the Public Safety Coordinator (who oversees the Justice Fellowship).

The SJC Project Director position was designed to facilitate implementation of SJC strategies and ensure sustainability of successful SJC programs. During the Capstone period, the Project Director will work to further institutionalize SJC-focused collaborative bodies such as the Pretrial Subcommittee into the LPSCC subcommittee structure.

Other pretrial reform efforts were designed to be integrated into existing efforts, as follows:

- The Pretrial Subcommittee will be folded into the existing LPSCC subcommittee structure
- DCJ will fully manage data and analysis of the PSA and pretrial monitoring, and will maintain the IT applications
- DCJ oversee ongoing pretrial work related to recog and PRS, using the post-eval as a guide
- MCSO will fully manage data related to Close Street
- The Oregon Judicial Department (OJD) will manage data related to Court outcomes

Finally, the Project Director will work to integrate SJC lessons learned into programs throughout the jurisdiction’s criminal legal system. At the end of the Capstone funding period, LPSCC staff funded by permanent funding streams will have integrated the SJC work into their respective portfolios to ensure sustainability.

b) The Justice Fellowship Coordinator does not currently have a designated funding stream identified when SJC funding ends. There is, however, broad support for the program and a commitment to maintaining it over the long-term. The LPSCC will review evaluation reports and fellow graduate’s input and make recommendations about permanent, ongoing funding and support.

Section 3. Budget narrative

In section 3, please propose how you intend to use the capstone funding over the next two years. The budget narrative should directly reference the submitted budget, account for all spending over the two-year capstone grant period, and communicate how the funds will assist your jurisdiction in accomplishing capstone goals. In your budget narrative please explain how any unspent grant funds from your previous award will be applied during the capstone grant.

(GMS INSTRUCTIONS: Please copy and paste your response into section 9 “Past Performance” adhering to the 8,000-character limit – up to two pages)

The primary costs included in this proposed budget are LPSCC personnel responsible for facilitating projects outlined in the narrative, including implementation of ongoing SJC strategies, institutionalizing collaboration, and integrating SJC lessons learned into programs throughout the jurisdiction’s criminal legal system. Other budget costs support expansion of the Justice Fellowship, specifically a second cohort of 10 individuals and formalizing the process to engage fellows in policy making bodies using process improvements identified through an evaluation funded in the last round.

Total Request: \$500,000

Budget Narrative by Expense Type

Personnel: \$140,425

- **LPSCC Project Director:** The Project Director will continue to support implementation of current pretrial reform work, develop and facilitate the LPSCC pretrial subcommittee, coordinate the pretrial system re-evaluation and other data collection efforts, and ensure sustainability of successful SJC programs. This position, which has been grant funded throughout the life of the County’s SJC participation; will be funded in year one with existing SJC grant funds.
 - Year 1: Salary costs in Y1 are budgeted in the previous grant.
 - Year 2: \$125,320.00 (salary) + \$78,525.00 (fringe) = \$203,845

- **LPSCC Public Safety Coordinator:** The Public Safety Coordinator will coordinate and facilitate the Justice Fellowship, including curriculum development, facilitation, and evaluation for cohort 1 and all Fellowship activities for the second cohort which will begin in 2025. In addition, they will work with public safety leaders to facilitate development of partnerships with fellows and engagement in future policy work focused on reducing racial and ethnic disparities and increasing equity. This position will be funded in year one using existing grant funds and in year 2 with funds from this award.
 - Year 1: Salary costs in Y1 are budgeted in the previous grant.

- Year 2: \$87,970.00 (salary) + \$61,900.00 (fringe) = 149,870

Professional Services: \$50,000

Multnomah County plans to contract with one organization during the grant period:

- **Justice System Partners (JSP):** to conduct a re-assessment of Multnomah County's pretrial system to provide detailed documentation of the SJC-funded pretrial reform work completed and the challenges faced during implementation. In addition to memorializing past successes, the evaluation will provide recommendations for future work to refine and build on these efforts and continue to align efforts with current and emerging evidence-based pretrial practices as well as identify opportunities to reduce racial and ethnic disparities. This contract will fund research and support from JSP and will supplement the technical assistance received from JSP under their role as site coordinator. Under their site coordination grant, JSP will provide process facilitation and policy analysis for the evaluation, in addition to general technical assistance.
 - Year 1: \$50,000

Meeting Expenses: \$62,248

The meeting expenses included in this budget are all related to the Justice Fellowship.

- **Justice Fellowship Stipends:** This budget includes stipends for an additional cohort of 10 fellows to participate in a 4-month curriculum. Fellows are compensated \$1000/month for participation. Additional funds are included in this budget to compensate fellows for participation in projects, policy meetings, and other reform work, upon completion of the four month curriculum.
 - Year 1: \$40,000
 - Year 2: \$10,000
- **Justice Fellowship Meeting Expenses:** Food, drinks and material costs related to the Justice Fellowship meetings are included in this budget.
 - Year 1: \$8,000
 - Year 2: \$4,248

Equipment and Hardware: \$4,000

Included in this category are internet and telephone expenses for the two grant-funded staff in LPSCC.

Travel: \$15,500

Travel expenses are budgeted at approximately \$1,700 per person per trip. This includes airfare, ground transportation, and per diem for nine SJC team members to attend one SJC grant meeting during the grant period.

Administrative Indirect Costs: \$ 14,537.00

- **LPSCC staff:** Based on non-departmental rate- charged on county personnel costs only - using FY 25 rate

Section 4. Required uploads

Please upload as attachments the following items:

1. Your proposed two-year grant budget using the provided template.
2. A completed PDF document of the preceding application.
3. A copy of your organizational operating budget for the current year.