

To: Seattle City Councilmembers and staff
From: LEAD project management team @ PDA: Tara Moss, Tracy Gillespie & Lisa Daugaard
Date: June 4, 2018
Re: response to LEAD 2018 budget proviso questions

This memo responds to questions recently received from the Council and staff regarding the intended intentional focus of an expanded LEAD program in 2018 on vehicle residents, consistent with the Council's proviso on expanded funding for LEAD. We will be happy to provide any additional information you need.

Questions:

1. How does LEAD plan to establish a physical presence in the North End? Will facilities and staff be located in the North Precinct?

LEAD will establish a physical presence in the North End neighborhoods with both a LEAD North office and a LEAD outreach/case management team specifically dedicated to SPD's North precinct. Lease negotiations are nearly final for a space near 105th & Aurora, for which PDA will need to cover the cost of significant tenant improvements in return for significant rent concessions early in the lease term (the space is a shell without interior or systems). Due to the scarcity of suitable space in the area and the extensive tenant improvements needed, a 5 year lease or longer will be required. SPD North Precinct personnel and REACH, the current case management subcontractor, have approved this location operationally.

The North LEAD office location will house the designated LEAD case managers as staffed by Evergreen Treatment Services' REACH program and act as a low-barrier drop-in center for LEAD clients during daytime hours. The North LEAD office may also serve as a meeting space and a LEAD referral connection-point to the North stakeholders including SPD, KCSO, DOC, and invested community organizations in order to increase their accessibility to the LEAD program. All invested LEAD stakeholders agree that the LEAD office location is best situated on Aurora Ave. in order to remain accessible for potential LEAD referrals and clients from across the precinct, address the North residents' concerns regarding the increasing prevalence of low-level criminal activity along the Aurora corridor, as well as optimize response-time to law enforcement's arrest diversion and social contact referrals.

The North LEAD team will begin with one full-time Referral and Outreach Coordinator and a sufficient number of North LEAD case managers to staff the initial referral volume, be immediately responsive to police needs, and provide some redundancy. The LEAD team will work in partnership with SPD's North CPT, Bike, and Patrol units, as well as SPD's Vice High-Risk Victims unit, KCSO, and DOC. The North LEAD team will also be actively partnering with local service providers including Aurora Commons, Adult Services Collaboration, DESC, and Scofflaw Mitigation Team in order to be a strong neighborhood partner and provide a wrap-around approach to client services.

Training for SPD North Precinct and Vice personnel is scheduled for June 7 and June 20. Because the dedicated North Precinct space won't be available for several months due to the extensive build-out required, initial referrals will be served from REACH's Belltown office.

- 2. From an operational standpoint, please describe a vehicular client encounter and referral. Who makes first contact? A LEAD outreach worker or an SPD employee? If the latter, is it a PEO, sworn officer or civilian? Please describe an impetus for a typical client contact and what kinds of services or referrals a typical client might receive. How is the case work similar or different from other LEAD clients?**

Connection with LEAD for vehicle residents will occur through one of the two existing referral paths: arrest diversion or social contact referral. The primary difference for vehicle residents are likely to be the potential referral source, which may include PEOs, and the kind of services provided, which are often likely to include vehicle repairs, to assist in achieving mobility and legal compliance.

Operationally, there are two avenues to refer into the LEAD program: arrest diversion and social contact. If law enforcement encounters a vehicle resident who is actively committing a crime which meets LEAD's arrest diversion eligibility (which is expected to be expanded at the June 14 Policy Coordinating Group meeting to match the presenting profile of individuals with higher acuity mental health issues, who are not typically being arrested on drug or prostitution charges), then that officer has the discretion to complete an arrest diversion into the LEAD program. Arrest diversions facilitate an immediate warm-hand-off to the LEAD referral and outreach coordinator either at the location of the arrest or the SPD precinct. The LEAD referral and outreach coordinator meets with the referring officer and the referred LEAD participant in order to complete a screening to gather information about the arresting offense and provide connection to immediately needed services including emergency shelters, medical facilities, or drop-in centers.

The other path to LEAD participation is via social contact referral of a person for whom there is not presently probable cause to arrest on a diversion-eligible offense, but who law enforcement has reason to believe is engaged in law violations due to behavioral health issues or extreme poverty. If law enforcement, PEOs, LEAD outreach and case managers, or other LEAD stakeholders including park rangers, community members, businesses, and partnering social service providers encounter a vehicle resident who they suspect meets LEAD eligibility for a social contact referral, they can initiate a referral. All social contact referrals are vetted through law enforcement and the LEAD liaison prosecuting attorneys in order to confirm LEAD eligibility and obtain a Sergeant approval. This process can occur immediately in real-time or at the bi-weekly Operational Work Groups depending on the urgency of the referring situation and at sergeants' discretion. For vehicle resident referrals, the LEAD screening and outreach coordinator often will be able to respond quickly to the referring PEO in order to expedite this process and assist in assessing eligibility.

Whether a participant is referred into LEAD through an arrest diversion or a social contact, the LEAD referral and outreach coordinator will continuously outreach to LEAD participants in order to facilitate connection with their LEAD case manager and to provide a clinical, harm-reduction continuum of care. After LEAD participants are approved and screened, they meet with their case manager to complete an intake and begin the goal planning process. The LEAD case management approach is founded in harm-reduction, intensive, client-centered services which translates to case managers providing innovative and unique interventions. Thus, LEAD interventions and goals include everything from traditional case management outcomes including treatment, housing, benefits, and medical care to nontraditional outcomes including family reconnection, pet-care, and maintaining safe and legal vehicle residence while working towards a sustainable, long-term housing plan. LEAD case managers have funds available in order to assist vehicle residents with vehicle repairs, maintenance, and other costs of legal compliance. Additionally, LEAD case managers work closely with King County and City of Seattle LEAD liaison prosecutors, law enforcement, and PDA's LEAD Legal Services on a continual basis in order to resolve other pending and new legal matters including tickets and fees which are

unique to vehicle residents. By nature, the LEAD model is collaborative, adaptable, and responsive to neighborhood priorities, which will lend itself well to the specific needs of the North End communities.

The North LEAD program will maintain an intentional though not exclusive focus on vehicle residents. SPD North Precinct personnel and LEAD case managers and supervisors understand this intentional focus, and the PDA project management team is committed to prioritizing community engagement with concerned neighborhood voices and the Scofflaw Mitigation Team to ensure that this intervention is felt to be impactful with respect to vehicle residents. The anticipated challenge is simply capacity, and the problem of spreading too little over too large an area for the impact to be clearly visible. Intensive engagement with locales presenting particularly challenging dynamics, and committed dialogue with neighbors, is our best suggestion until we have sufficient capacity to provide comprehensive response.

3. Who at SPD is receiving training? PEOs? Sworn officers or civilians? Please describe the training and how it relates to #2 above.

LEAD training will be conducted at the North Precinct on June 7 and 20. SPD's North precinct leadership is including patrol, bikes, and the North community police team. LEAD is also newly partnering with SPD's Vice High-Risk Victims Unit and has a long-standing partnership with the King County Sheriff's Office. Therefore, there will be a large variety of law enforcement participating in the onset of the North LEAD program with the expectation of expanding throughout those agencies depending on North End neighborhood needs.

Training will be provided for PEOs as well, but this will be scheduled through Assistant Chief Wilske, not the North Precinct command staff.

PDA and REACH will also conduct trainings with neighborhood groups on LEAD eligibility, services, and explain the process of a social contact referral. PDA has been attending many north community meetings including:

- Aurora Business Association
- Adult Service Collaboration
- Aurora Commons
- D5 Chamber of Commerce (in 2017)
- Lake City First (in 2017)
- Lake City Task Force on Homelessness
- North High Utilizer Group (N-HUG)
- North Precinct Advisory Committee (NPAC)
- Northeast District Council Meeting
- Organization for Prostitution Survivors (OPS)
- Real Escape from the Sex Trade (REST)
- U District Clean and Safe
- Wedgewood Community Council (in 2017)
- U-District Conversation on Homelessness
- Ballard Community Task Force on Homelessness
- Scofflaw Mitigation Team
- Ballard District Council (Invited to present in September 2018)
- Business owners Faye Garneau and Susie Burke
- Aurora Licton Urban Village (ALUV)

PDA is committed to maintaining these community partnerships and providing ongoing LEAD trainings, presentations, and support.

4. How will the program document / record the contacts and the nexus to the criminal justice system. In other words, what crime / infraction is being diverted and how will that information be tracked? Would an individual with a vehicle infraction alone, and no other crime/infraction, be able to participate in LEAD?

Vehicle-related infractions may be informally diverted to LEAD, as PEOs presently make discretionary choices in the field on when enforcement is appropriate. No change to the formal diversion criteria for LEAD is needed to facilitate this, though SPD may choose to recommend inclusion of parking infractions in the expansion of diversion eligibility to be considered at the LEAD Policy Coordinating Group meeting on June 14. Technically, what will be occurring in such circumstances is a social contact referral to LEAD (rather than diversion of an arrest-eligible criminal charge), but informal “diversion” of what could otherwise have been a civil citation may also occur. Unless diversion criteria are changed to include parking citations, PEOs will not be expected to formally track when they could have cited but instead make a LEAD referral; however, all LEAD referrals are documented and tracked, including the originating officer/unit.

To date, LEAD referrals have been tracked in an increasingly cumbersome Googledoc. PDA has contracted with RideAlong to develop specs for a new LEAD Database which will be accessible to all operational and governing partners, including some dashboard capabilities, and we will release an RFQ for a contractor to build the LEAD Database later this summer. This won't change what is tracked but will greatly increase our ability to respond to queries and for partners to have access to current information about referrals.

Initially, we will track LEAD referrals through our usual mechanisms including:

- The SPD pre-booking diversion cover sheet that includes the type of crime/infraction being diverted
- LEAD social contact referral form sent to the LEAD Program Manager at PDA
- Contract reporting that includes number of clients referred monthly via social contact referral and pre booking diversion

5. What specific criteria would trigger a vehicular repair? What are the outcomes the program hopes to achieve with the vehicle repair strategy?

LEAD case managers are trained clinical staff; their discretion in terms of client interventions and outcomes is based within the LEAD client-centered, harm reduction approach with community safety implications. Therefore, criteria which would trigger a vehicle repair for a LEAD participant would be based on clients' needs, case managers' clinical judgement, and the input from the LEAD consortium including law enforcement and community concerns regarding vehicle repair. The trigger for vehicle repair could essentially be initiated from multiple partners and could encompass an array of vehicle repairs or legality concerns. Some specific examples include the inability to move a vehicle every 72 hours, expired tabs, or community health and safety concerns.

Potential outcomes for this specific population include empowering LEAD vehicle residents to maintain their vehicle housing situation rather than being funneled and displaced into an over-capacity shelter system, supporting established social support systems by reducing the displacement which often occurs within the homeless population, decreasing community health and safety concerns regarding criminal activity and the neighboring impact of vehicle residency, and reducing SPD's workload by providing long-term sustainable interventions rather than relying solely on temporary traditional measures.

6. How will the LEAD staff interact with the Scofflaw Mitigation Team?

LEAD staff currently consults with the Scofflaw Mitigation Team, including discussion of LEAD program design, expansion locations and education on how to refer an individual. LEAD program managers are in regular communication with with Scofflaw Mitigation Team to understand the needs of the community and how LEAD best fits with the current issues. The Scofflaw Mitigation Team has requested LEAD's presence in community meetings on multiple occasions to to address concerns to lift up the LEAD program as a valuable tool for SPD to use to address public health and safety concerns within the areas of concern. As we do with all of our stakeholders within a community in which LEAD is active, we will continue to update the Scofflaw Mitigation Team on LEAD operations within their area and LEAD client outcomes. We also see the Scofflaw Mitigation Team as a strong partner for social contact referrals and we look forward to strengthening our partnership with them moving forward. If their capacity permits, they would be a valuable participant in the North Precinct LEAD Operational Workgroup, but will be consulted outside of those meetings regardless of whether they are a physical presence there.

7. Is there a specific number of clients that are being targeted as part of the pilot?

We know from experience that there is a start-up lag in referrals when we begin operations in any new geographic zone, as operational partners become accustomed to the new option and learn how to use it. LEAD has the goal of assigning case managers to work with at least 50 LEAD referrals from the North Precinct by the end of 2018; this number can be significantly higher if SPD leadership continues to prioritize LEAD as an adjunct to enforcement activity. Should SPD decide to pursue LEAD referrals from other areas of the city where vehicle residents are concentrated, such as SODO, we will accommodate those from existing REACH office locations (for SODO, we would respond from the REACH Belltown office), so the North Precinct will not necessarily be the sole source of referrals for vehicle residents.