The Scofflaw Mitigation Team

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Guide for People Living in Vehicles

From the Seattle Scofflaw Mitigation Team

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Executive Summary

In 2013, the Seattle City Council passed the Scofflaw Ordinance, which allowed parking enforcement to impound and immobilize scofflaws' vehicles as a way to incentivize timely payment of parking tickets [1]. This ordinance effectively criminalized living in a car because it gave the city authority to justify taking away vehicles from people who are least likely to be able to pay off parking tickets, let alone a tow fine. The ordinance was passed with the intention of disincentivizing missing parking ticket payments, but resulted in a system that pushes the most vulnerable into even worse circumstances.

The Scofflaw Mitigation Team (SMT) was formed in response to this ordinance and its consequences; they work with the Seattle City Courts and individuals living in their cars to pay off tickets and connect people to resources [2]. A key element of the SMT's work is making real connections and relationships with individuals living in their cars. Gaining the trust of people who are in vulnerable situations is difficult for non-profit institutions because of inherent systematic failures and inequitable frameworks; people in difficult situations are often in these situations because they have been failed by the social systems that promise to help them. Therefore, it is important that gathering information from clients seeking resources for the City of Seattle's Homeless Management Information System (HMIS) does not hinder relationship building. Additionally, it is paramount that this information is kept confidential and Hippa compliant. As such, data storage and organization is especially important for the SMT.

When we met Jenn Adams, a SMT employee and individual who has experienced houselessness herself, she pulled out a 3 inch ring binder full of loose papers, notes, client information forms, and consent forms. Not only did this binder hold sensitive data, but it also held the information of individuals living in their cars who were in need of and actively accepting help. The SMT's data management and collection system was holding back the entire operation's goal of helping as many people as possible in an efficient manner. Additionally, communication of up-to-date data on clients was not easily accessible to the entire SMT, making moving forward with clients difficult and confusing. We sought to solve these problems by creating a comprehensive data management system using available technology that is easily understandable to the SMT, who are not digital natives.

Problem Statement

Scofflaw Mitigation Team (SMT) serves as a community liaison to our neighbors living in vehicles, building relationships in order to provide community and support services where needed and requested. Thus far, the team's dependence on paper forms has created a delay between client interaction and information input into the appropriate internal database, ultimately acting as an operational barrier to serving the large proportion of the community (maybe insert percentage) living in their vehicles, who are awaiting linkage to critical resources such as shelter, food, clothing, car services, and much more. Through individual interviews, we identified the lack of a live updating feature and the cumbersome practice of filling paper forms to later scan and email them to relevant stakeholders, to not only be a challenge to efficiency, but also a source of contention between team members.

In order to better serve the Seattle community, SMT is in need of a central database where client records can be created and updated in live time, and relevant forms can be uploaded and located simultaneously by all team members by license plate number, client name, or vehicle location. The implementation of such a system would address the delay between client interaction and information input, creating a primarily single-touch system, thereby enabling team members to be more efficient in daily operations and increasing their capacity to serve more client

Customer

Six team members including two lead field staff, two scribes to accompany each field staff, a team historian, and a program lead comprise the Scofflaw Mitigation Team, our customer. The lead field staff and scribes are the team members who identify new clients in need of services, and continue to serve existing clients throughout the City of Seattle. Since these four individuals represent the public's point of contact to the organization, they are responsible for completing intake documentation and keeping record of client interactions in order to continue receiving funding from the City, and to avoid any unnecessary duplication of efforts in the event that different staff members come across the same clients, without the critical knowledge of whether or not they have been served by

the team already. Furthermore, an equally large component of work which is critical to the success of SMT in serving the community, is the creation and fostering of relationships between SMT members and community members currently living in their vehicles. In our qualitative data gathering, we identified relationship-building to be an utmost priority of our customer. Thus, we crafted a solution with these customer needs and priorities in mind.

Solution

To address the Scofflaw Mitigation Team's internal communication and organizational issues, we looked at two programs widely used by organizations: Google Suite and Microsoft Teams. Based on our initial interviews, the key components of a new system that team members prioritized were live updating and communication, the ability to store files on each client, the ability to pull basic data from the system, and the ability to digitize the forms they currently use on paper. Both Google Suite and Microsoft Teams allow for all of these features, so in order to make our final decision between the programs, we conducted a side by side comparison of these key pieces.

	Google Drive	Microsoft Teams
Internal Communication	Organization emails	Organization emails, instant messaging, video calling
Store Files	Standard folder system- easy to use and organize	Channels with the ability to store files
Engagement Log/ Ability to pull data	Google sheet can easily be added/stored	Excel spreadsheet can be uploaded
User-Friendliness	Simple and straightforward,	Slightly more confusing, would have

	team already has some familiarity with the programs	to introduce entirely new system, more features than necessary
Live Updates	Updates automatically to cloud	Updates automatically to cloud

Based on this comparison, we found that both systems have many of the same functionalities, but we ultimately decided to utilize Google Suite due to the simpler interface, the lack of superfluous features, and the bonus of the team already having some familiarity with the programs.

Once we decided to go forward with Google Suite, we began prototyping the new system and considering logistics. We ultimately sought to register the SMT for a G Suite package, which would allow all team members to have professional emails (e.g. jenn@scofflawmitigationteam.org) and create a Shared Drive that all could access and edit in real time. Another key component of the G Suite versus a traditional Google Drive is that G Suite will provide HIPAA compliance, which is necessary for much of the information that the team processes. The goal was to make the Drive as user-friendly as possible, so that it could be used efficiently and effectively by all team members. The key components we wanted to include were blank intake forms to replace the paper copies, individual client folders to house their forms and an engagement record, and an overall client spreadsheet with basic information. After sharing our ideas and first prototype with our mentor, Jenn, we received two key pieces of feedback: (1) in the client spreadsheet, there should be a place to jot down the services that were requested by the client, and (2) we should consider developing short video tutorials so that the team may repeat our work, as well as to train new team members on how to use the system.

The final layout of the Drive is as follows:

The homepage includes a folder for all of the blank intake forms, a folder for clients, a folder for the system tutorials, the client spreadsheet, and the first intake form.

Name ↑	Last modified		File size
📁 Blank Intake Forms	May 16, 2021	Caitlin Callegari	—
📁 Clients	May 16, 2021	Caitlin Callegari	—
📁 System Tutorials	May 16, 2021	me	—
📊 Client Spreadsheet	May 24, 2021	Anya M Lewin	—

Blank intake forms- these can be added to the individual client folders as needed.

Name ↑	Last modified	File size
📄 Scofflaw 2021 KC-HMIS-ROI-FAQ-May-2020.pdf 🔒	Request access	
📄 Scofflaw 2021 King-County-End-User-Training-Manual-October-2019 (1).pdf 🔒	Request access	
📄 Scofflaw 2021 Participant's HMIS Enrollment-2019LIHI.doc 🔒	Request access	
📄 Scofflaw 2021 Participant's HMIS Profile-LIHI (2).doc 🔒	Request access	
📄 Scofflaw Mitigation mileage 2021.pdf 🔒	Request access	
📄 Scofflaw Shelter Referral 2021.pdf 🔒	Request access	

Folders for each client within the "Clients" folder, organized by Last Name, First Name _ License Plate

Name ↑	Last modified		File size
📁 Callegari, Caitlin_DTGHIO	May 24, 2021	Anya M Lewin	—
📁 Dahiyat, Sydney_FEDCBA	May 24, 2021	Sydney Elizabeth D...	—
📁 Gregorich, Mary _ ABCDEF	May 16, 2021	me	—
📁 Lewin, Anya_LTJMSQ	May 24, 2021	Anya M Lewin	—

An example of a client's individual engagement log, including columns for the date serviced, the location of the vehicle/client, the staff member who serviced the client, the service provided, and any additional notes.

The overall client spreadsheet includes the basic information that team members described as most important. This spreadsheet would allow the team to pull annual data on the number of clients in an RV vs. car as well as how many clients were referred to a shelter, both of which may be requested by the government. We also hyperlinked the client's license plate to their individual folder, in order to increase efficiency in navigating the drive.

In order to fill out the forms directly in the field, an additional application must be used. After some extensive research, we found that Microsoft OneNote is compatible for android devices and can be HIPPA compliant. After meeting these requirements, we budgeted for the annual cost of a OneNote subscription for a team of six finding that this could be a feasible solution for the organization's budget.

This solution will address the original problem statement head on. The Shared Drive will allow for live updates, thus eliminating the lag and confusion between team members. Additionally, it puts all forms and information on a client in one place, eliminating the

chance that a paper document would get lost. However, the Drive also allows for an option of a paper copy of a form to be scanned and uploaded to the appropriate folder. This allows for the most versatility and efficiency.

Next Steps

We planned to test our prototype by creating the Google Drive consisting of the necessary organizational components such as a Google Form for first time intakes, the included client spreadsheet, and a unique, personalized folder for each client. In each client's folder, there would be demographic information as well as important resources such as forms and scanned documents. Perhaps the most important and integral element to our prototype system would be our tutorial videos. The tutorials videos would serve as a teaching tool for all Scofflaw Mitigation members, making the teaching of technology clear and easy to use. It is extremely important that we make these videos accessible, understandable, and user-friendly as this will most likely be the primary source of help going forward. We planned to send the prototype to the Scofflaw Mitigation team, and they could start watching the tutorial videos, as well as beginning to implement the new system. We also have weekly meetings with our mentor, Jenn, in order to gain feedback on our prototype. Also, we planned to meet with the entire Scofflaw Mitigation organization in order to gain valuable feedback on logistics and how user-friendly the implementation was.

Short term, the goal for this organization would be to be able to organize their work and streamline their communication on a daily basis. Doing so would maximize efficiency and collaborative communication within all the team members. With an organized system, members of the Scofflaw Mitigation team would be able to access pertinent information whenever needed in a potentially effortless process.

Long term, the goal for this organization is to develop and adopt a tested daily routine that they could stick to for many years to come. Through implementing our prototype, members of the Scofflaw Mitigation organization would be able to rely on the same daily routine and thus build up a system of good logistical habits that they can practice long into the future.

Some concrete next steps that the organization could focus on would be pushing to get the Google Suite Non-Profit eligibility, as well as meeting the Microsoft OneNote HIPPA requirements through BAA signing.

In order for these steps to be accomplished, it will take every member of the Scofflaw Mitigation team, especially Bill and Jenn who will head the implementation of our system. Internally, it will be up to every member (those who work in the field like Joe and Jenn, including their scribes) to meet these long term goals and stick to this routine in the future.

In terms of implementing this prototype, here is a breakdown of the costs associated with the technology we suggested to implement:

- G-suite feature (option for verified non-profits)
    - Account per person: $3/month
    - For a team of six: $216/year
- Microsoft OneNote made HIPPA compliant with BAA signing
    - Account per person: $12.50/month
    - For a team of six: $900/year
- Total annual cost for G-suite and Microsoft OneNote for team of six: $1116/year
- One time cost of purchasing two styluses for existing devices: $50-100 depending on model chosen

We also did an additional analysis of the costs of buying two additional tablets and providing internet access to the four devices total. Here is a breakdown of the costs to implement these additional devices and services:

- Tablets:
    Lenovo Smart Tab M10 Tablet with 32 GB of Storage, 2 GB RAM
        Highest rated affordable (under $200) tablet
        Compatible with Google Apps

    Listed at $169.99 pre tax for device

Can add screen protecting glass and case for a total price with the tablet of $193.97 pre tax

- Cost for two tablets with protective glass and case pre tax: $387.94

- T-mobile Data Plan:
  Tablet unlimited plan with 4G LTE is $60/month per line

  For a data plan with these four devices (two existing and two newly purchased), this plan would cost (pre-tax):

- For 4 tablets: $2880/year

Resources

1. City of Seattle. (2011, June) Parking Scofflaw Business Program. Retrieved June 6, 2021 from http://www.seattle.gov/documents/departments/scofflaw/parking_scofflaw_business_plan_june_1_2011.pdf
2. Interfaith Task Force on Homelessness. (2001). Scofflaw Mitigation Team. Available at http://www.itfhomeless.org/

Appendix

1. **Empathy Maps x2**
2. **Theory of Change Model**
3. **Systems Map**
4. **Story in Seven Sentences**

Designed for: Individuals living in vehicles   *Designed by:* GCIL- Scofflaw Mitigation Team   *Date:* 6/11/2021   *Version #2*

GOAL

1 WHO are we empathizing with?

Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

We are empathizing with individuals living in vehicles and struggling to pay off parking tickets. One can lose a house and have to live in a car for a multitude of reasons personal to individuals. The Scofflaw Ordinance passed in 2011 by the Seattle City Council, effectively criminalized living in cars by enforcing harsh mechanisms to get parking tickets paid off. Their situation is complicated and often requires different solutions to problems. We are empathizing with them in order to better help the SM team get client organized.own place.

2 What do they need to DO?

What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

Individuals living in their cars need to have better access to resources to pay off parking tickets. They do not necessarily need to get any job done, rather, we must make resources more available to them. We will know they are successful when individuals experiencing houselessness feel as though they have a connection to a community that truly cares about their success: the Scofflaw Mitigation Team.

3 What do they SEE?

What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

Individuals living in their cars often face a lot of day to day adversities. Access to bathrooms and wifi hotspots can be tricky to find on a consistent basis, making it difficult to stay in one place. Situations of individuals living in their cars vary drastically, meaning that their communications styles and resources needed are also different.

4 What do they SAY?

What have we heard them say?
What can we imagine them saying?

Jenn says that some individuals have an easier time opening up about their situation compared to others. We imagine them explaining how they became houseless and what they currently need. We can also imagine these individuals trying their best in telling Jenn others that they know who might need help with parking tickets.

5 What do they DO?

What do they do today?
What behavior have we observed?
What can we imagine them doing?

Individuals living in their cars are constantly just trying to get by day-by-day. Jenn, who has told us what it's like to live in a car, says that it's often very hard to sleep soundly or without anxiety. That being said, houseless individuals sometimes take on a nocturnal lifestyle. We also imagine these individuals trying their best to find the resources they need, but struggling because of the societal barriers in place (ones that the Scofflaw Mitigation Team work to remove).

6 What do they HEAR?

What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

Individuals living in their cars can often feel very isolated from society. Jenn says that people in the Seattle community have treated her with so much disrespect. They have cursed at her, shamed her for her situation, and more. We can only imagine that these are also being experienced by others living in their cars. Ideally, individuals living in vehicles would be able to tell their friends about the Scofflaw Mitigation Team's work, and put them in contact with Jenn and team.

7 What do they THINK and FEEL?

PAINS

What are their fears, frustrations, and anxieties?

Living in a car can be very difficult, especially when the threat of getting a parking ticket is always present. Uncertainty for adversity can create poor mental health outcomes, according to Jenn, which exacerbates the situation and pushes individuals further on the margins of society. Additionally, it creates stigma surrounding houselessness: that all individuals who are houseless must be "crazy". Jenn says this stigma was always very frustrating.

GAINS

What are their wants, needs, hopes and dreams?

Individuals living in their vehicles should be free from the worries of getting parking citations. They dream of peace, access to basic needs and resources, and the chance to thrive, not just survive. Needs include access to hygienic, educational, and financial services. However, that is not a comprehensive list, and individuals' situations and needs vary drastically.

What other thoughts and feelings might motivate their behavior?

Individuals living in cars often have no trust for governmental institutions or organizations that claim to have "help" for them. Their behavior then, could be extremely hostile to outsiders who claim to want to "help" them because they don't trust that others can actually help their situation. Independence is often a key survival strategy for individuals living in vehicles, says Jenn.

Empathy Map Canvas

Designed for: Jenn Adams and the Scofflaw Team Designed by: GCIL - Scofflaw Mitigation Team Date: 6/11/2021 Version: #1

GOAL

① WHO are we empathizing with?

Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

We are empathizing with the Scofflaw Mitigation team and learning about their personal experiences in order to better assist them using our project. The Scofflaw Mitigation team, especially Jenn Adams, is in a unique situation where she is striving to help others who are in similar situations of where she has been before. The Scofflaw Mitigation team's role in this situation would be as customers or beneficiaries for this project. We are helping the SM team and Jenn in order for them to help those who reside in their cars.

② What do they need to DO?

What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

Jenn and the SM is in need of a new logistical organizational system. Jenn has mentioned the whole team needs to improve methods of communication and organization in order to help them be more successful. They need to keep each other updated and safe while keeping track of all their documents and clients. They need to make decisions every day that are in the best interest for every client. Success is attained when they know they are making a true difference in the community through organization and communication.

③ What do they SEE?

What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

Jenn and the SM team meet with a diverse set of individuals in Seattle. Jenn says that everybody's story is different, and that homelessness can be caused by so many different factors. Their immediate environment could include encampments, trailer parks, and office spaces for administrative work.

④ What do they SAY?

What have we heard them say?
What can we imagine them saying?

Jenn and the SM say anything that can be encouraging, or that can make a client feel more comfortable in their situation. It is key for the clients to trust Jenn and the rest of the team, so everything that is said must be in the intent of trustworthiness and vulnerability.

⑤ What do they DO?

What do they do today?
What behavior have we observed?
What can we imagine them doing?

I know Jenn has experienced homelessness herself, and that can definitely play a motivating factor when it comes to her compassion and sympathy for this specific community of individuals. I can easily tell that her goal in life is to help those that are experiencing what she had to go through. She goes about it the right way, and I am thrilled to see the impact that she makes.

⑥ What do they HEAR?

What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

Jenn and the Scofflaw Mitigation Team listen to stories from individuals living in their cars. We imagine that The Scofflaw Team does not get a lot of recognition for all of the work they do because it's very behind the scenes. They aren't rewriting policy, or advocating for amendments to the Scofflaw Ordinance. Rather, they are actually going out into the field and working. We believe that Jenn get a lot of loving feedback from their clients and other colleagues working in similar fields in the community.

⑦ What do they THINK and FEEL?

GAINS
What are their wants, needs, hopes and dreams?

The Scofflaw Team and Jenn's major want is to impact the community for the greater good. They need better funding and more extensive resources including an organizational routine and system. We know Jenn's dream would be to grow this organization into something bigger with few logistical barriers preventing this growth. Ideally, every individual living in their cars have access to all the parking ticket resources they can get.

PAINS
What are their fears, frustrations, and anxieties?

Jenn often fears that once she makes contact with a client, she might not ever see them again. Many individuals are on the run or trying to move around a lot to evade parking tickets/law enforcement. She also often has to fear her own trauma and being brought back to a very hard time in her life. Additionally, the SM gets frustrated when client information is unorganized and not up-to-date.

What other thoughts and feelings might motivate their behavior?

On a daily basis, Jenn and the team stay really busy. We imagine that they have several people to attend to everyday. Aside from visiting new people in the field, we know Jenn emphasizes a long-lasting and deep relationship with the people that she meets. Jenn's behavior is one of sympathy and love. She has been through a lot personally, and truly has a special place in her heart for this specific community. We imagine Jenn going above and beyond to not only help these individuals out logistically, but to ensure them that she can be trusted to represent them, help them, and care for them.

THEORY OF CHANGE

I want to clarify my priorities
by defining my goals and the path to reach them

What is the problem you are trying to solve?

Improve communication between Scofflaw team members

Separate personal and work related tasks

KEY ASSUMPTIONS
Have basic understanding of google accounts

Who is your key audience?

Scofflaw Mitigation Team

(Currently 5 members but looking to grow the program to serve more people)

KEY ASSUMPTIONS
Team is older, not very tech savvy

What is your entry point to reaching your audience?

Qualitative interviews with team members

Greater understanding of the diverse community of individuals living in their vehicles

Skills learned through GCIL course

KEY ASSUMPTIONS
The simpler a system the better

What steps are needed to bring about change?

Researching about discounted google suite account for non profits

Providing video tutorials on how to navigate technology

Have team members test out tablets for note taking in the field

Provide workshops to teach and answer questions about new organizational system

KEY ASSUMPTIONS
Integrating an online system will make their jobs run more smoothly

Have devices & internet access

What is the measurable effect of your work?

Time between visit and info entry (Pre online system and with it)

measurable effect?

Number of entries per staff member per day (pre online system and with it)

measurable effect?

Is the system still being utilized in x amount of months down the line

KEY ASSUMPTIONS
Having devices in the field will expedite the info entry process

Organization can afford gsuite & tablets

What are the wider benefits of your work?

People will be able to move on with next task, utilize work time more effectively

wider benefits?

Assist more folks living in their vehicles

wider benefits?

Staff is more organized and can communicate with googles system

KEY ASSUMPTIONS
Communication system will improve Scofflaw's work load

What is the long-term change you see as your goal?

More community members in need can be serviced due to a more efficient process

Organizational system saves Scofflaw team members time because notes from all members can be viewed in real time.

STAKEHOLDERS
Scofflaw team

Individuals living in vehicles

U-Heights (funding)

Story in Seven Sentences

Once upon a time… Jennifer Adams, of the Scofflaw Mitigation Team, carried a large binder full of in-take forms, loose papers, and unorganized notes with her while she walked around talking to individuals living in their cars. Jenn, who has experienced houselessness herself, works to relate to individuals currently experiencing homelessness and connecting them to resources. Jenn's role in the Scofflaw Mitigation team is very important because she is able to more readily gain the trust of individuals experiencing houselessness.

Everyday… she went out into the Seattle community and initiated conversations with individuals living in their cars. She worked in collaboration with the city to waive parking tickets given to these individuals, essentially criminalizing their situation, and worked with the courts to help set people up for community service or payment plans.

Until one day… Jenn realized that she was getting too disorganized and distracted by all of the forms and new clients. The Scofflaw Mitigation Team needed a new way to properly save new intake form data to be sent to the HMIS system. Because of the lack of organization and communication, her and her colleagues often became confused about the status of her clients leading to gaps in the data.

And because of this… there was a large delay in adding information about each client and what resources they had already provided them.

And because of this… Jenn and the Scofflaw Mitigation team were not working to their full potential or helping people to the best of their ability. Fewer individuals were being connected to resources and the entire process took more time.

Until finally…a team of UW-Seattle seniors created an easy Google Drive interface with tutorial videos for Jenn and future Scofflaw trainees to be able to reference. This Google Drive included templates of all the intake form documents available to edit and review in real time while out in the field. Clients could sign digital documents and have all of their information immediately saved in one place for the entire Scofflaw Team to see or edit in the future.

And ever since that day… Jenn never carried around a huge binder full of papers and

documents ever again. Data was always kept up-to-date so that individuals living in their cars could be tracked and connected to helpful city resources more easily. The entire Scofflaw Mitigation Team was able to more efficiently connect individuals living in their cars to important resources. And, she was eventually able to help more people!