Panelists

- Moderator: Deputy Chief Mitch Cunningham (ret.), Chief Law Enforcement Advisor, National Sheriffs' Association

- Marion County Sheriff's Office

  - Sheriff Nick Hunter

  - Enforcement Commander, Jason Bernards

  - LEAD Program Coordinator, Josh Wolf

  - LEAD Navigator, Hank Crapser

Learning Objectives

1. Explain a LEAD program and how it benefits communities

2. Identify crucial components to implementing LEAD

3. Understand how to use outcome data to share your program's success.
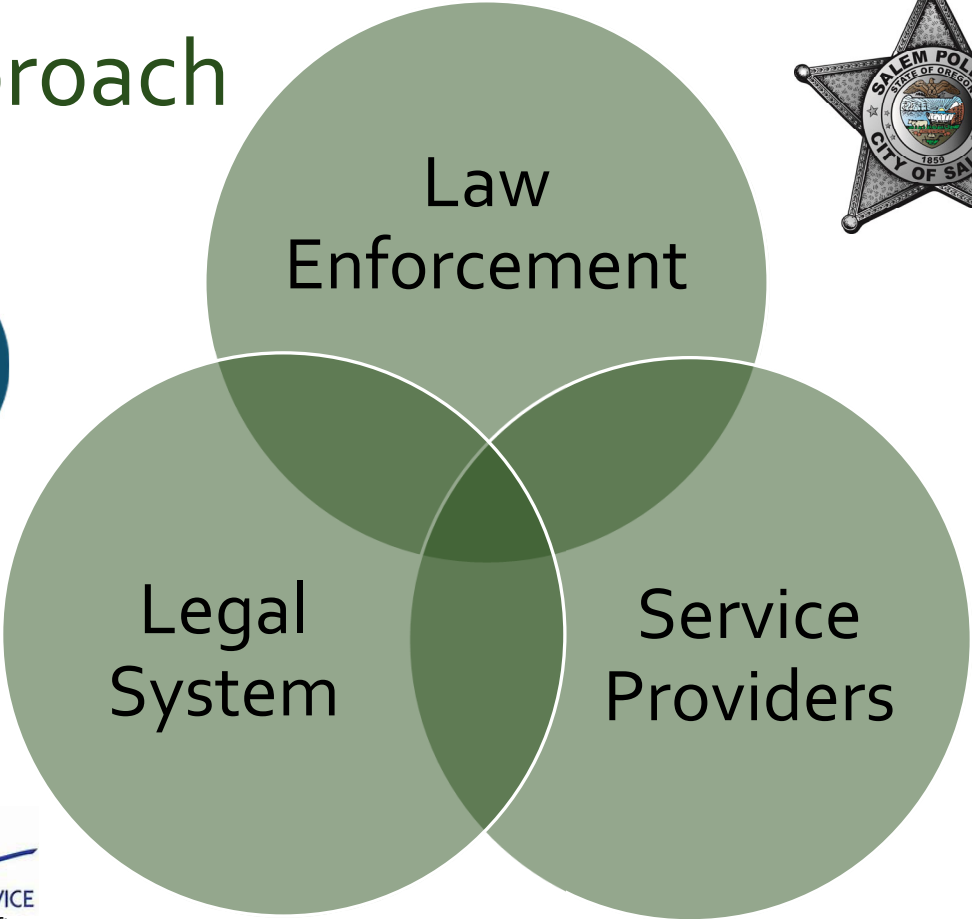
OVERVIEW

Theory of MCSO's LEAD Program

What is LEAD?

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

- Low-level criminal activity possibly fueled by **substance use/addiction, mental health needs, and/or related livability concerns**

Law Enforcement
Assisted Diversion

MARION COUNTY

Treat the cause, not the symptoms

What makes LEAD different?

- Immediate Street-Based Case Management Services
- Once in LEAD, Always in LEAD

LEAD is not office-based. The navigator is out on the street and meets participants where they are at

KEY INDIVIDUALS & TEAMS

LEAD Workgroup and Policy Teams, Staff Roles and Responsibilities

LEAD Policy Group & Team Members

Purpose is to discuss any major changes to LEAD policy, program evaluation metrics, funding, and service capacity.

Team members:

- Law Enforcement: Leadership from major LEO stakeholder groups *(Sheriff, Undersheriff, Deputy Chiefs, etc)*

- Court System: Leadership from District Attorney's, City Attorney's Office and other major court system stakeholders

- Service Providers: LEAD Program Coordinator

Policy Meetings are conducted on an "as needed" basis. Frequency of meetings increase toward the onset of program and decrease after program is fully operational.

LEAD Workgroups

Purpose of workgroup meetings:

- Staff potential clients
- Provide updates on existing clients
- Troubleshoot client and program issues
- Provide updates on program statistics
- Maintain communication between all partners.

Workgroup meetings are facilitated by the Program Coordinator, occur on a frequent basis, once every two weeks at least. Further coordination can be done outside of meetings as needed.

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LEAD Workgroup Team Members

Law Enforcement
Assisted Diversion

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Who's involved:

Law Enforcement
- LEAD Program Sergeant
- Sheriff's Office Representatives
  (at least 1 per agency)
- Parole & Probation Deputies

Court System
- District Attorney Representative
- City Attorney Representative

Service Providers
- LEAD Navigators
- LEAD Program Coordinator
- Crisis Response Teams

All meeting partners must be listed in Release of Information (ROI) Packets signed by clients!

LEAD Internal Staff Meetings

Law Enforcement
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Purpose is to discuss client service plans, evaluate client progress, and brainstorm courses of action

Team Members

Law Enforcement
- LEAD Program Sergeant

Court System
- None

Service Providers
- LEAD Navigators
- LEAD Program Coordinator

Staff Meetings are conducted once every two weeks, alternating with the LEAD Workgroup Team Meetings

LEAD Roles and Responsibilities

Program Sergeant
- Supervise LEAD Program Staff and Staff Training
- Approve, Deny, or Modify Client Assistance Fund Usage and Rental Assistance Plans
- Primary Liaison for Law Enforcement Partners
- Oversee Program Budget
- Develop LEAD Policy and Modifications to Policy
- Approve or Deny Client Enrollment into Program

LEAD Roles and Responsibilities

Program Coordinator

- Primary Liaison with Community Partners
- Facilitate LEAD Training with Law Enforcement and Community Partners
- Facilitate LEAD Meetings
- Monitor Client Progress
- Maintain and Review Client Assessment, Enrollment, and Criminal Contact Data
- Maintain Health Insurance Portability and Accountability Act (HIPAA) Compliance
- Provide Recommendations on Which Clients Should Enroll In LEAD
- Provide Recommendations on LEAD Policy

LEAD Roles and Responsibilities

Program Navigator

• Provide Mentorship and Guidance to Clients

• Develop Possible Courses of Action for Client's Recovery Journey

• Connect Clients with Resources

• Establish New Connections with Community Partners and Network with other Providers

• Conduct Outreach Operations, Assessments and Enrollments

• Respond to 24/7 On Call Phone

CLIENT REFERRALS AND CARE
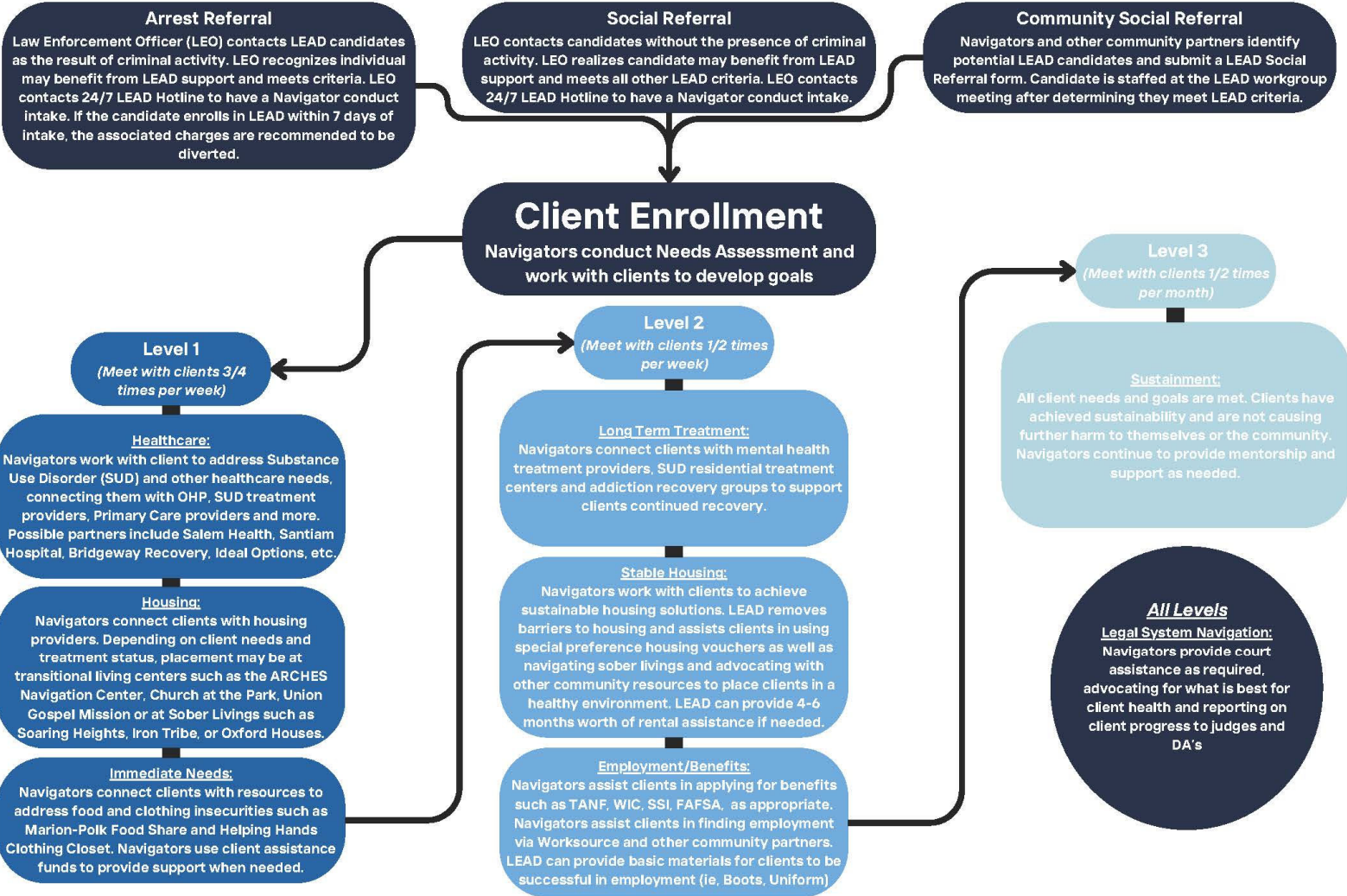
Client Referrals and Progression

Types of Referrals

MCSO LEAD Accepts 3 Types of Referrals
- Arrest Referrals (50%)
- Social Referrals (42%)
- Community Social Referrals (8%)

Client Enrollment
- Level 1: Health care, housing, immediate needs
- Level 2: Long-term treatment, stable housing, employment/benefits
- Level 3: Sustainment
- At all levels: legal system navigation

LEAD Program Client Progress Flow Chart

Arrest Referral
Law Enforcement Officer (LEO) contacts LEAD candidates as the result of criminal activity. LEO recognizes individual may benefit from LEAD support and meets criteria. LEO contacts 24/7 LEAD Hotline to have a Navigator conduct intake. If the candidate enrolls in LEAD within 7 days of intake, the associated charges are recommended to be diverted.

Social Referral
LEO contacts candidates without the presence of criminal activity. LEO realizes candidate may benefit from LEAD support and meets all other LEAD criteria. LEO contacts 24/7 LEAD Hotline to have a Navigator conduct intake.

Community Social Referral
Navigators and other community partners identify potential LEAD candidates and submit a LEAD Social Referral form. Candidate is staffed at the LEAD workgroup meeting after determining they meet LEAD criteria.

Client Enrollment
Navigators conduct Needs Assessment and work with clients to develop goals

Level 1
(Meet with clients 3/4 times per week)

Healthcare:
Navigators work with client to address Substance Use Disorder (SUD) and other healthcare needs, connecting them with OHP, SUD treatment providers, Primary Care providers and more. Possible partners include Salem Health, Santiam Hospital, Bridgeway Recovery, Ideal Options, etc.

Housing:
Navigators connect clients with housing providers. Depending on client needs and treatment status, placement may be at transitional living centers such as the ARCHES Navigation Center, Church at the Park, Union Gospel Mission or at Sober Livings such as Soaring Heights, Iron Tribe, or Oxford Houses.

Immediate Needs:
Navigators connect clients with resources to address food and clothing insecurities such as Marion-Polk Food Share and Helping Hands Clothing Closet. Navigators use client assistance funds to provide support when needed.

Level 2
(Meet with clients 1/2 times per week)

Long Term Treatment:
Navigators connect clients with mental health treatment providers, SUD residential treatment centers and addiction recovery groups to support clients continued recovery.

Stable Housing:
Navigators work with clients to achieve sustainable housing solutions. LEAD removes barriers to housing and assists clients in using special preference housing vouchers as well as navigating sober livings and advocating with other community resources to place clients in a healthy environment. LEAD can provide 4-6 months worth of rental assistance if needed.

Employment/Benefits:
Navigators assist clients in applying for benefits such as TANF, WIC, SSI, FAFSA, as appropriate. Navigators assist clients in finding employment via Worksource and other community partners. LEAD can provide basic materials for clients to be successful in employment (ie, Boots, Uniform)

Level 3
(Meet with clients 1/2 times per month)

Sustainment:
All client needs and goals are met. Clients have achieved sustainability and are not causing further harm to themselves or the community. Navigators continue to provide mentorship and support as needed.

All Levels
Legal System Navigation:
Navigators provide court assistance as required, advocating for what is best for client health and reporting on client progress to judges and DA's

DATA COLLECTION

Monitoring Program Effectiveness

Performance Measures: Averages
Number of Participants Surveyed = 85

	HOUSED	EMPLOYED	GOOD QUALITY OF LIFE	DRUG USAGE
Prior to Enrollment	18.05	21.28	12.3	88.9
6+ Months After Enrollment	61.7	53.1	53.8	53.38
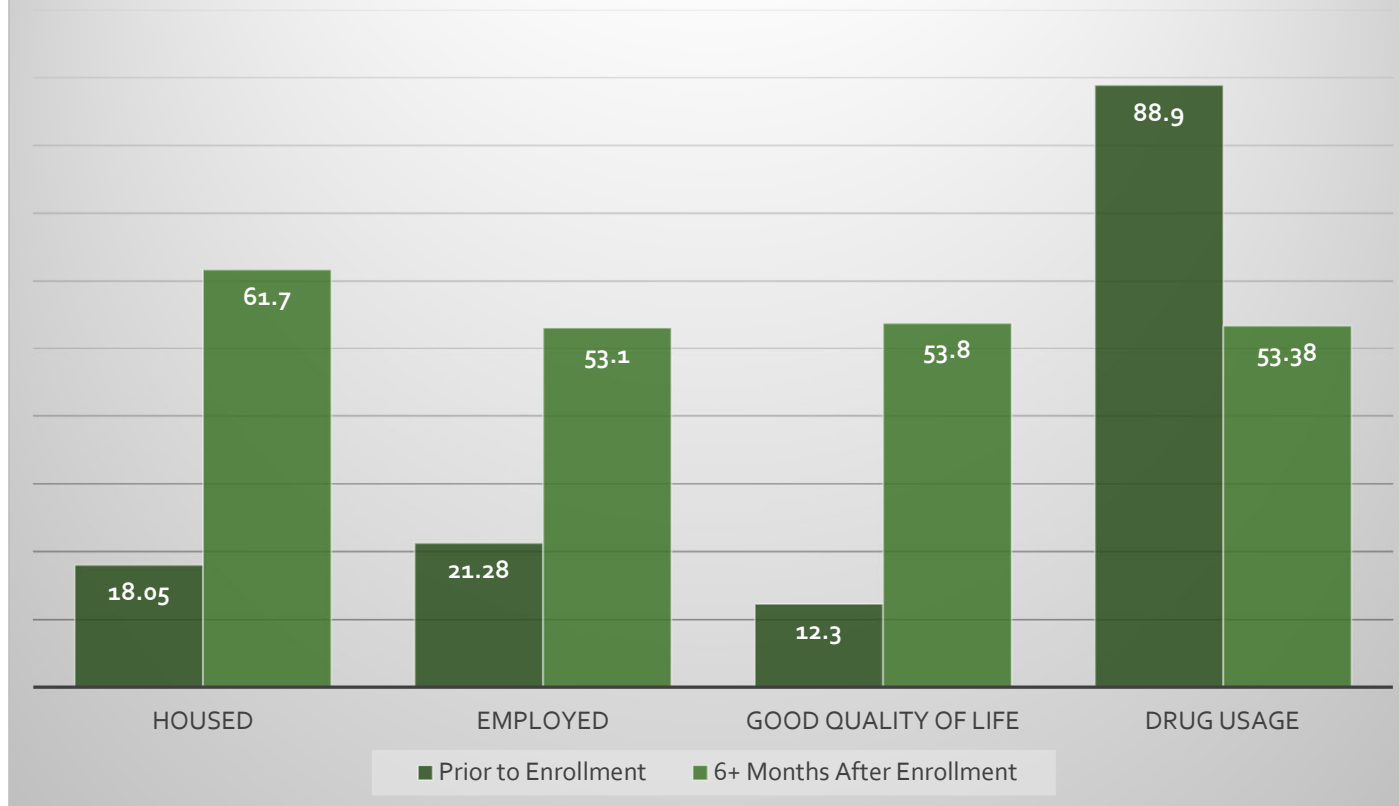
Law Enforcement Contact Data

**Start Date
April 2018 – March 2019**

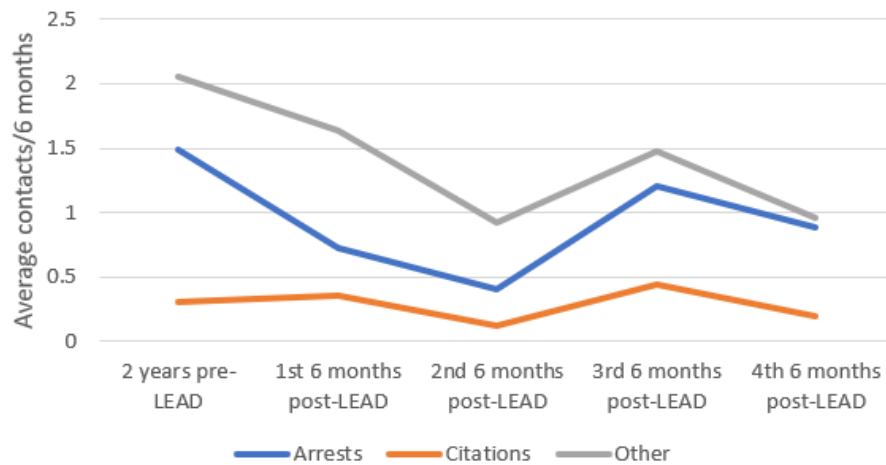**Start Date
April 2019 – March 2020**

Cohort 1 Contact Figures

Cohort 2 Contact Figures
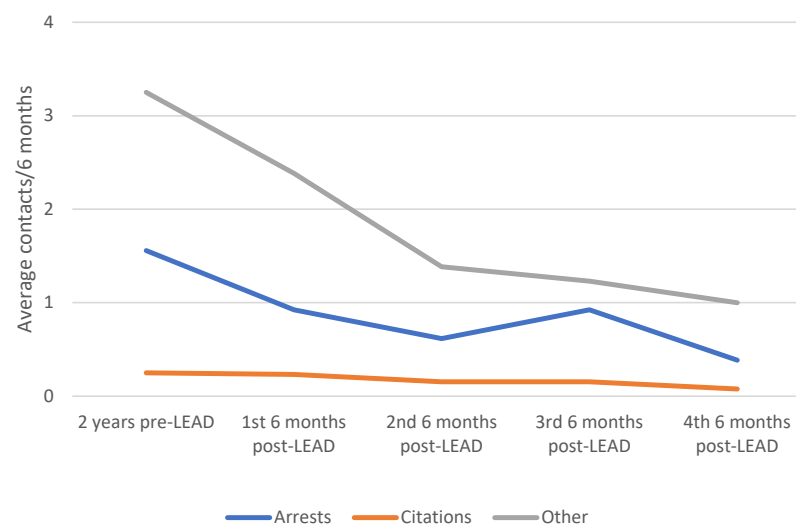
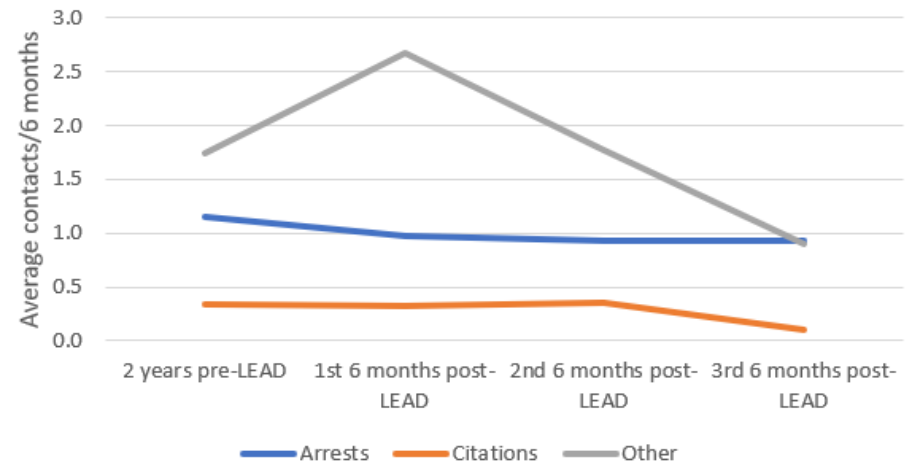# Law Enforcement Contact Data

Start Date
April 2020-March 2021

Start Date
April 2021-March 2022

Cohort 3 Contact Figures

Cohort 4 Contact Figures

Tools for Data Collection

Social Goals

• Navigators conduct a 6 page assessment and reconduct every 6 months.

• Information is stored in an Access Database

• This information is also used to determine ideal plans of care and what resource to connect clients with.

• Client Contacts are documented in Penelope Case Management Software

• Information is sent to Criminal Justice Commission (CJC) every 6 months for evaluation

Tools for Data Collection

Criminal Justice Goals

- Upon entry into program, the program coordinator will use investigative software to pull client criminal history

- This history is updated every 6 months with any new offenses or contacts recorded

- CJC looks at overall contacts two years prior to LEAD involvement and two years post LEAD involvement

ROLE OF LAW ENFORCEMENT

Training Our Primary Decision Makers on

When to Call a Navigator

LEAD Criteria

Law Enforcement
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✓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 automatically be brought in as an arrest diversion. 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

Law Enforcement Assisted Diversion
MARION COUNTY

LEAD LAW ENFORCEMENT ASSISTED DIVERSION

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

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

All LEAD Criteria met?

Client Interested in LEAD?

Call LEAD Navigator!

Eligibility/Exclusion Criteria – Reference Pocket Guide

Law Enforcement
sted Diversion

MARION COUNTY

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: jwolf@co.marion.or.us
MC District Attorney's Office: leadmcda@co.marion.or.us
City of Salem Attorney's Office: LEAD@cityofsalem.net

L.E.A.D. NAVIGATORS

"Been There Done That"
LEAD Navigators Have Lived Experience

- Mental Health and Substance Use struggles

- Homelessness

- Criminal Justice Systems: Incarceration, Community Supervision

- Prison Reentry Programs

- Sober Transitional Housing

- Department of Human Services

- 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
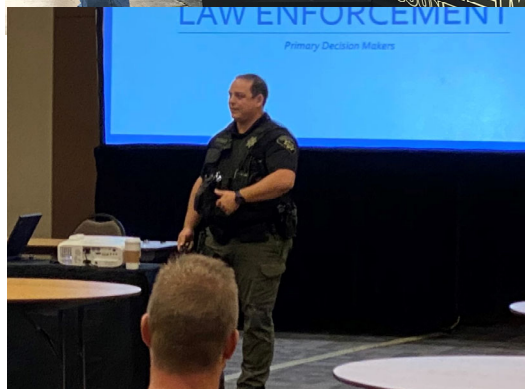
THANK YOU!

For more information:

National Sheriffs' Association
Mitch Cunningham, mcunningham@sheriffs.org

Marion County Sheriff's Office
Sheriff Nick Hunter, nhunter@co.marion.or.us
Enforcement Commander, Jason Bernards, jbernards@co.marion.or.us
LEAD Program Coordinator, Josh Wolf, jwolf@co.marion.or.us
LEAD Navigator, Hank Crapser, hcrapser@co.marion.or.us

For more information and to request TTA

Hope Fiori

Director, National Deflection TA Center

TASC's Center for Health and Justice

(312) 826-7527

hfiori@tasc.org

Request TTA on the COSSUP Resources Website

www.cossup.org/Program/TTA/Request

TASC's Center for Health and Justice
www.centerforhealthandjustice.org