



Washington Association of
**SHERIFFS &
POLICE CHIEFS**

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Steven D. Strachan
Executive Director

November 30, 2021

The Honorable Jay Inslee
Governor, State of Washington
Office of the Governor
PO Box 40002
Olympia, WA 98504-0002

The Washington Association of Sheriffs and Police Chiefs must submit an annual report regarding the Arrest and Jail Alternatives grant program to the **Governor and appropriate committees of the legislature** by December 1st of each year the program is funded.

The report must be submitted in compliance with RCW 43.01.036. The report must include information on grant recipients, use of funds, and outcomes and other feedback from the grant recipients.

Enclosed is our report for 2021.

Sincerely,

Steven D. Strachan
Executive Director

SDS:dg
Enclosure

ARREST AND JAIL ALTERNATIVES LAW ENFORCEMENT GRANT PROGRAM— 2021 ANNUAL REPORT

The Arrest and Jail Alternatives (AJA) Law Enforcement Grant program was established with the passage of [House Bill 1767](#) in the 2019 Legislative Session. The program supports local initiatives to properly identify criminal justice system-involved persons with substance use disorders and other behavioral health needs and engage them with therapeutic interventions and other services. The efficacy of these programs must be demonstrated by experience, peer-reviewed research, or which are credible promising practices, prior to or at the time of jail booking, or while in custody. Since its inception, the Washington Association of Sheriffs and Police Chiefs (WASPC) has worked closely with the Law Enforcement Assisted Diversion National Support Bureau (LEAD NSB) and the Washington Health Care Authority (HCA) to administer the AJA Grant Program.

[RCW 36.28A.450\(9\)](#) requires WASPC to submit an annual report on the AJA Grant Program. To demonstrate WASPC's efforts, an ongoing timeline of major milestones is provided. Additional information for each AJA grantee is included. WASPC concludes this report with considerations for moving forward.

WASPC remains excited about the work of the AJA Grant Program recipients, and their community-based partner agencies. Community-based partnerships are a cornerstone of the AJA Program. Grantees consistently report the impacts of their programs have a profound and life-changing impact on the clients they serve. We hope WASPC's enthusiasm for this program and its commitment to expand the AJA Grant Program are evident in the information included in this report.

AJA Major Milestones

July 2019-Early December 2019

- WASPC hired a contract coordinator for the AJA Grant Program. The contract coordinator worked to understand Law Enforcement Assisted Diversion (LEAD) and LEAD-like programs. The contract coordinator gathered information on law enforcement agencies engaged in or interested in LEAD or LEAD-like programs.
- A memorandum of understanding (MOU) was presented to LEAD NSB for its provision of technical assistance to WASPC.
- WASPC worked closely with the HCA to develop a timeline for release of solicitations for LEAD pilot programs and the AJA Grant Program. It is important to note that the HCA was not bound to the same timeline for the release of solicitations as WASPC. The WASPC solicitation was ready for release in October 2019.
- In December 2019, WASPC submitted the [2019 AJA Annual Report](#) as required by [RCW 36.28A.450\(9\)](#), with the considerations outlined in [RCW 36.28A.450\(8\)\(b\)](#).
 - A copy of the report was forwarded to the Washington State Institute for Public Policy (WSIPP) and the Department of Social and Health Services Research and Data Division (RDD) for feedback on performance-based contracting and evidence-based evaluation framework. Without funding, WSIPP and RDD were not able to offer significant assistance in this area.

December 2019

- Changes in staffing for the AJA Grant Program occurred.
- In coordination with the release of the HCA solicitation for similar programs under SB 5380, WASPC released a request for proposals (RFP) for the AJA Grant Program on December 19, 2019. The grant program is aimed at supporting local initiatives to properly identify criminal justice system-involved persons with substance use disorders and other behavioral health needs and engage those persons with therapeutic interventions and other services. As outlined in RCW 36.28A.450(8)(a), the initial expected outcomes of the grant program include:
 - To reduce arrests, time spent in custody, and/or recidivism for clients served by the program;
 - To increase access to and utilization of nonemergency community behavioral health services;
 - To reduce utilization of emergency services;
 - To increase resilience, stability, and well-being for clients served; and
 - To reduce costs for the justice system compared to processing cases as usual through the justice system.
- WASPC re-engaged the Washington State Institute for Public Policy (WSIPP) and the Department of Social and Health Services Research and Data Division (RDD) to discuss program evaluation. Again, without funding, WSIPP and RDD were not able to offer significant assistance in this area.

January 2020

- WASPC received AJA applications from the Olympia Police Department, Port Angeles Police Department, Snohomish County Prosecuting Attorney's Office, Mason County Board of Commissioners, and Thurston County Prosecuting Attorney's Office.
- WASPC reviewed AJA applications with LEAD NSB to determine eligibility for grant funding.
- LEAD NSB assisted WASPC in establishing a peer review panel in accordance with RCW 36.28A.450(2). Panel members* included:
 - Sheriff Jim Raymond, Franklin County
 - Sheriff Mark Howie, Wahkiakum County
 - Representative John Lovick, 44th Legislative District
 - Jeanne McMinds, Director of Tribal Relations, Coordinated Care
 - Ahney King, Criminal Justice Liaison, Coordinated Care
 - Darya Farivar, Disability Rights Washington
 - Mitchell Riese, Assistant Attorney General, WA Attorney General's Office
 - Chief James Schrimpscher, Algona Police Department
 - Chief Keven Dresker, Oak Harbor Police Department

**Not all panel members were able to participate in the review and scoring of applications.*

February 2020

- WASPC convened the review panel to score applications.
- WASPC and LEAD NSB conducted applicant interviews.
- WASPC and HCA met to discuss those applicants requesting funding under the AJA Grant Program and the HCA grant program established under SB 5380. It was decided that HCA would fund those agencies that applied for funding from both grant programs and that WASPC would fund those agencies that applied for AJA funds.

March 2020

- WASPC awarded grants to the Olympia Police Department (partnering with Catholic Community Services of Western Washington (CCSWW)) and the Port Angeles Police Department (partnering with the Olympic Peninsula Community Clinic (OPCC)).

April 2020

- WASPC entered a memorandum of understanding with LEAD NSB for grantee technical assistance.
- The Port Angeles and Olympia Police Department Agreements for the Arrest and Jail Alternatives Grant Program were effective April 22, 2020. The grant agreements follow a traditional contract format with performance-based considerations. Funds for the AJA Grant Program come from a combination of state and federal Substance Abuse Block Grant (SABG) funds, and attention to allowable expenses, and grant monitoring is demonstrated throughout each agreement.
 - WASPC confirmed that a case management system would be procured for the tracking of client engagement and metrics to be used in a performance evaluation.

May 2020

- WASPC requested price information, using internal procurement procedures, to purchase and implementation of a social service case management system for use by AJA grantees.
- WASPC released a [second request for proposals](#) for the AJA Grant Program on May 1, 2020. The second RFP was directed at eligible applicants in Eastern Washington to comply with the requirement that awards be geographically distributed on both the east and west sides of the crest of the Cascade mountain range per [RCW 36.28A.450\(7\)](#).
- LEAD NSB requested modifications to the draft memorandum of understanding for LEAD NSB's provision of technical assistance to WASPC. Upon implementation of the requested modifications, WASPC and LEAD NSB entered a memorandum of understanding for LEAD NSB's provision of technical assistance to WASPC.

June 2020

- In addition to grantee technical assistance, LEAD NSB provided limited technical assistance to interested applicants in the development of their program application for the second RFP.
 - WASPC received AJA applications from Comprehensive Healthcare (Walla Walla) and the Spokane County Regional Law and Justice Council.
 - WASPC reviewed AJA applications with LEAD NSB to determine eligibility for grant funds.
 - WASPC re-convened the review panel to score applications. Panel members* included:
 - Sheriff Jim Raymond, Franklin County
 - Sheriff Mark Howie, Wahkiakum County
 - Representative John Lovick, 44th Legislative District
 - Jeanne McMinds, Director of Tribal Relations, Coordinated Care
 - Ahney King, Criminal Justice Liaison, Coordinated Care
 - Darya Farivar, Disability Rights Washington
 - Mitchell Riese, Assistant Attorney General, WA Attorney General's Office
 - Chief James Schrimpsher, Algona Police Department
 - Chief Keven Dresker, Oak Harbor Police Department
- *Not all panel members were able to participate in the review and scoring of applications.*
- WASPC and LEAD NSB conducted applicant interviews.
 - LEAD NSB provided baseline recommendations for performance metrics to be measured.
 - WASPC entered an agreement with a vendor for the implementation of a case management system on behalf of the Olympia and Port Angeles sites. The product was launched with training environments available to each site while customizations occurred.
 - WASPC understands the HCA subsequently adopted the use of the same case management system by LEAD pilot sites.

July 2020

- WASPC awarded grant funds to Comprehensive Healthcare (partnering with local law enforcement and prosecutor agencies and Blue Mountain Heart to Heart (BMHTH)).

August 2020

- The Comprehensive Healthcare Agreement for the Arrest and Jail Alternatives Grant Program was effective August 1, 2020. The grant agreement follows a traditional contract format with performance-based considerations. Funds for the AJA Grant Program come from a combination of state and federal Substance Abuse Block Grant funds, and attention to allowable expenses and grant monitoring is demonstrated throughout the agreement.
 - Funds were provided to Comprehensive Healthcare for the procurement of the AJA case management system. This change in contract design is in line with performance-based contracting.
- WASPC coordinated a discussion with HCA, LEAD NSB, RDD, and the case management vendor to discuss performance metrics across AJA and LEAD pilot sites and data collection.
 - It is important to note that no funding has been allocated or secured to support a formal evaluation of the AJA Grant Program. Should funds be allocated for this purpose in the future, AJA sites have collected the necessary metrics required for the evaluation.
 - WASPC understands that the HCA may have funding available to support a multi-site, cross-program evaluation of AJA and LEAD pilot sites. Ongoing discussions on the potential to collaborate with HCA continue in this regard.

September 2020

- WASPC finalized the performance metrics to be collected by AJA sites. Performance metrics are as follows:
 - Participant Criminal Legal System Contacts
 - Number of police contacts related to criminal behavior/suspected criminal behavior
 - Number of arrests-categorize by type
 - Number of warrants
 - Number of criminal charges-categorize by type
 - Number of jail bookings
 - Number of jail bed days
 - Participant Emergency Medical System Contacts
 - Number of visits to an emergency room
 - Number of in-patient admits to hospital care
 - Number of contacts with fire/EMS
 - Participant Services received
 - Number of times the team meets with participants-categorized by type: case management, peer counseling, and brief outreach
 - Number of referrals to services-categorized by type: mental health, substance use disorder, medical, housing, insurance, benefits, food/shelter, employment, etc.
 - Number of connections to services-categorized by type: mental health, substance use disorder, medical, housing, insurance, benefits, food/shelter, employment, etc.
 - Readiness and progress toward goals
 - Percentage of all clients that receive a URICA score
 - Surveys (participant, community stakeholder, and public safety stakeholder)
 - All surveys at baseline, 6-months, and termination.

- WASPC understands the HCA has adopted similar performance metrics for the LEAD pilot sites. This will be helpful in a multi-site, cross-program evaluation.
- WASPC coordinated a multi-site meeting of AJA grantees and the LEAD NSB technical assistance team to facilitate communication and information sharing.
- WASPC submitted funding requests to support the continuation of the AJA Grant Program and to support an evaluation of the AJA Grant Program.

October 2020—Ongoing

- WASPC works with AJA sites and case management vendor to customize the AJA case management system.
- WASPC continues to meet with AJA sites monthly and as needed, provide support.

December 2020

- In December 2020, WASPC submitted the [2020 AJA Annual Report](#) as required by [RCW 36.28A.450\(9\)](#).

January 2021

- WASPC released a statement in advance of the 2021 Legislative Session supporting balanced and meaningful law enforcement [reforms](#), including the recommendation to: “Study and establish clear expectations for investments and expansions of programs that support social services to address mental illness, substance use, and other adverse events that are shown to increase the likelihood of future criminal justice involvement.” Within this recommendation, WASPC requested a \$2.8 million general fund appropriation for the biennium to support and expand the AJA Grant Program.

February 2021

- WASPC worked with AJA sites to develop a video highlighting the AJA Grant Program in the Olympia, Port Angeles, and Walla Walla communities. Please click [here](#) to view the final video.

March 2021

- WASPC worked with AJA sites and LEAD NSB to develop [service standards and definitions](#) to encompass the range of services that are eligible under the AJA Grant Program.

April 2021

- The Washington State Legislature allocated \$500,000 general fund dollars for state fiscal years 2022 and 2023 and \$1,000,000 general fund federal appropriation to maintain the AJA Grant Program (see Sec. 215 (28) of [ESSB 5092](#)).
- The Washington State Legislature allocated \$200,000 general fund dollars for state fiscal years 2022 and 2023 to implement the AJA Grant Program (see Sec. 218 (9)(a) of [ESSB 5092](#)).
- The Washington State Legislature allocated \$300,000 general fund dollars for state fiscal years 2022 and 2023 solely for evaluation of the AJA Grant Program (see Sec. 218 (9)(b) of [ESSB 5092](#)).

May 2021

- Without an increase in funding for the AJA Grant Program, WASPC opted to focus solely on renewal awards to existing AJA sites for the grant period from July 1, 2022 to June 30, 2022.
 - After discussions with the cities of Olympia and Port Angeles, it was determined the Community Based Partner Organizations would submit renewal applications.
 - Catholic Community Services of Western Washington (CCSWW) (Olympia), the Olympic Peninsula Community Clinic (OPCC) (Port Angeles), and Comprehensive Healthcare (Walla Walla) submitted renewal applications.

- The three AJA site renewal applications requested \$1,896,710 in grant funds to sustain and expand their programs.

June 2021

- Walla Walla AJA site began using the AJA case management system, to include uploading previous data on metrics collected.
- WASPC worked with LEAD NSB and HCA to transition the contracting format for the AJA Grant Program from reimbursement to performance-based. Deliverables for payment include:

Deliverable	Description	Due Date
4.1	Sign agreement for Case Management and Data Collection Software platform for period of July 1, 2021 to June 30, 2022.	Within thirty (30) days of the Date of Execution
4.2	Minutes detailing all local AJA advisory board and operational workgroup meetings. A minimum of 12 meetings throughout the duration of this Contract. This includes meetings that fulfill the requirements of RCW 36.28A.450(2) regarding governing involvement of community-based organizations, local government and law enforcement.	Meeting minutes, where appropriate. If minutes are not appropriate, WASPC will accept other documentation that the meeting occurred and an attendance roster. Due no more than thirty (30) days after each meeting is conducted.
4.3	Monthly Technical Assistance (TA) calls with the LEAD NSB Technical Assistance Team.	No less than one (1) call per month.
4.4	Monthly Data Collection and WASPC Reporting.	Due each month on or before the 10 th day of each month.
4.5	Monthly Check-In Calls with WASPC team.	No less than one (1) call per month.
4.6	Provide AJA Services as defined in Exhibit B to a number of clients equal to or greater than 75% of the program's stated client capacity as projected in the prior month's report.	Ongoing.
4.7	Indirect (administrative) costs: Only 10% of direct costs.	Monthly, and no later than 14 days following the Contract end date.

July 2021

- WASPC, CJTC, and HCA extended the existing Interagency Agreement for the AJA Grant Program thru June 30, 2022.
- LEAD NSB graciously waived technical assistance fees for AJA grantee technical assistance, freeing up funds to support AJA sites. WASPC entered into a memorandum of understanding with LEAD NSB for grantee technical assistance thru June 30, 2022.

- A memorandum of understanding (MOU) was presented to LEAD NSB for its provision of technical assistance to WASPC thru June 30, 2022.
- WASPC awarded renewal contracts to CCSWW, OPCC, and Comprehensive Healthcare to continue the AJA Grant Program in the Olympia, Port Angeles, and Walla Walla Communities thru June 30, 2022. AJA sites were directed to seek additional funding to sustain and expand their programs beyond June 30, 2022.

August 2021

- WASPC issued amendments to contracts with CCSWW, OPCC, and Comprehensive Healthcare to reallocate unspent SABG funds. The reallocation did not increase award amounts; however, it preserved availability of federal funds for the 2022-2023 AJA Grant period.

September 2021

- LEAD NSB coordinated and WASPC funded a multi-site "In the Trenches: Training in Behavioral Health Crisis" opportunity for AJA grantees.
- WASPC coordinated a discussion with HCA, LEAD NSB, WSIPP, and RDD to revisit earlier discussions on the concept of a multi-site, cross-program evaluation of AJA and LEAD pilot sites.
 - Research professionals expressed concern with the timing of an evaluation of intervention/diversion programs during the ongoing global pandemic and amidst significant law enforcement reforms. Specific concerns regarding the ability to show reduced criminal legal system involvement correlate solely to AJA program participation.

October 2021

- WASPC entered a memorandum of understanding with LEAD NSB for provision of technical assistance to WASPC thru June 30, 2022.
- Olympia and Port Angeles AJA sites began using the AJA case management system, to include uploading previous data on metrics collected.

AJA Grantees

The enabling legislation for the Arrest and Jail Alternatives Grant Program, made clear that funding awarded under [RCW 36.28A.450](#) (AJA) and the Mental Health Field Response Grant Program (MHFR, [RCW 36.28A.440](#)) should remain "... separate and distinct..." from each other. To accomplish this, WASPC required sites that receive dual funds to complete a Separation Plan allowing the sites and WASPC to distinguish which funds are being used for services down to the client level.

AJA Grant Program enabling legislation requires that sites receive technical assistance from the Law Enforcement Assisted Diversion National Support Bureau. LEAD NSB continues to provide sites with assistance surrounding policy and program development. The technical assistance has been well received by the sites, with each site continually providing positive feedback.

Olympia Police Department (July 1, 2020 to June 30, 2021)

The Olympia Police Department (OPD), in partnership with Catholic Community Services of Western Washington applied for and received funding to expand the services of the City's Familiar Faces program into new areas of social need that align with the legislative goals set forth in [RCW 36.28A.450](#).

AJA grant award payments made to the Olympia Police Department totaled \$474,498.81 with \$174,106.68 of state funds and \$300,992.13 of federal Substance Abuse Block Grant funds. OPD, in partnership with CCSWW used the funds awarded to provide intensive case management.

With the approval of a Separation Plan on August 4, 2020, CCSWW began providing services to eligible community members. For the period of July 1, 2020 to June 30, 2021, CCSWW provided more than 7,138 service hours to 66 members of its target population. Service hours included face-to-face contact, referrals to medical/mental health/substance use treatment providers, advocating with housing providers, case conferencing with law enforcement and crisis response partners, and documenting client progress. CCSWW also logged 2,352 administrative hours dedicated to the AJA Program. Administrative hours included training, program development, grant applications, technical assistance and monitoring meetings, and advisory forum meetings.

In addition to serving formally enrolled clients, CCWSS staff made hundreds of outreach contacts with community members experiencing homelessness, behavioral health crises, and criminal justice involvement. These contacts occurred during outreach walks with OPD officers and other City staff, in jails and homeless encampments, and as office walk-ins. Services provided on an outreach basis include assistance accessing IDs and other documents, referrals to substance use and behavioral health treatment, immediate assistance with basic needs, and other forms of vital support. Many—if not most—of these individuals would likely be eligible for AJA services if capacity to bring them into full services were available.

CCSWW reported that the Olympia AJA program impacted all of the expected outcomes of the AJA program as outlined in [RCW 36.28A.450\(8\)\(a\)](#).

In providing intensive case management and peer counseling support to clients, the Olympia AJA Program has made a variety of lasting impacts. Clients served are among the most marginalized in Olympia. The vast majority experience extreme mental health disabilities as well as struggles with addiction to methamphetamine and/or heroin. Building a trusting relationship with each individual is the first step toward more tangible progress, and in many cases, may represent the first time in many

years that a person has experienced basic respect and humanization. Once that bond has been established, and a client can articulate goals for themselves, CCSWW staff can walk alongside them toward finding immediate shelter or permanent housing, enrolling in in-or-outpatient behavioral health services, navigating criminal and civil legal processes, applying for benefits, reconnecting with family, accessing resources, or otherwise overcoming barriers. By deeply engaging with people who are otherwise excluded due to intersecting identities, CCSWW works to strengthen the whole Olympia community.

OLYMPIA PROGRAM HIGHLIGHT

An individual referred from the [Mental Health Field Response Team](#) to the Arrest and Jail Alternatives team in 2020 celebrated six months of sobriety in August 2021. He had consistent interaction with law enforcement for damage to property, threats, assaults, and other violations. In addition to his extensive history of substance use and mental health issues, he experiences an extreme physical disability that adds extra challenges and was street homeless with no caregiving services to assist with basic activities of daily living. With daily support from the AJA team, he was able to get into a Medication Assisted Treatment program, which led to access to clean and sober transitional housing paid by AJA partners, an Intensive Outpatient Program enrollment, support from the Alcoholics Anonymous community and reconnection with his faith group. He voluntarily titrated off his methadone treatment in order to free himself from reliance on drugs. He engages with outpatient mental health treatment, receives daily caregiving services that afford him a level of comfort and dignity previously denied, and with support from his church he purchased a vehicle to gain further independence.

Catholic Community Services of Western Washington (July 1, 2021 to June 30, 2022)

CCSWW requested a renewal of the AJA grant previously awarded to the City of Olympia to continue its efforts to provide arrest and jail alternatives within the City of Olympia. CCSWW now directly operates the AJA program in Olympia, utilizing peer case managers and mental health professionals to assist community members facing challenges related to behavioral health, homelessness, and involvement with the criminal justice system. Peers draw upon their shared life experiences to offer empowering, non-judgmental support to individuals who have been traditionally let down by systems of care. CCSWW's AJA program employs a trauma-responsive and client-directed model based on principles of harm reduction and seeks to improve access to services such as housing and non-emergency treatment for mental health and substance use disorders. The program's goals include reducing recidivism, financial strain on the criminal justice system, and inappropriate utilization of emergency services. CCSWW staff work closely with the Olympia Police Department Crisis Response Unit, and providers of behavioral health treatment, housing, and other services, who seek to walk with each individual towards resilience, stability, and greater well-being.

The total AJA grant award made to CCSWW was \$436,324.00 with \$145,903.33 of state funds and \$290,420.67 of federal Substance Abuse Block Grant funds. CCSWW is expected to serve at least sixty unique individuals thru June 30, 2022 in their service area. CCSWW is actively engaged in a search for additional funds, with hopes to expand the program and serve additional members of the community.

CCSWW's intensive approach to case management means they focus on a relatively small population with whom they work on enduring, long haul change. The Olympia AJA program currently utilizes a single level of case management—an enrolled participant is either on the caseload or not, but not categorized by their level of need, engagement, ability to set goals, etc. As the CCSWW's AJA program grows, CCSWW hopes to develop a formal multi-pronged approach to categorize individuals at different stages of change, organizing the caseload more effectively and focusing on the services provided. This could streamline processes, allowing CCSWW to more effectively reach more community members.

CCSWW is excited about telling better stories with data. In October 2021, CCSWW began utilizing the AJA case management system, which CCSWW plans to use to integrate data from local law enforcement and emergency department records. CCSWW looks forward to reporting on the efforts it's had on specific measures of success of the program. Marrying the anecdotal, qualitative nature of the work—recovery that is complex and nonlinear and involving humans whose lives are not easily reduced to numbers—with the ability to report an impact on larger systems will be a vital part of scaling up.

The CCSWW AJA program is constantly making new connections and developing additional partnerships. One example is the burgeoning partnership between peer staff and Community Corrections Officers (CCOs) with the Department of Corrections (DOC). CCOs indicate they are poorly equipped to serve their supervisees' complex behavioral health challenges and observe noncompliance and recidivism as direct results. In the next year, CCSWW hopes to continue to find like-minded agencies who are equally committed to improve systems that have room to better serve the community, and expand relationships with City and County prosecutors, therapeutic courts, pre-trial services, and other potential points of overlap.

CCSWW maintains a partnership with the Olympia Police Department.

OLYMPIA PARTNER PERSPECTIVE

The AJA program has been invaluable to my work with court participants that I share with the peer support team. I am the Community Court Case Manager of a Therapeutic Court which is a part of the City of Olympia Municipal Court. The AJA peer support team are often my eyes and ears out in the community. I have worked collaboratively with a number of peer support team members on shared clients, which ensures wrap around support and services for vulnerable clients and ensures great success in helping them change their life circumstances. I have seen some transform in so many ways, becoming housed, going to either SUD/MH treatment programs and becoming employed and self-sufficient. I have the utmost respect for peer support staff that have lived experiences similar to current clients. They can model success and stability through helping and sharing their experiences with each individual on their caseload—it really is wonderful!

Marlo Martinez
Community Court Case Manager

Port Angeles Police Department (July 1, 2020 to June 30, 2021)

The Port Angeles Police Department (PAPD), in partnership with the Olympic Peninsula Community Clinic applied for and received funding for its REdisCOVERY program. This program emphasizes meeting clients where they are with the services they need most. They meet clients where they are in life and where they are in the community. The use of this best practice has been greatly expanded under the AJA grant program.

AJA grant award payments made to the Port Angeles Police Department totaled \$261,510.86 with \$111,510.86 of state funds and \$150,000 of federal Substance Abuse Block Grant funds. PAPD, in partnership with OPCC, used the funds to provide intensive and light-touch case management services to eligible community members.

With the approval of a Separation Plan on June 8, 2020, OPCC began providing services to eligible community members. For the period of July 1, 2020 to June 30, 2021, OPCC made 4,133 client contacts with 222 unique members of their target population. This represents 6,125 hours of dedicated client service time. OPCC reported that the REdisCOVERY program impacted all of the expected outcomes of the AJA program as outlined in [RCW 36.28A.450\(8\)\(a\)](#).

The REdisCOVERY AJA program, in concert with other programs such as drug court and community paramedicine, has helped reduce the cost to the hospital emergency room and reduced the number of calls to the 911 center. During the COVID pandemic, REdisCOVERY helped link participants to available benefits, enabled access to modified services, and created new links to housing and other social service and health providers. In the [2021 Clallam County Homeless System: Needs and Gaps Analysis](#), REdisCOVERY was repeatedly called out for exemplary case management and service delivery. As a recognized leader in the health & human services sector, REdisCOVERY continually reviews gaps in the social safety net, providing bridges across identified gaps to better enable access to needed services.

PORT ANGELES PROGRAM HIGHLIGHT

X is a 60-year-old, chronically homeless male with serious mental illness and substance use disorder. He entered the county at the onset of the pandemic and resided in and out of the county's Social Distancing Center since its opening in 2020. Having been homeless and moving from state to state for the last 45 years, X entered the AJA program on October 17, 2020. During this time, he stabilized, reporting that this was his longest time he remained in one location. During his stay, he entered housing services, OPCC's Hepatitis-C treatment program, and met with OPCC's behavioral health med management ARNP and began managing his mental health. His first offense dated back to 1978 (theft and forgery) and most recent conviction in 2008 (theft). Having a fixed income from Social Security Disability, he is working with the local Coordinated Entry program to access Permanent Supported Housing. In the 12 months prior to his entry into AJA, he had two police contacts and over ten Law Enforcement Outreach contacts. After entry in AJA, he has had no Law Enforcement engagement. Prior to entry into AJA, he entered the ER six times. Since, he has had no further ER visits.

REdisCOVERY in Action



REdisCOVERY Medical Director Dr. Gerald Stephanz gives true meaning to the term *Street Medicine*, meeting a participant on the curbside.



REdisCOVERY Case Manager Viola Ware meets with a participant.



REdisCOVERY Medical Case Manager Michael Salyer bandages the hand of a participant.



Port Angeles Fire Department Community Paramedic Brian Gerdes hikes to a campsite to care for a participant.



REdisCOVERY participant has a conversation with PAPD Officer Swift Sanchez.

Olympic Peninsula Community Clinic (July 1, 2021 to June 30, 2022)

OPCC requested a renewal of the AJA grant previously awarded to the City of Port Angeles to continue the REdisCOVERY program. The REdisCOVERY program is an interdisciplinary team that provides outreach, navigation, service linkage, case management, and medical & behavioral health care in Clallam and Kitsap counties. The AJA portion of the REdisCOVERY program provides intensive case management for those individuals in the community who have had, or are likely to have, frequent interactions with law enforcement and/or interface with the criminal justice system. REdisCOVERY collaborates with local law enforcement agencies, including Port Angeles Police Department (PAPD), Sequim Police Department (SPD), and Clallam County Sheriff's Office (CCSO) as well as Port Angeles Fire Department (PAFD) Community Para-medicine and Poulsbo Fire CARES. The over-arching goal of the REdisCOVERY program is to provide access to services for the underserved members of the communities it works in. This access to service, in turn, reduces interactions with law enforcement and the criminal justice system, reduces reliance on emergency medical services, and decreases inappropriate use of hospital emergency departments.

The total AJA grant award made to OPCC was \$380,680.00 with \$145,903.33 of state funds and \$234,776.67 of federal Substance Abuse Block Grant funds. OPCC expects to serve at least 200 unique individuals thru June 30, 2022, in its service area. OPCC expects that of those 200 individuals, 80 to 90 will receive intensive case management for at least one month during the year.

OPCC's primary hope and expectation for the 2021-22 fiscal year is to continue to grow to meet the expanding needs in its community. With the unintended consequences from the [Blake Decision](#) beginning to play out across the Olympic Peninsula, local law enforcement agencies are significantly increasing case management referrals to REdisCOVERY for simple possession arrest deferral. Depending on the number of new participants accepted into the AJA program from these Blake referrals, additional staffing may be added.

During two years of partnership with the Port Angeles Fire Department (PAFD) Community Para-medicine program, REdisCOVERY has modeled an intensive case management system similar to the AJA case management program. PAFD leadership is supportive of plans to expand and formalize this case management program to patients who frequently utilize emergency medical services, which in many cases also fit classic AJA criteria.

OPCC maintains partnerships with the Port Angeles Police Department, Clallam County Prosecuting Attorney's Office, and the Sequim Police Department.

PORT ANGELES PARTNER PERSPECTIVE

We love the REdisCOVERY team and the work they do! We work with REdisCOVERY as closely as they will allow us. They enhance the services we already have in place.

Reflections Counseling

Comprehensive Healthcare (Walla Walla) (July 1, 2020 to June 30, 2021)

Comprehensive Healthcare of Walla Walla (Comprehensive), in partnership with Blue Mountain Heart to Heart applied for and received funds for the development and implementation of an innovative community partnership program that maintains fidelity with the Law Enforcement Assisted Diversion (LEAD) principles and program elements. After a thoughtful implementation process, the Walla Walla LEAD site started providing services in its community in January 2021. The Walla Walla Law Enforcement Assisted Diversion (LEAD) program is a partnership between local law enforcement, the local legal system, community service providers, and assertive case managers to support individuals who commit low-level offenses, struggle with an unmet behavioral health need and/or extreme poverty gain access to supports to address problems they face. Comprehensive and BMHTH have partnered to build a team of case managers to work with participants to connect them with community supports and address needs such as legal issues, behavioral health treatment, medication-assisted treatment, education and employment training, housing and more. Walla Walla LEAD is a voluntary, referral-based program free of time constraints that meets the participant where they are (literally and figuratively) and support them to get on track and out of the legal system. The majority of participant engagement is in the field rather than in the office, which builds trust and cultivates a relationship—the most powerful agent of transformation.

AJA grant award payments made to Comprehensive totaled \$270,651.94 with \$87,860.26 of state funds and \$182,791.68 of federal Substance Abuse Block Grant funds.

The Walla Walla LEAD program had 138 referrals since it started providing services in January 2021. Out of those referrals, only eight of the referred community members have not received some sort of support from a LEAD case manager. The Walla Walla LEAD program has an active caseload of 60 clients. The Walla Walla LEAD program is in a unique position as a joint effort between two community agencies, Comprehensive and BMHTH. Each agency employs two case managers, and Walla Walla LEAD currently has three full-time case managers and is in the process of onboarding a fourth. Each case manager works a four-ten schedule resulting in seven day a week coverage. Half, if not more, of a case manager's day is spent in the field with clients.

Comprehensive reported that the Walla Walla LEAD program impacted all of the expected outcomes of the AJA program as outlined in [RCW 36.28A.450\(8\)\(a\)](#).

The value Walla Walla LEAD has brought to its community over the last year has been significant. While Walla Walla has generally been supportive to its members as a whole, there had been punitive measures in the past, which failed when it came to behavioral health and recidivism. Walla Walla LEAD is working from a harm reduction standpoint using trauma-informed care to build trust and rapport. When the question of value to the community is raised, the message is that Walla Walla LEAD has made a positive impact.

WALLA WALLA PROGRAM HIGHLIGHT

Walla Walla LEAD has a case manager on its team who worked for DOC and has been able to witness the success of a client through the support of LEAD. This client actively ran from law enforcement as he was continually under the influence of substances and an almost fatal overdose. He now has his license reinstated, works full time, lives in a clean and sober environment and no longer has negative interactions with law enforcement. Even law enforcement is astounded by this client's success, as it was believed he would never change his lifestyle.

Comprehensive Healthcare (Walla Walla) (July 1, 2021 to June 30, 2022)

Comprehensive requested a renewal of the AJA grant to continue their efforts to provide arrest and jail alternatives to the Walla Walla community. The total award made to Comprehensive was \$419,990.00 with \$149,903.33 of state funds and \$274,086.67 of federal Substance Abuse Block Grant funds. The Walla Walla LEAD program is expected to serve at least 100 individuals thru June 30, 2022.

The Walla Walla LEAD Program is adjusting its program to continue to meet the needs of their community and clients. Walla Walla LEAD is looking forward to another year of growth as it navigates legislative and other community changes. Walla Walla LEAD is looking forward to integrating the documentation of referrals through the AJA case management system to continue to streamline care and support to their clients and community.

The Walla Walla LEAD program maintains partnerships with the Walla Walla Police Department, the College Place Police Department, and the Walla Walla County Sheriff's office, and both city and county Prosecutor's offices.

WALLA WALLA PARTNER PERSPECTIVE

We consistently funnel individuals to the program not only because of the model, but because of the people hired to staff it. Of all the programs I have been exposed to over my 20 years, LEAD has been the most proactive and reliably reactive to date. We have seen successes with individuals at levels which I did not think were possible for them. I have people on the street contacting me and asking to be part of the program, which is very rare indeed.

Sergeant
Walla Walla Police Department

External Impacts

The AJA Grant Program launched amid a global pandemic. The timing added challenges to the implementation of the program from both the administrative and boots-on-the-ground perspectives. WASPC AJA Program staff have worked diligently to develop and maintain relationships with AJA grantees, funding partners at the HCA, technical assistance partners at LEAD NSB, research contacts, and other stakeholders. AJA grantees reported the following challenges as it relates to the implementation of their programs in their communities.

Olympia *COVID-19 has led to myriad frustrations, delays, and obstacles in the form of quarantine requirements and decreased resource availability throughout the pandemic. For example, there have been multiple instances where someone indicated that they were finally ready to seek substance use detox or treatment, but peer case managers would discover there to be no way to gain access to an in-patient facility for several days. In the interim period, the individual's willingness to act may decrease or disappear entirely, and an opportunity for effective intervention may be missed.*

The population that CCSWW works with are deeply impacted by COVID-19 in multiple ways:

- *Lack of access to proper hygiene, sanitation, and space to socially distance in congregate settings like shelters and jails*
- *Distinct barriers to accessing primary medical care and testing/vaccination sites*
- *Decreased availability of shelter, treatment, and hospital beds*
- *Ingrained mistrust of medical systems, pharmaceutical companies, government mandates, and conflicting messaging around safety precautions, virus severity, etc.*
- *Vaccine hesitancy, misinformation*
- *Historical reliance on in-person services due to lack of access and familiarity with technology (e.g. going in person to DSHS office rather than completing an online form)*
- *Greater social pressures, otherization, perception by other community members as "dirty," etc.*
- *Additional stress for individuals who have already experienced lifetimes of trauma.*

Port Angeles *COVID has wrought many changes, simple and complex to our programs, services, and population. Most significant outside of immediate health concerns was the limiting of access to services due to the shutdown and move to digital and phone-only access to essential resource offices like WorkSource, DSHS, and Social Security exacerbating the effects of the technological gap between those more resourced and our most vulnerable. At the start of the lockdowns, until agencies were able to fully digitize or man phone lines sufficiently, an AJA Case Manager and/or navigator would have to set aside an entire day to help one individual negotiate a simple Aged Blind and Disabled application for a participant who otherwise would not have access to internet or phone. The temporary Clallam County Social Distancing Center did not have a phone dedicated for the use of Center residents, and only allowed residents to use the staff phone for fifteen minutes at a time. During this time, hold times with DSHS could range up to three and four hours; even if participants had phones, their*

minutes were limited. In response to this need to provide access, our agency started a Resource Clinic, manned for four hours once per week to assist people in accessing basic needs, employment services, obtain government-funded phones and sign up for healthcare.

COVID has certainly taken a toll on the Port Angeles AJA population. OPCC reports seeing an increase in the violent targeting of participants by normative individuals and citizens, overdoses, mental health crises, homelessness, and non-COVID related deaths. OPCC continues to evolve their services to meet the needs in the community, with a careful eye on gaps in the overall system of community supports.

Walla Walla *COVID has been a frustrating event, limiting the in-person resources for those served by Walla Walla LEAD, as well as, limiting where we can refer people in need of immediate assistance due to restrictions both statewide and locally.*

Opportunities for engagement have clearly been impacted, and Walla Walla LEAD has had to increase their critical thinking in terms of meeting clients' needs due to this barrier.

In addition to the COVID pandemic, additional external factors affecting AJA grantees include the Washington Supreme Court's decision in *State v. Blake*, including subsequent legislation addressing the decision, and law enforcement reform legislation, including HB 1310. The Blake decision affects anyone previously convicted of simple possession of a controlled substance. This includes individuals currently incarcerated, on community custody/probation, or in the community with a conviction on their record. SB 5476 modifies offenses and penalties under the Uniform Controlled Substances Act and related provisions, requires pre-arrest diversion measures for possession offenses, and expands certain current law provisions authorizing alternatives to arrest. HB 1310 establishes a standard for the use of physical force by peace officers, including delineating circumstances where force is permissible and establishes a new Duty of Reasonable Care for Washington law enforcement officers. These factors significantly affect response to substance use and law enforcement response in Washington State.

In light of these external factors affecting law enforcement response, the Arrest and Jail Alternatives Grant Program and similar community based intervention and diversion programs are well poised and crucial in the response to individuals in crisis.

Moving Forward

WASPC is excited about the work of the AJA grantees, and their community partners, in each of their respective communities. We are pleased to have received funding to support an evaluation of the AJA Program to the expected outcomes as established in RCW 36.28A.450(8)(a). WASPC is in the process of developing the program evaluation of the AJA Grant Program. Although research professionals have expressed concern with the timing of an evaluation given the myriad of external factors, we are optimistic that an evaluation of the AJA Grant Program will demonstrate the value of the program.

The AJA Grant Program is funded through the 2021-2023 biennium at a rate of \$500,000 general fund for state fiscal years 2022 and 2023 and \$1,000,000 federal appropriation thru September 30, 2023. The three AJA site renewal applications requested \$1,896,710 in grant funds to sustain and expand their programs through June 30, 2022. **The gap between available and requested funding demonstrates the need for additional funding to support and expand the AJA Grant Program.** WASPC respectfully requests additional general fund appropriation to support and expand the AJA Grant Program.