GCIL-Seattle 2021

The Scofflaw Mitigation Team

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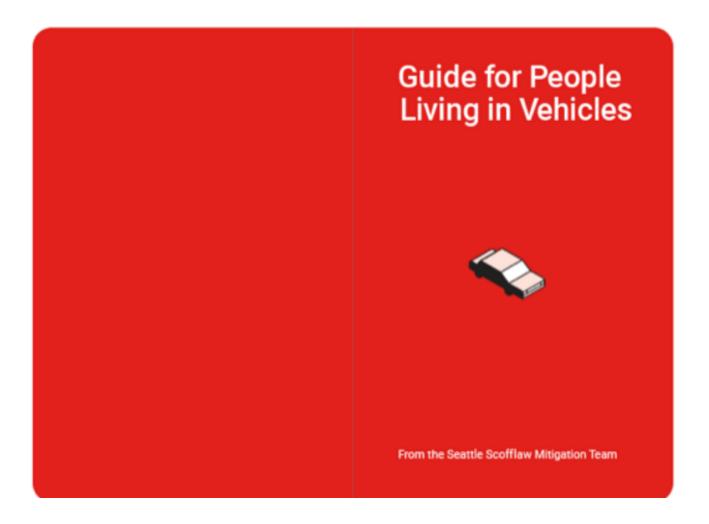


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Executive Summary

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 Channels with the ability to store files		
Store Files	Standard folder system- easy to use and organize			
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	\uparrow	Last modified	File size
	Blank Intake Forms	May 16, 2021 Caitlin Callegari	-
	Clients	May 16, 2021 Caitlin Callegari	-
	System Tutorials	May 16, 2021 me	-
Ħ	Client Spreadsheet	May 24, 2021 Anya M Lewin	_

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

Name	\wedge	Last modified	File size
T PF	Scofflaw 2021 KC-HMIS-ROI-FAQ-May-2020.pdf	Request access	
PF	Scofflaw 2021 King-County-End-User-Training-Manual-October-2019 (1).pdf	Request access	
₩	Scofflaw 2021 Participant's HMIS Enrollment-2019LIHI.doc 白	Request access	
ک ج	Scofflaw 2021 Participant's HMIS Profile-LIHI (2).doc 🗄	Request access	
ene.	Scofflaw Mitigation mileage 2021.pdf	Request access	
PF.	Scofflaw Shelter Referral 2021.pdf 🖯	Request access	

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

Name 个	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.

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	А	В	С	D	Е			F	
1 2 3	Date	Location	Staff	Service Provided		Notes			
2									
3									
4									
5									
6									
7									
8									

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.

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	A	В	С	D	E	F	G H	1	J
1	LICENSE PLATE #	LAST NAME	FIRST NAME	LOCATION	1ST CONTACT DATE	PHONE #	RV/CAR?	SHELTER?	OTHER SERVICES
2	ABCDEF	Gregorich	Mary	U District	05/16/2021		rv		
3	FEDCBA	Dahiyat	Sydney	Capital Hill	5/23/2021		car		
4	DTGHIO	Callegari	Caitlin	Ballard	5/24/2021	800-123-4567	rv		
5	LTJMSQ	Lewin	Anya	Fremont	5/24/2021	206-890-1234	car	needs referral to shelter service	
6									
7									
8									
9									

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):

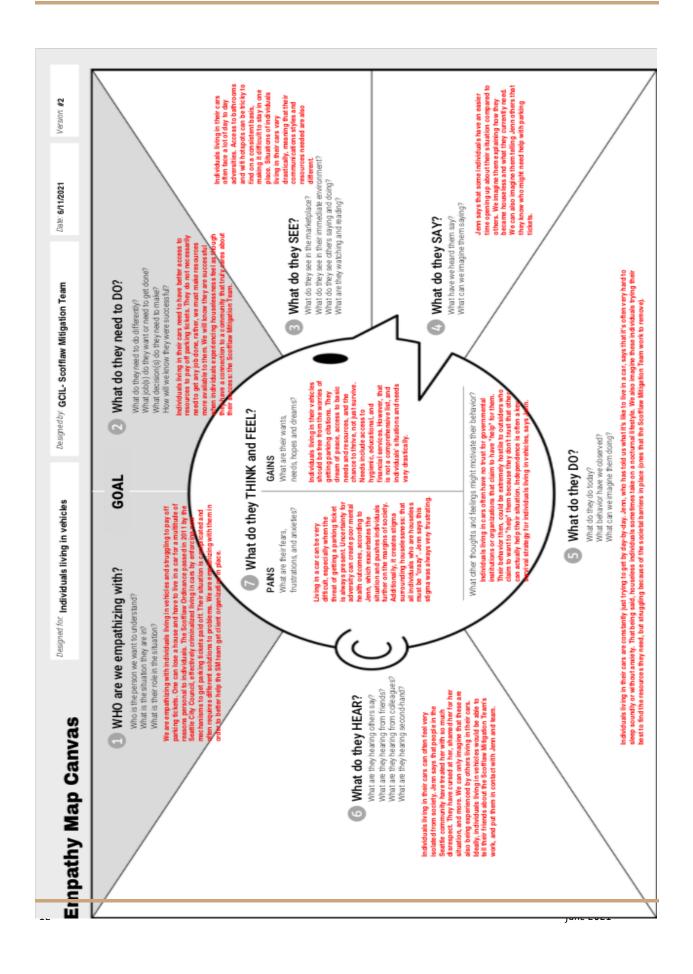
- For 4 tablets: \$2880/year

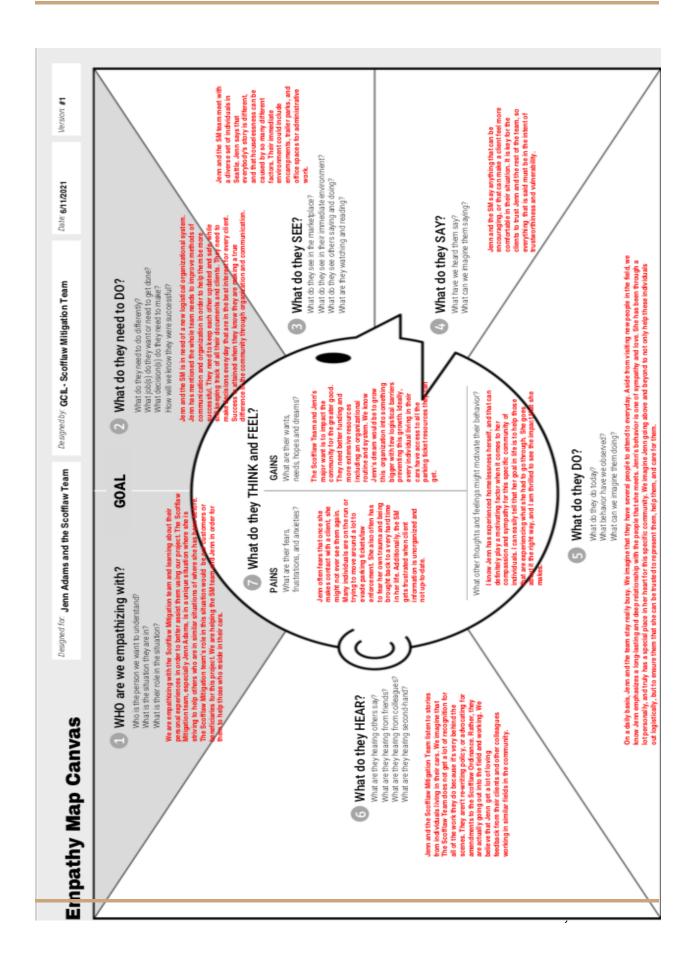
Resources

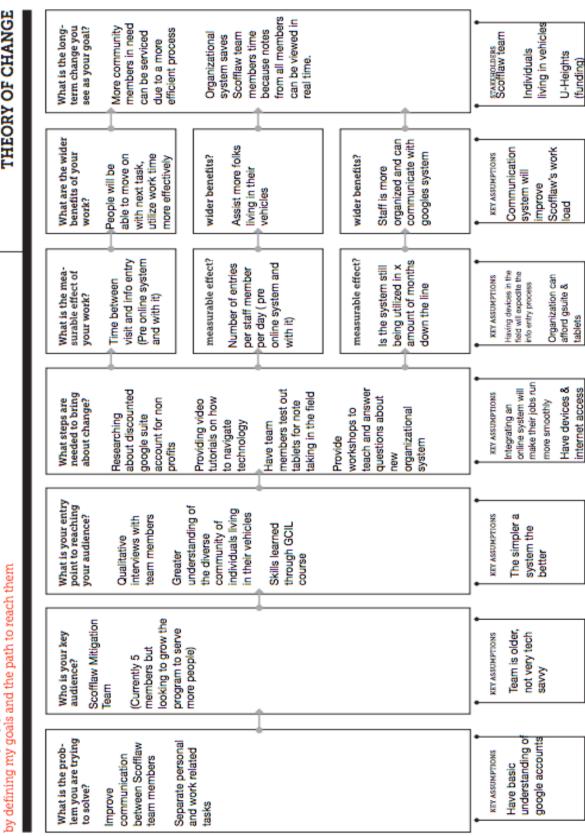
- City of Seattle. (2011, June) Parking Scofflaw Business Program. Retrieved June 6, 2021 from <u>http://www.seattle.gov/documents/departments/scofflaw/parking_scofflaw_busines</u> <u>s_plan_june_1_2011.pdf</u>
- Interfaith Task Force on Homelessness. (2001). Scofflaw Mitigation Team. Available at <u>http://www.itfhomeless.org/</u>

Appendix

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

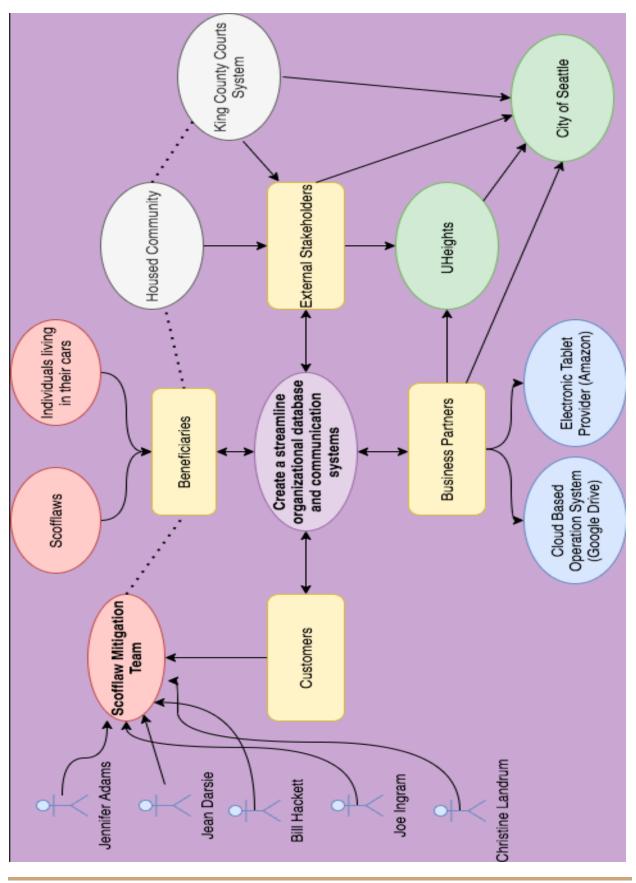






THEORY OF CHANGE

I want to clarify my priorities



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!