



## **RFP for Community Alternatives**

### **1. Information about Drug Policy Project**

The Open Society Foundations' Drug Policy Project seeks to promote the expansion of pre-booking<sup>1</sup> diversion models that address and respond to peoples' addiction, mental health and other health and social needs in the community in lieu of the justice system. With the vast majority of Americans having lost confidence in the effectiveness of drug policies of the past four decades, we are faced with the task of establishing better alternatives that simultaneously provide greater security and order, address harms caused by both drug use and unregulated drug markets, and reduce the harm caused by punitive responses to individuals and communities.

The Drug Policy Project is a grant-making and programmatic project of the Open Society Foundations' U.S. Programs. **The RFP for community alternatives seeks to fund work that diverts people from the justice system (without the imposition of a criminal record) to services within the community.**

**Contact info for RFP:** [prebookingrfp@opensocietyfoundations.org](mailto:prebookingrfp@opensocietyfoundations.org)

### **2. Information on specific projects that RFP would fund**

- a. *Brief Description:* The U.S. Programs' Drug Policy Project seeks to fund the development of pre-booking diversion models that provide community-based health and social services seeking to improve the stability and well-being of clients, as an alternative to arresting, prosecuting and punishing individuals with addiction and mental health needs. These models promote public safety and decrease the incarceration rates and barriers to employment and housing caused by drug-related criminal records. The grants will range between \$100,000-\$200,000. By the end of the grant term, localities are expected to identify start-up funding and to have developed a realistic long-term sustainability plan to launch the effort. Potential sources for start-up funding could include health care and justice systems, local businesses and corporations, community foundations, etc. The model must benefit the targeted population and garner the support of the overall community, including businesses and government officials, by the end of the planning term. We recognize that localities may be in various stages of thinking through diversion efforts. We will consider supporting early coalition building and stakeholder convening pieces through the development of a protocol, memoranda of understanding, and sustainability planning.

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<sup>1</sup> Pre-booking means identified for diversion by police, before formal charges are brought. There is no plea and no pre-trial hearing

- b. Timeline:
- i. Release RFP on April 2, 2015
  - ii. RFP deadline May 11, 2015
  - iii. Semi-finalist selection by late May 2015
  - iv. Site visits during June 1-13, 2015
  - v. Finalists selected mid-June 2015
  - vi. Grant periods will begin September 1- November 1, 2015
- c. Applicant Information Sessions: We seek to make our process transparent and fair. As such, we will host two (2) phone calls for all applicants to ask questions (FAQ sessions). For those unable to attend the sessions, contact us at the email below for a compiled list of questions asked and answered in FAQ sessions.
- i. For general questions leading up to these information sessions, please email [prebookingrfp@opensocietyfoundations.org](mailto:prebookingrfp@opensocietyfoundations.org). We will respond within 3 business days.
  - ii. The calls will be on April 16 and April 23, 2015 from 1-2:30 pm EST. The call in # is 1-800-747-5150 code 9097379#

### **REQUEST FOR PROPOSAL COMPONENTS:**

**1. Targeted region and population (1-2 paragraphs):** This section should describe where the model will focus, and provide a justification for the geographic region or locality in question, including the groups and communities whose interests it seeks to advance. Please specify basic data such as total population with demographics, socioeconomic realities, jail population and level of overcrowding if it exists, and basic crime statistics. The selected region should include at least one neighborhood within a city, but may also include other contiguous areas outside the neighborhood or city's borders, if appropriate.

2. Scale (please check one):

The proposal seeks to support necessary convening/planning and protocol development efforts prior to implementation of a pre-booking diversion model.

Other: (please describe):

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### **B. Operating Environment (2 pages)**

This section should present an **analysis of the key demographic, economic, social, political, historical, and organizational factors that are defining attributes of the targeted region.** The

analysis should also include possible opportunities for and impediments to success. The analysis should include *key governmental decision-making bodies for the jurisdiction*, e.g., a strong support for the project from the Mayor, city council, county government, police department and/or district attorney. The analysis should incorporate the *state of service providers* (e.g. case managers, housing, and health care, including addiction treatment and results of previous evaluations if available). It should also describe any *major local, state or national changes* that have taken place recently (or that the site expects to take place over the next three years) that may create new dynamics, opportunities or problems. Furthermore, the analysis should cover philanthropy's presence and influence in the area and any current or potential foundation interest in this work.

**C. Goals, outcomes and evaluation (a narrative of up to 2 pages; can use charts if needed):**

This section should describe the ultimate goals of the model and expected timeline for development. It should talk about why the group is interested in its implementation and assess the chances of developing a successful pre-booking implementation model. It should describe the envisioned goals, expected outcomes, and ways it will evaluate success. Additionally, this section should describe the expected scale of the model (i.e., the number of people it will serve) and the rationale for it. Understanding that there are limits on OSF's funding, the group should articulate different ways it could seek start-up funds. The section should also address the expected challenges in pursuing the desired results and identify unanticipated outcomes – positive and/or negative – and how they may affect the project in the short term and long term, and how best to address these challenges.

**D. Key Stakeholders (1 page)**

The Drug Policy Project recognizes that a successful pre-booking diversion model requires the cooperation and leadership of key public and private stakeholders. Please explain if you have (or will have) any of the following stakeholders engaged in your program: policymakers, such as city council members, state legislators, police (police chief, police decision-makers), public defenders, District Attorneys, courts (judges); administration officials, including mayors, governors, department of corrections officials; health care (Medicaid) officials, advocates and/or providers; public health officials, advocates, and/or providers, harm reduction advocates and/or providers; social service providers with competency in health and other social outcomes; affordable housing advocates and/or providers; and members of the business and philanthropic communities. **All applications should have a letter of collaboration from at least two of their identified stakeholders; at least one of those must be from a key governmental stakeholder.** Depending on circumstances and feasibility, the Drug Policy Project may request to speak with these identified stakeholders or other major stakeholders and conduct site visits to meet the team and learn the local environment.

#### **E. Governance structure and/ or identification of host organization (up to 1 page).**

We recognize each program will structure their work differently. There may be one host organization, which could be an advocacy organization or a local government. But, we anticipate a range of stakeholders who must work together to ensure success. This will require the ability of the engaged parties to work together as a group. This section should describe the proposed governance structure and the host organization (i.e. who would receive the grant dollars).

#### **F. Sustainability (1 page)**

The Open Society Foundations recognizes that the size, priorities and practices of local government differ from one jurisdiction to the next, and we will not penalize or privilege sites because of a weak or strong operating-environment. The Drug Policy Project seeks to build capacity to support substantive models that have enduring impact, which requires support, financial and otherwise, from both the public and private sectors. Proposals should set forth the steps that the stakeholder group has taken or will take to solicit interest/commitments from public and private funding sources, and describe any early signs of interest from other donors that will leverage or complement support from Open Society Foundations. This section should also identify and describe potential funding streams, both existing and untapped, that the programs seeks to use to ensure the long-term sustainability of the program. For example: If the proposed model is in a state that has accepted Medicaid expansion, is there an opportunity to offset costs of service providers by enrolling uninsured participants in Medicaid? If so, how will this be done? Finally, the proposal should describe if and how funding from the Drug Policy Project would reinforce any existing, long-term support from other sources in the targeted region (e.g. multi-year initiatives sponsored by other private foundations to public agencies).

#### **G. Work Plan with Timeline (1 page)**

This section should provide a work plan (chart form is acceptable) for at least one year, and for up to three years. To the extent possible, the work plan should show specific activities the project will undertake to establish partnerships, implement key strategies and meet benchmarks. The plan should also identify the entity responsible for conducting particular activities as well as the actors likely to be involved. Specifically, the work plan should describe key actors and allies that will be engaged in the implementation and explain the capacity needed and present to successfully complete the work. It should also indicate **if and how the affected population will be engaged in both planning and implementation of the project.**

#### **H. Budget and Budget Narrative (2 to 3 pages)**

The proposal should include a one-year project budget. The maximum award will be \$200,000 per project. Budgets should include any additional funds the site plans to raise or obtain as contributions (including in-kind) from other sources. However, please do not calculate in-kind contributions into your total budget. Instead, include in-kind contributions as an attachment or appendix to the budget. The budget should set forth costs associated with staff, facilities, meetings, and other activities required to make meaningful progress on programmatic goals, and establish an institutional home (with a governing body) to oversee the initiative. The budget could also include a modest, but reasonable line item for provision of technical assistance. For example, if the applying organization needs assistance with a certain aspect of the project, such as developing a sustainability plan or finding sustainable funding resources, or anything else that is essential for successful planning and later implementation of the program, it should include a line item for this technical assistance in the overall budget (with a relevant explanation in the budget narrative) so that OSF might consider covering it.

A budget narrative should provide a more detailed explanation. The budget narrative should include the name of the host organization that will receive Open Society Foundation Funds, as well as the organizations and individuals who may receive sub-grants from the host, if the site has already identified them. It should also include other financial resources committed or under consideration (noting both the likelihood and timeline for pending sources of support) as well as in-kind contributions.

**Please note that Drug Policy Project funding cannot be used for legislative work.** If your specific project or model requires lobbying, you may raise funds from other sources and submit a bifurcated budget, showing lobbying expenses in one column, non-lobbying expenses in a second column, and total expenses in a third column. With this budget in hand, the Drug Policy Project will then award a grant for up to the total of the non-lobbying column, if the project is selected for funding. Please note that most advocacy activities do not constitute “lobbying” activities as defined by the Internal Revenue Code.

## **I. Required Appendices**

- 501(c)(3) tax determination letter from the IRS for the lead organization or fiscal agent
- Bios of key staff and consultants (no longer than a paragraph each)
- A diagram or illustration representing the local government structure (city or county or both, where the model will be located) with its agencies and departments, also reflecting decision-making authority related to budget design and approval
- A description of existing data-management practices relating to the population being served. If one does not currently exist, what type of data-management system do you envision for the ongoing evaluation for your diversion program? Will all parties of the consortium have access to this system? Will aspects of the data be publicly available for external parties?

- Letters of support from at least two identified stakeholders; at least one of those must be from a key governmental stakeholder

#### **J. Optional Appendices**

- Research conducted during the planning phase
- A list or a portfolio of programs/projects/models planned/ implemented/managed
- The lead organization's audited financial statements (if available) for the last three years