



Deep Dive with the Marion County Law Enforcement Assisted Diversion Team

LEAD: Proven Deflection that Works!

Marion County Commissioner
Colm Willis & Marion County
Sheriff Nick Hunter

POV: Commissioner
The WHY and the HOW

Community Needs and LEAD Program's Flexible Fit-specific geography

Better Use of Resources (*read: \$*)-
Treatment vs. Jail

Funding- We started with Grants and then . . .

WHERE it LIVES-What has worked for us is a shift to the Sheriff's Office

POV: The Sheriff
The WHY and the HOW

Problem Solvers on the Street-we are looking for STABILITY

Accountability not *Arrest*

The Behavioral Change Curve-Rapport & Credibility in 5 minutes vs. 5 years

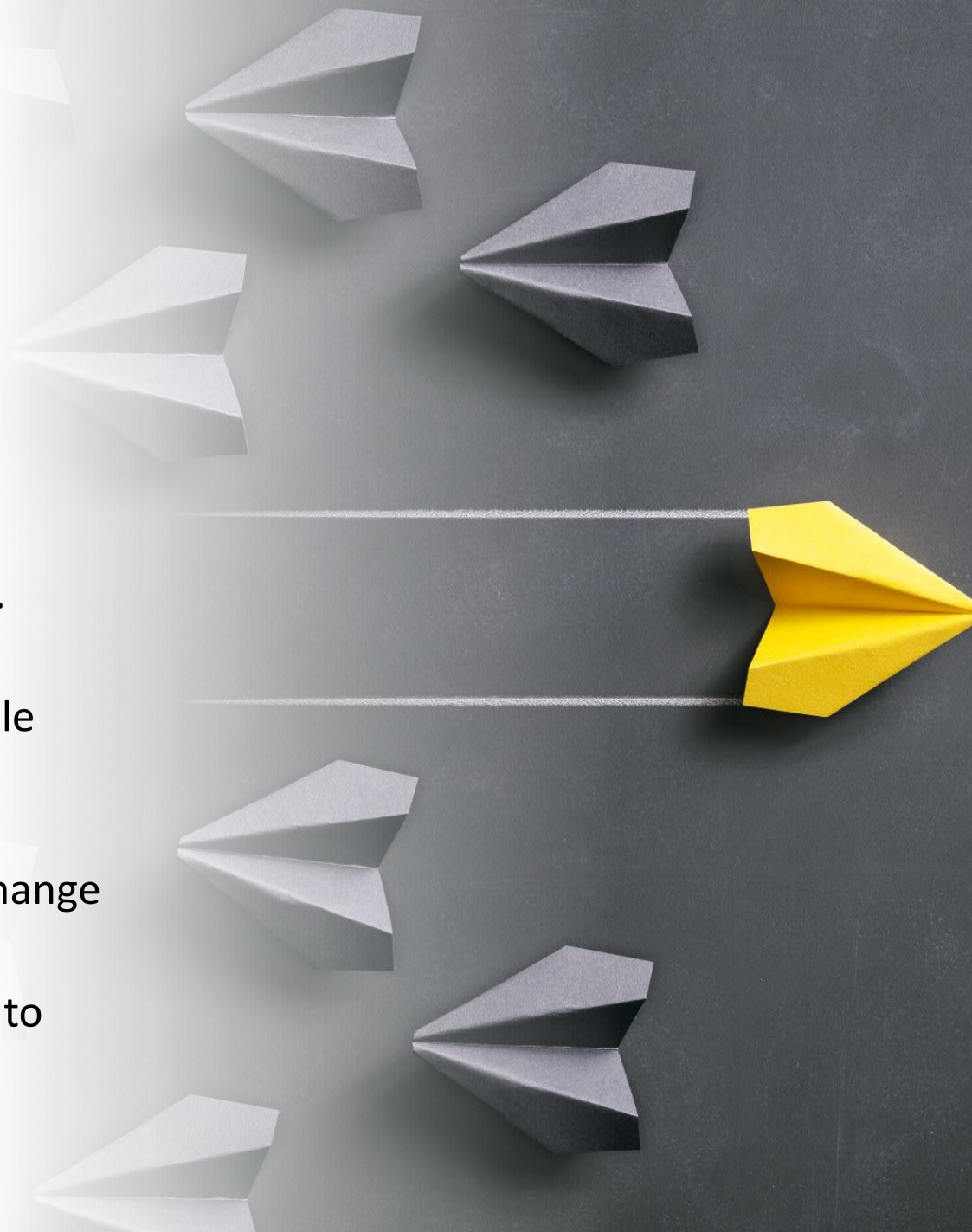
LIVIBILITY is the Goal



Salem Police Department
Deputy Chief Treven Upkes


Lessons We've Learned

- How do we even *start*?
 - SMALL. No. SMALLER.
 - Be prepared for multiple iterations
 - Your initial goals will change
 - LE Buy-In is ESSENTIAL to success





LEAD

- 
- How does this work?
 - It will be different for every locale
 - Resources?
 - Demographics? Urban vs. Rural.
 - Goals?
 - Partners?

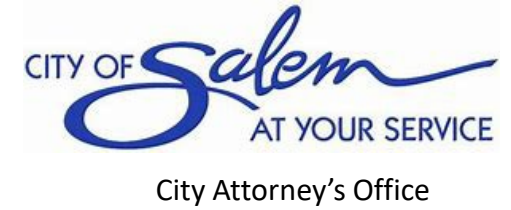
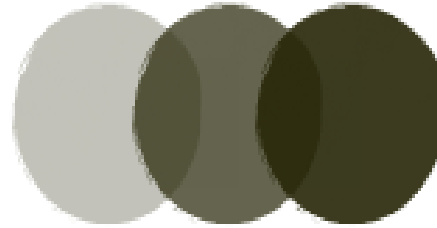
LEAD

- This is a “YES” program
 - “Yes” that person can be evaluated
 - “Yes” we will come out to help
 - “Yes” we will take on that issue
- You will eventually identify the “NOs” for your program, but if you start there, you will lose the trust of the community and law enforcement





Marion County
LEAD Coordinator
Josh Wolf

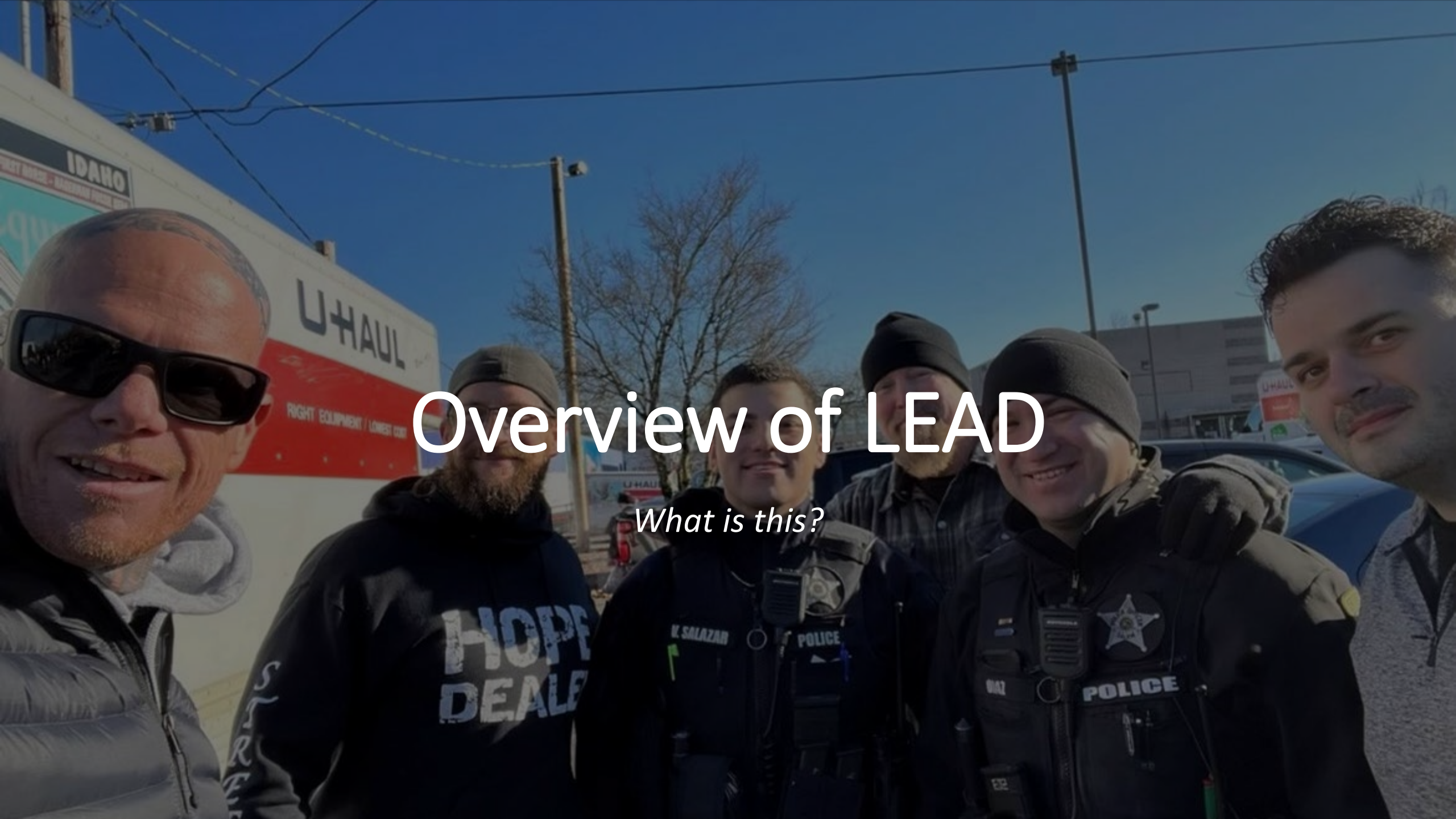


Law Enforcement Assisted Diversion



MARION COUNTY





Overview of LEAD

What is this?

What is LEAD?

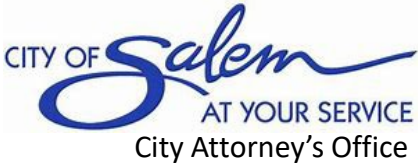
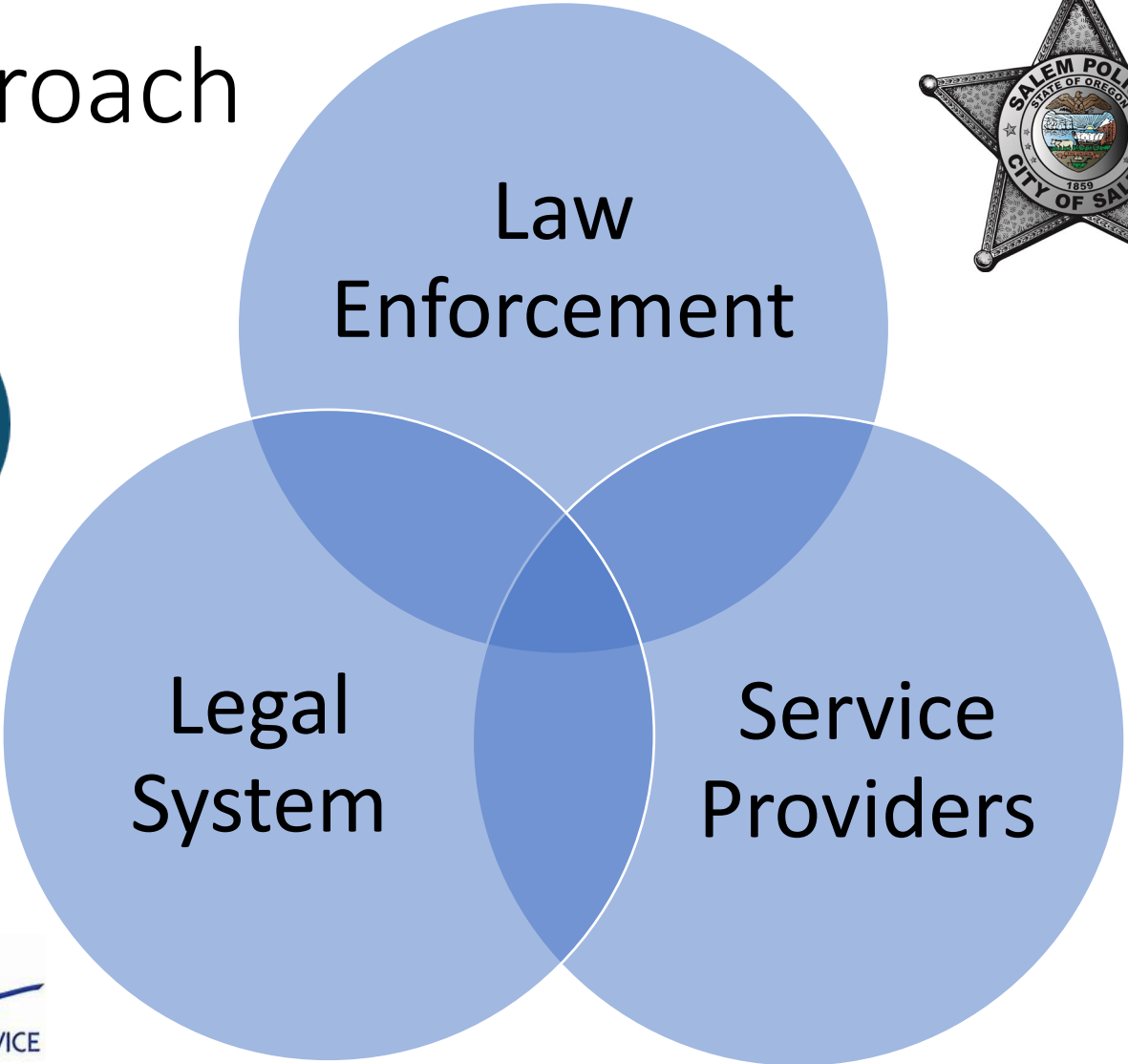
Pre-Arrest Diversion – Direct to services *instead* of arrest

For Low-level criminal activity likely fueled by **substance use/addiction, mental health needs, and/or related livability concerns** (+PCS-U post Sept 1, 2024)



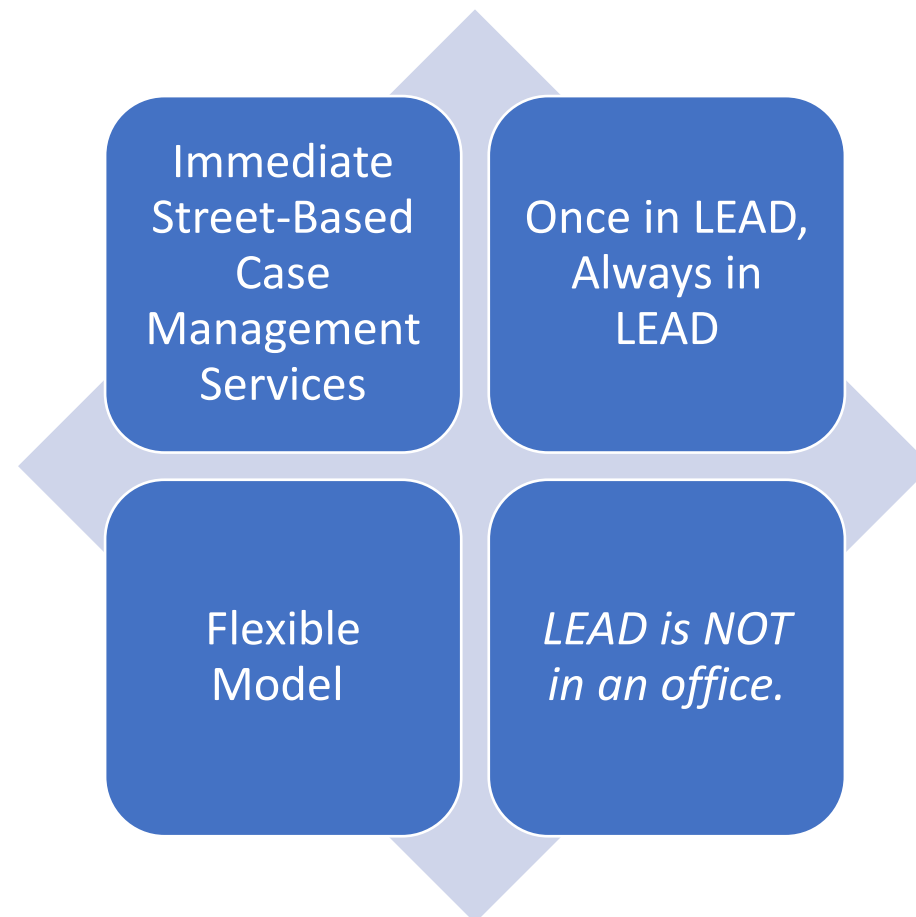
Treat the cause, not the symptoms

A New Approach





What makes LEAD different?





Marion County LEAD Goals

↓ Reduce individual harm and surrounding community

↓ Reduce criminal behavior of participants/crime

↑ Increase public safety/quality of life in communities

TEAM EFFORTS

*LEAD Policy Team,
Workgroup Team and
Internal Team*



The Policy Team & The Workgroup Team



Policy Team-meets as needed to ensure fidelity to our goals, policy, program metrics, funding and service capacity. Members include:

LEO or instructor, DA, City Attorney, Court System, & Service Providers

Workgroup Team – where the REAL work gets done. Facilitated by Coordinator and typically meets every other week to staff & update client progress, trouble-shoot, issue, & etc. in this.

COMMUNICATION & COLLABORATION

between all partners. Members Include:

Law Enforcement Sergeants & LE Agency Reps, P&P, DA Rep, City Attorney Rep, & the Service Providers, LEAD Navigators + Crisis Response Teams

All Workgroup Partners must be listed in ROI Packets Signed by Clients

LEAD Internal Staff Meeting Team

Purpose is to specifically discuss client service plans, evaluate client progress, and brainstorm courses of action. Occur on opposite weeks from the Workgroup.

Includes:

- Law Enforcement-the Program Sergeant
- Service Providers-Coordinator & Navigators



Law Enforcement Assisted Diversion

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LEAD Roles and Responsibilities

- **LE Sergeant**-Supervise LEAD Program staff and training; Approve, deny or modify client assistance fund usage and rental assistance plans; Primary liaison for LE partners; Oversee budget; Implement/Develop policy modifications; Approve/Deny client enrollment into program; Maintain HIPPA compliance
- **Program Coordinator** Primary liaison with community partners; Facilitate LEAD training for LE & community partners; Monitor client progress; Monitor grant spending & track data; Review and recommend client assistance fund usage and rental assistance plans; Maintain outreach and on-hand supplies navigators; Review and audit financial information as needed; Facilitate LEAD meetings; Maintain/review client assessment & enrollment, and criminal contact data; Recommend client enrollment; Provide recommendations on LEAD policy; Maintain HIPPA Compliance
- **Program Navigator**- Respond 24/7 with on-call phone; Provide mentorship and guidance to clients; Develop possible courses of action for client recovery; Report on client progress; Connect clients to resources; Establish partnerships and network with providers; Recommend use of client assistance funds and develop sustainment plans; Conduct outreach operations; Conduct assessments and enrollments; Maintain HIPPA compliance




Client Referrals and Care

Client Referrals and Progression

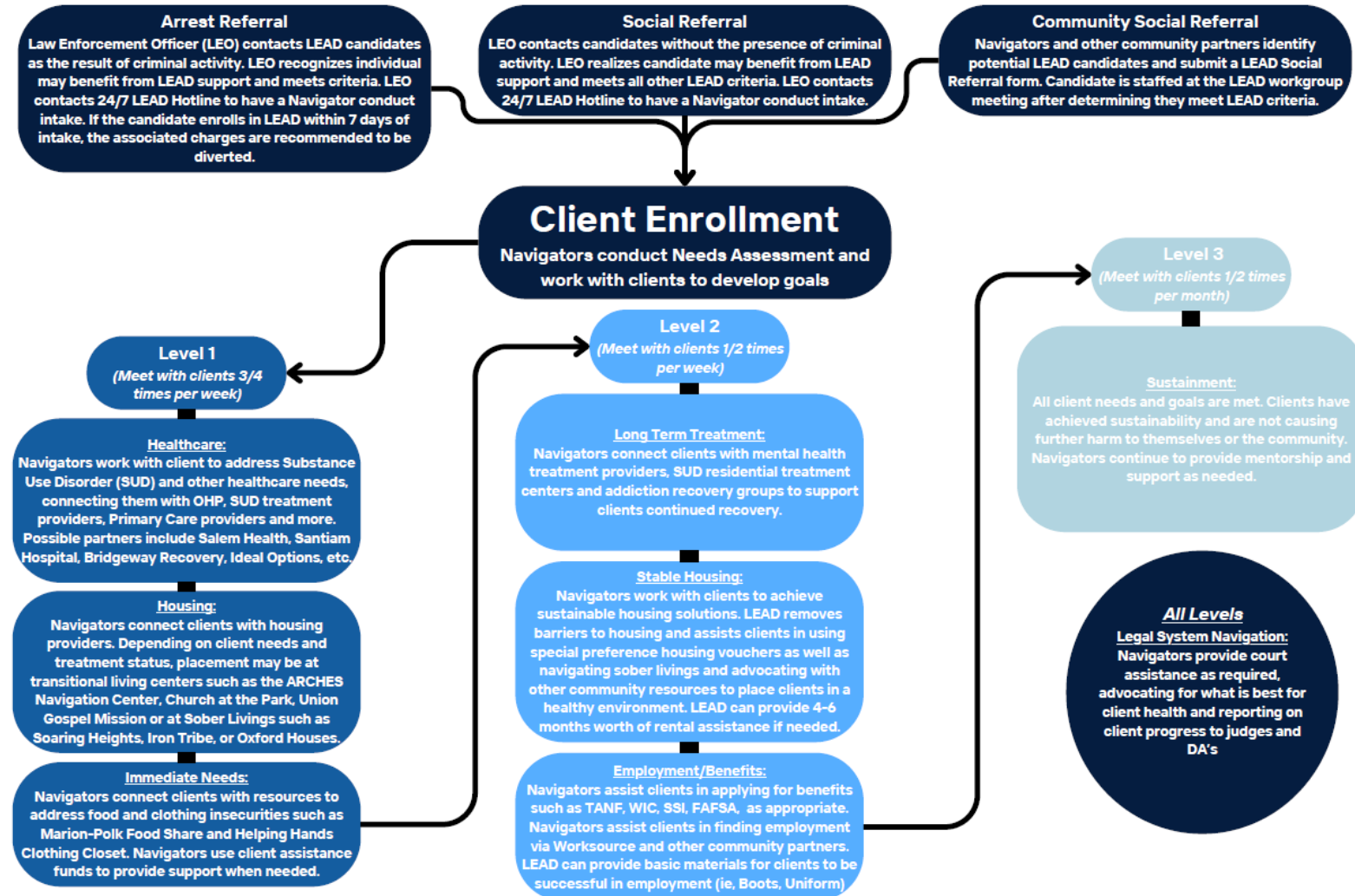
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3 Types of Referrals

- **Arrest Referrals (50%)** this may go up a bit now with HB4002
 - **Social Referrals (42%)**
 - **Community Social Referrals (8%)**
- 
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Client Levels

LEAD Program Client Progress Flow Chart



DATA COLLECTION

Monitoring Program
Effectiveness



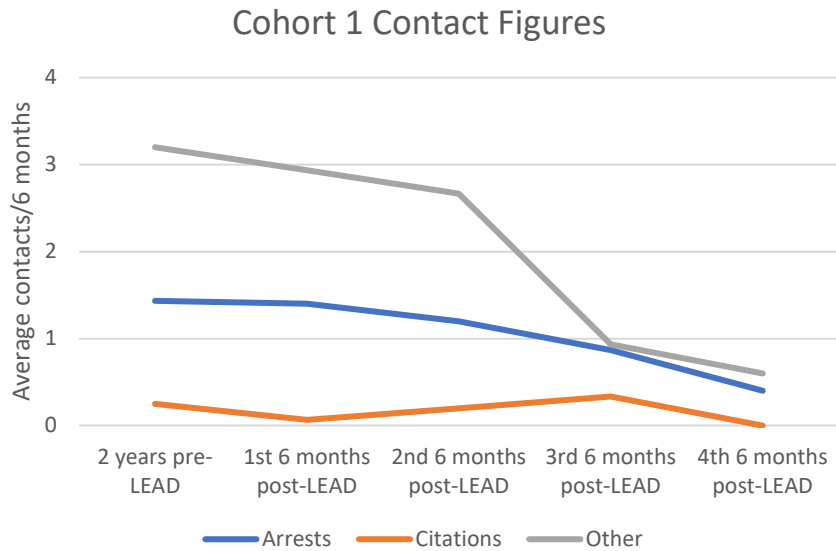
Performance Measures: Averages

Number of Participants Surveyed = 85

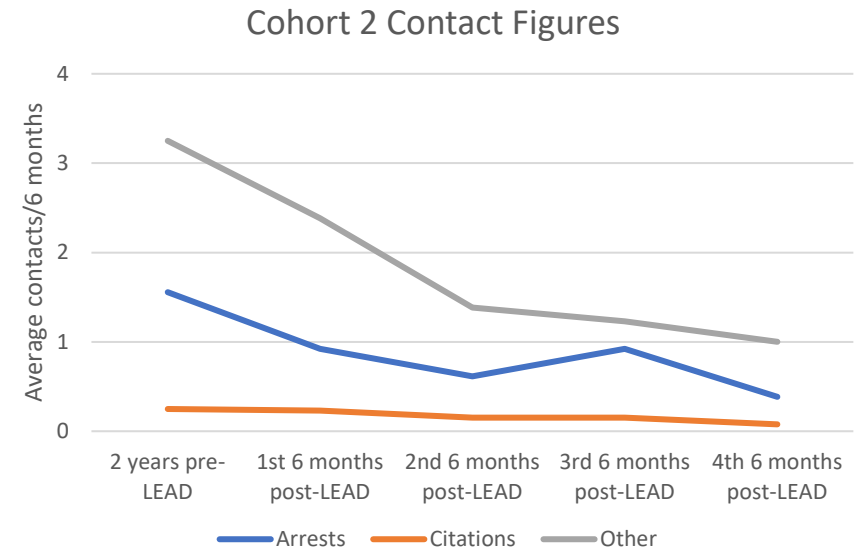


Law Enforcement Contact Data

Start Date
April 2018 – March 2019

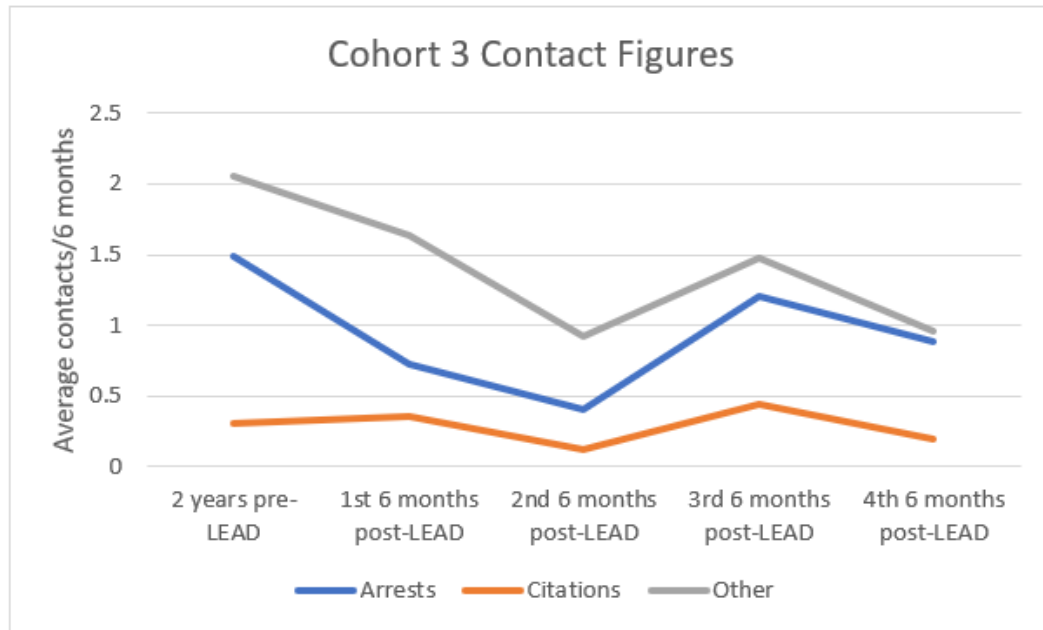


Start Date
April 2019 – March 2020

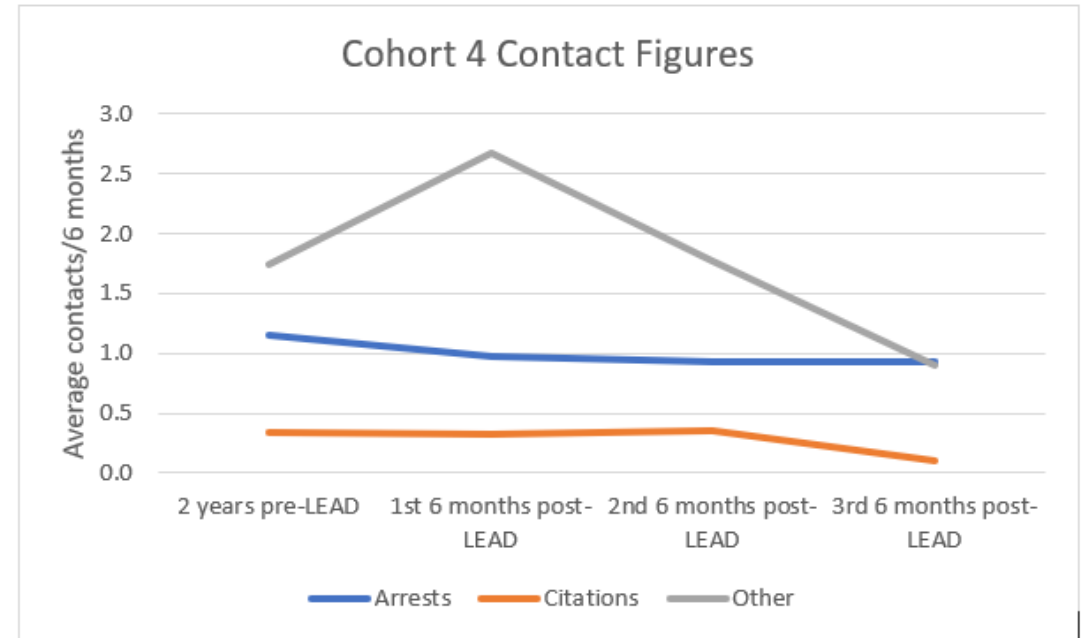


Law Enforcement Contact Data

Start Date
April 2020-March 2021



Start Date
April 2021-March 2022



Tools for Data Collection- Client Assessment

The Entry Assessment- 6 pages completed with Navigator & REDONE every 6 months. Stored in Access Database.

Housing Status
Education levels
Employment
Financial Support
Benefits
Physical and Mental Health
Personal Relationships
Alcohol and Drug Usage
Clients Goals

- Aids with client plan of care and appropriate resources.
- Client Contacts are documented in Penelope Case Management Software
- Information is sent to CJC every 6 months for evaluation

CLIENT ASSESSMENT FORM

Date: _____ Assessed by: _____ Assessment type: Initial Re-assessment Returning Client
First Name: _____ Middle Name: _____ Last Name: _____
OR ODL or ID#: _____ SID #: _____

Housing

During the past 30 days, where have you slept most frequently? 1

Emergency Shelter Family /Friends House ("couch surfing") Permanent Housing
 Street/Outside Transitional Housing Vehicle

During the past 30 days, how many nights have you spent in an emergency shelter? _____
If you are currently living in transitional or permanent housing, approximately how many months have you lived there?

If you are not currently living in transitional or permanent housing, when was the last time you had permanent housing (in months)? _____

Overall, how safe do you feel your current housing situation is?
 Not at all safe Slightly Safe Moderately Safe Considerably Safe Extremely Safe

Overall, how satisfied are you with your current housing situation?
 Not at all satisfied Slightly Satisfied Moderately Satisfied Considerably Satisfied
 Extremely Satisfied

Notes: _____

Education

What is the highest level of education you have completed? _____

Are you currently enrolled in any educational, vocational, or training programs (such as college, GED, ESL, or other professional courses)? Yes No

Do you have any future plans to attend any educational, vocational, or training programs (such as college, GED, ESL, or other professional courses)? Yes No

Notes: _____

Employment

What has been your usual employment status over the past year? (Note: Response should represent the majority of the past year, not just the most recent. If there are equal times for more than one situation, select the most current situation).

Full time (35+ hours) Part-time Student Military Service Retired On disability Unemployed
 Unavailable due to being in a controlled environment

Tools for Data Collection- Criminal History

- Upon client entry Crimetracer is used to pull client criminal history
- Updated every 6 months with any new offenses or contacts recorded
- CJC reviews overall contacts two years prior to LEAD involvement and two years post LEAD involvement





Law Enforcements Role

Training Our Primary Decision Makers-when to call a Navigator

LEAD Criteria

- ✓ Charge-able offense*
- ✓ Livability/possession crime (*i.e., Trespass/criminal mischief, disorderly conduct, theft, PCS...*)
- ✓ No victim with potential restitution
- ✓ Voluntary participation
- ✓ Resides in the county
- ✓ Multiple arrest cycles – *Check criminal history to confirm*
- ✓ No history of violent crime
- ✓ Not a sex offender

If individual has an active Restraining Order, they cannot receive automatic arrest diversion. Must submit to LEAD workgroup for staffing before the referral can take place.
****If no charge-able offense, consider a SOCIAL REFERRAL***



Eligibility/Exclusion Criteria – Reference Pocket Guide



Marion County LEAD

Arrest Diversion Criteria

- Chargeable Offense*
- History of low level / livability crime
- Multiple arrest cycles
- No victim with potential restitution
- Resides in Marion County
- No history of violent crime
- Not a sex offender



Call LEAD Navigator: Provide basic information, confirm location, get ETA

 **(503) 576 - 2809** 

- 1) Meet LEAD Navigator at location. Introduce to potential LEAD participant, provide case number
- 2) Complete Arrest Case Information. Include Narrative about LEAD referral
- 3) Send Notification email with case number to all the following:

Lead Program Coordinator:
MC District Attorney's Office:
City of Salem Attorney's Office:

jwolf@co.marion.or.us
leadmcda@co.marion.or.us
LEAD@cityofsalem.net

*If no chargeable offense, SOCIAL REFERRAL may be another option. Submit information to agency LEAD rep/ workgroup for consideration.



Training and Branching out

Who to Train and How to Start



Starting Out

- Law Enforcement Forward Model
 - Teams focus on targeting specific population of low-level offenders
 - Officers who patrol areas with high likelihood of contact with target population
- The Courts
 - Build rapport inside and outside the courtroom so that when a Navigator speaks, it carries weight

Branching Out

- Expanded Law Enforcement-more agencies, more officers
 - After developing a successful model, the more officers you can train, the higher the chance for success
- Community Partners
 - Once your program can accept Social Referrals, training other community organizations can increase your sphere of influence and improve community relationships



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Facilitating Training

The Key Individuals

1. Program Coordinator
Outlines Program Details and the Data
2. Program Sergeant
Outlines Referral Process, Criteria, and Knowing if Someone is a Good Fit
3. Program Navigator
Boots on Ground Perspective, Client Success Stories, and Their own Journey
Meet & Greet Builds Trust

****Identify a representative to then join your workgroup team!****

Pro Tips!

- **Train Early & Often & At Every Level**
 - Encourage training for community partners, judges, public defenders, DAs, officers, anyone and everyone who has contact with your target population should know what your organization is and what you do.
- **Invest in Field Time**
 - Get to know your community, encourage ride-alongs, etc.
- **Build Community Partnerships**
 - Attend every type of community event you can! Meetings, outreach events, fundraisers, etc.
- **Command and Control**
 - Having leadership from more than one department overseeing a single program can lead to complications. Simplifying the command structure while maintaining existing relationships is recommended.
- **CJIS Clearance**
 - Navigators likely cannot have CJIS clearance, thus finding a space where Navigators can be both *with* law enforcement but *away* from CJIS material is challenging. Plan for that.



Good News Stories: Measuring Success by the ONE.

Of our 76 Current
Active Clients and
Alumni:

55 are housed

38 are on the
employment
spectrum

22 are currently
in treatment

28 have 30 days
or more clean

21 have 1 year or
more clean

19 have 2 or
more years clean

15 have gotten
back their
children

10 gave birth to
clean babies
while in LEAD

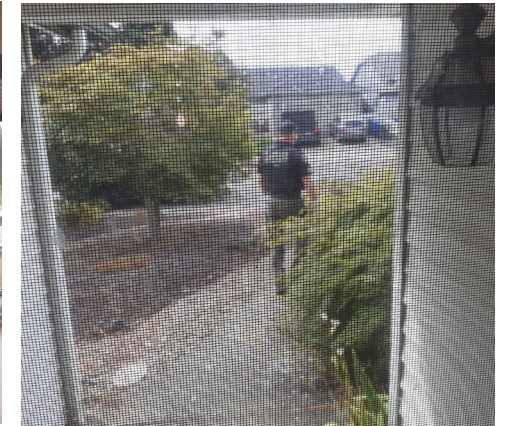


Been There, Done That

LEAD Navigators
Hank Crapser, Helen
Rice &
Renee Pfeffer
(+ guests)



Not Us vs. Them



Just US

Navigating to Your Navigator: who are these folks?

Mental Health and
Addiction struggles

Homelessness

Criminal Justice Systems

Incarceration

Prison Reentry Programs

Community Supervision

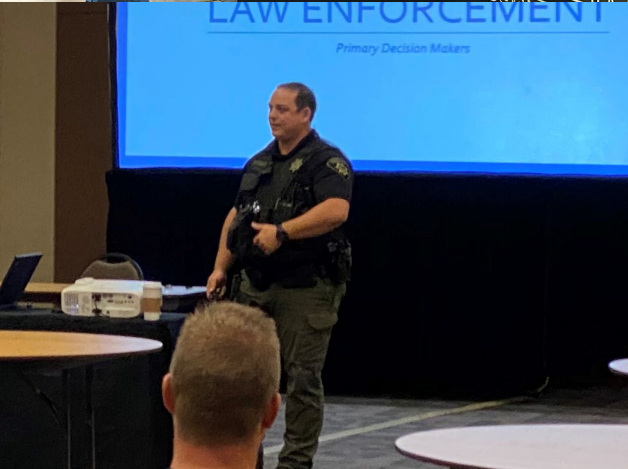
Sober Transitional Housing

DHS

Accessing Medical and
Behavior Health services

Detox and Residential
Treatment Facilities

“Thank you for not giving up on me and being there for me since the first day. I’ve never had people be there for me like this.” ~LEAD Alumni, 2018-2020





Marion County DA
Paige Clarkson



What I love



Make it your own-highly customizable



It works



Ripple Effect



The DA Role

Get Outta the Way: What HB 4002 Means by “Deflection”





Questions?

