

Law Enforcement Assisted Diversion ZOOM

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SPEAKERS

Tina Brown, Brendan Cox, Najja Morris-Frazier

Tina Brown 00:04

Hi, everyone. Good afternoon. Thank you all for tuning in today. My name is Tina Brown. I'm the Program Officer for CONUS reform here at the arnoff Family Foundation. Today, I'm excited, we have some guests with us to share a program that's really been implemented all over the US and also being explored internationally. Here in Oklahoma, we've been discussing reform and talking to our jail population, and just really how we, as Oklahomans have been responding to low level offenses, and also crimes that are being committed really due to unmet behavioral needs mental health, homelessness, substance use, and extreme poverty and trauma. And so we're going to have Najja, Brendan introduce themselves, they are here part of the law enforcement sister diversion program. They're going to tell us a little bit more about that through a presentation and after which we're going to have some questions. So I don't plan on moderating and a sense of, you know, going back and forth, and reviewing the chat, but at the end of the presentation, we will open it up for questions. So without further ado, we're going to have Nash and Brendan introduce themselves and go ahead and present today.

Najja Morris-Frazier 01:10

Thank you, Tina. Hello, everyone. My name is Najja Morris-Frazier, and I am the director of the LEAD Support Bureau. And we are the agency or the organization that provides technical assistance, support and guidance to all jurisdictions nationally, internationally that are interested and replicating or launching a LEAD program in their communities.

Brendan Cox 01:39

Good afternoon, it's great to be around. Brendan Cox, I'm the director of policing strategies with the LEAD Support Bureau. I've been with the Bureau about five years and prior to being with the Bureau, I was with the Albany, New York Police Department for 23 years. And we were the third jurisdiction in the country to implement LEAD. And then one of the reasons why the LEAD Support Bureau exists is because of the recognition of the amount of jurisdictions across the country, and now internationally, that have asked for support from the folks in Seattle to learn about about LEAD. So I was one of those

folks way back in 2015, to really start asking to find out what was going on with LEAD and how we could replicate that and bring it around the country.

Najja Morris-Frazier 02:20

So today, what we're gonna do is just start with giving you some history and background about how LEAD got started, what the overarching principles and approaches are for a LEAD program, as well as giving you a deeper understanding about the structure and elements that need to be in place to do a LEAD program, we'll also dive a bit deeper into actually what the service delivery and some of the key pieces and the collaboration looks like in a LEAD program, who your key partners would be, and just pretty much how the program would work. So I'm going to kick it to Brendan, who's going to get us started. And then I'll take a deeper dive into some of the program components. And then we will open it up for questions and answers. Thank you all for being here with us today.

Brendan Cox 03:05

Thanks, Najja. So, so LEAD started in Seattle in 2011. And it started very specifically because of large racial disparities in arrests, especially around drug offenses and sex work in a very specific neighborhood in Seattle. But much like a lot of us had in our cities and in the areas that we that we worked, there was an open air drug market and the Belltown neighborhood of Seattle. Seattle Police Department at that time, just like certainly my own police department, we respond in one way, and we had one choice of what to do, and that was to arrest folks. So the Seattle Police Department, that was the response, there were a lot of people that were being arrested. And the police department and the community that was certainly pro arrest at that time, they were not necessarily seeing much satisfaction because there was a revolving door of the criminal legal system. There was the fact that number one, the system was overloaded. And number two, the folks that were being arrested, had unmet behavioral health needs, they had substance use disorders, they had underlying mental health issues, they were homeless. The system really wasn't built to ultimately address those issues. And they were kind of coming through the door and coming right back out and folks weren't seeing improvement. And then on the other end, or folks in the Civil Rights world that we're seeing a whole nother issue. And that was the fact that the city of Seattle was about 8% African American, but about 65% of the folks being arrested were African American. So there was these large racial disparities that were in the system. And again, we see those across the country. It really doesn't matter where you are, but we know that we have vast racial disparities, especially in drug arrests. Even though when we look at the folks that use drugs, it doesn't matter if you're white or black. That's pretty much right down right down the middle. So the folks in the Civil Rights World wound up ultimately, suing the Seattle Police Department and the city and folks wound up at a mediation table. A table like this. And And folks, wound up deciding that, you know what, there was a recognition that those racial disparities existed, they needed to change. And there was a recognition that the status quo of what was happening in the system needed to change. That folks, were not getting any better, that were being arrested. There was no deterrence factor in arresting people when it came to drug offenses. And that the criminal legal system was not the appropriate place to address issues of substance use, substance use disorders, of mental health, of poverty, of homelessness. So the folks decided to build a different alternative solution. And that alternative solution was to give police officers a different avenue, other than arrest. So when they came across somebody who was committing a law violation, and that law violation was tied into substance use, was tied into mental health, was tied into extreme poverty or homelessness, that officer

on the street at that moment, could say to a person, hey, listen, I know you. So the folks in Seattle, that's what they built. They said, let's have it so we can have an officer be able to make that decision on the street. Let's do something as far upstream as possible. Let's not bring this further into the system. And many times, I'm sure you have all seen the same thing here in Oklahoma City. Officers already know, the people they are arresting. In fact, they've probably arrested them before, they've had contact with them before. Saying to the individual, rather than arresting you today, I could call a case manager and that case manager can come meet me here or meet me at the precinct. And I can hand you to a case manager. Rather than arrest you, we'll start working with you to identify what it is that you need. And we'll step back and instead of entering the criminal legal system, again, you can work with the case manager to start addressing your needs. And to try to have a better response to try to have a better, better likelihood of public safety. We have certainly other programs that do happen after we bring people into the system. But there was a recognition that there were people that have been arrested 50, 60, 70 times that have been through a lot of those programs, and failed. And folks that have ongoing needs. So the folks at that table said, Let's do this, let's do this pre arrest, pre booking diversion. Let's give officers the authority and the ability to use their discretion to go ahead and give people that option, to go ahead and get into LEAD. And let's have that response be from this harm-reduction platform, and Najja's going to talk more about that when it comes to case management. But for law enforcement and for public safety officials, harm reduction is really a little bit counterintuitive, because it's recognizing that we're going to meet people where they're at figuratively and literally. And we're not going to require abstinence. We're going to recognize that not everybody is ready, willing, or able to be able to make large changes. But if we meet people where they're at, and if we make incremental changes, and we get them the changes that they're ready to make at that moment, and we work with them in the long term. And we do it in a way where we're respectful of where they're at, we can make bigger changes. And the folks at the table when we got what was first founded, had some past experiences in harm reduction programs, so they were able to bring that to the table. So that's what we did in the start. They built this initiative that allowed for officers to use discretion, diverted folks into this really street-based case management, using this harm reduction platform. And as LEAD has grown and as it's grown across the country, what's happened is we've evolved. We have the ability to have officers using discretion to make pre arrest pre booking diversions. We also have this ability to do what we call social contact referrals. Where police officers and other people within the criminal legal system, who know individuals that fit the same clinic criminogenic pattern of individuals that get diverted through arrest diversions, instead of waiting until that person offends, we can be more proactive, we can reach out to those individuals and offer them to get into LEAD. Get a case manager involved, get them that long term service. Really be able to be more proactive, and get them in so now we have the social contact component of LEAD. And then most recently, after George Floyd was murdered, one of the things that we'd always talked about was the it was the ability to have the community more directly involved in LEAD. And we've had community components in LEAD certainly in Seattle, the community was involved at the start. But we recognize that in Law Enforcement Assisted Diversion, law enforcement has always been the gatekeeper, with an arrest diversion, and then social contact referrals were normally police officers or other actors within the criminal legal system. So we came up with what we call, Let Everyone Advance with Dignity. And that gives community members, whether it's a neighborhood, neighborhood leader, whether it's a business owner, or just any citizen can now call project managers. And if they know an individual in their community and they know that person struggling with that on that behavioral health need, living in extreme poverty or homeless, and that

person's also having those criminal legal contacts, they can refer somebody into LEAD. And what that does, is it not only does it get that person in that case manager and get them the same services as the police for referring them in. It gets them into this place where a partner, so what's really important about LEAD is, LEAD is driven by a broad stakeholder group. So LEAD is not owned by any one agency. Rather, there's this Policy Coordinating Group, that's the board of directors. So the mayor, the police chief, the district attorney, the county executive, the Department of Health, the civil rights leaders, business leaders, they make up this broad policy group. And they ultimately bring the resources to better make decisions. And then there's the operational workgroup, which is the folks that are on the ground, working every day in LEAD. So the case managers, or police officers, Assistant District Attorneys, public defenders, folks in the mental health world, folks in the substance use world, folks that are going to work everyday with participants. And those folks at the operation level, they meet every two weeks, and the level of problem solving, meeting around the folks that get into LEAD. And case managers will come and give an update on how folks are doing. And one of the reasons why that those updates happen is because the folks we're diverting, many of them have either open cases from the past, or sometimes they get arrested after they're in LEAD, that that happens. And having the District Attorney's Office and the public defenders at the table, they're able to make better decisions for what to do with those old or new cases, based on the fact that they know the persons in LEAD. So that way, if this person is about to get housing, or if they're about to go to treatment, we don't sentence them into jail, when we know that if we put them in jail, they're going to lose that voucher, or they're going to lose that opportunity to go to treatment. So we have this coordinated approach. So that coordinated approach now works no matter if it's an arrest diversion, or a community referral. So that's kind of the basis of how folks kind of get in and some of the some of the nuts and bolts of how it works. I'll turn this back over to Najja, she can kind of fill in a lot of the blanks that I left.

Najja Morris-Frazier 12:14

Thanks, Brendan. So I want to talk more about the service delivery of LEAD, which is very unique. A few things that LEAD does that are can be quite a bit different than a lot of programs is for one, LEAD is open-ended. So the people when they come and leave, there's no time limit. So we believe that people always need help, and should always be able to have access to the support, the guidance and the resources for as long as they need it. So for in LEAD program, once someone's in LEAD, we consider them always a LEAD client. And how that works is there might be times when they need a lot. And there might be times when they're more stable. And maybe they just kind of go into like a holding pattern. But the idea is that as life happens, we know, as we know, with our own life, things kind of ebb and flow. So there'll be times when things are more stable, and seem a bit more predictable. And then there's times even in our lives when things can become a bit more chaotic. So we won't really want people to always have a connection to their LEAD program and to their LEAD case manager, so they can always have that resource and that help. The other thing about LEAD is that it's non-coercive. So the person when they come in, when we bring someone into LEAD, we're not sitting down assessing them, in order to tell them all the things that are wrong with them, and directing them and how to fix their life. But we're going to say to them is 'Hi, tell me a bit about yourself and how you came here today.' We want to hear their story. We want to hear who they are, we want to hear how they got to the place where the officer referred them, or the community member referred them. We really want to work with them where they are. LEAD believes in working with people at the bottom level of where they want to work. If someone's not ready to address, potential substance use issues or mental health issues. We

don't make them address that. We will note it and we will understand that it's something that might come up or something that we might bring up or ask if they're interested in. But we really literally start with, 'How can I help you? What would make your tomorrow be better than your today?' And so what we believe in LEAD is that people who have been cycling through the criminal legal system repeatedly and have never gotten the services or the response to actually help them make sustained long-term change. It's because that model and that approach is not going to work for them. What we know to be true is that harm-reduction, low-barrier, care-centered model is what works for individuals who have continued to cycle in and out and have contact with systems that haven't gotten it right, essentially, for them. So what we do is we'll start with the, what do you need, and they can be like, I need shoes, I need a new tent, and I need my food stamps back. So that's where we start with this person. Because what we also know is that there are a lot of things and a lot of traumatic events and harms that have happened to people for them to land in front of us that day. And just simply telling them, if you fix this one thing, be it mental health or substance use, suddenly, that's going to make the rest of your life in the midst of the rest of your world and everything else that's happened in your life go away. That's why we know that we do that a lot of times people don't have successful experiences of treatment, because they were made to do something before they were ready. So what we really work on is the building blocks. We want to help that person build this the structure, built the stability and put things in place, whether it be housing, reconnection to community, reconnection to their children, getting their healthcare back on track. Because for some people, they can't see why they would go to treatment, and then come out and nothing's changed. So with the LEAD case management, we really, really work on moving alongside people, and helping them navigate the world. So we're kind of like the navigators, and they kind of really do have control of the wheel so to speak. We're not dragging them in the direction we think they should go, we're not pushing them at a place we think they should go. We're just really kind of, we're there to kind of provide some safety, some bumpers and really help keep them as healthy and as alive for as long as possible, while they try to figure out what would be the path to work best for them. So it's a very different approach. It's, it's the long game, we say LEAD is a marathon, not a sprint. And that's something that we talked to officers and prosecutors about, we really talk about the fact that this isn't going to be something we're not going to disappear people. Someone doesn't come to LEAD, and necessarily, suddenly you don't see them for 28 days, because we made them go to treatment. And then on day 30, you see them back because they had nothing to come back to because no things were put in place before they went to treatment. This is really all hands on deck kind of program where we count on law enforcement. We count on prosecutors, we count on community members, we count on other service providers to really, really try to weave a tight net that will keep these folks from falling through that have consistently fallen through the existing net of the criminal criminal justice system, the health system, the behavior, health system, and other things that have been in place, but not to the levels that need to be in order to really fully have some success with these individuals. And one of the other things that's really unique about LEAD, as Brendan mentioned earlier, is operational workgroup. The collaboration the LEAD case managers do with system partners, is very unique to this program. Everyone is welcome to that meeting to talk about the participants every couple of weeks. It is there where a lot of the magic happens. It says this opportunity where law enforcement gets to hear about what's happening with individuals, we're in the we get to, as case managers case managers get to share, oh, yes, I know, he's out there a lot more because his mom just died, or he just got diagnosed with a terminal illness and officers usually, they would never have no understanding or knowledge of why that why this person might be showing up a certain way. Other things happen at

these meetings, like a case manager can let a prosecutor know who's about to file a warrant for someone's arrest, wait, don't file the warrant, because he actually has a housing appointment in three days. And if you found a warrant, he gets picked up before then it'll be another nine months before he can get back on the list. So what we know is that traditionally, all these pieces of the criminal legal system, the court system, the law enforcement system, and then the case managers and providers, they've been very siloed. And so you have all these folks that are doing their job, but they could really and unfortunately, quite often are undercutting the efforts by the case managers and the people that are really in in the trenches with folks trying to get stuff done. And so that operational work group and the collaboration and communication and relationships between the officers and the prosecutors and the case management team. Really really are a unique piece of LEAD that helps folks to make long term sustainable change. And so this is essentially the LEAD program in a nutshell, there are a lot of nuances and other key components, but we wanted to make sure that we had time for questions and answers.

Tina Brown 19:48

Now kick it back over to Tina. Thank you, Najja. Thank you, Brendan. Remember you have any questions, put them in the chat, please. That's probably the easiest for this. Before we get to questions that may come up, though, I do want to read this tweet. And this is done with permission from Nicole McAfee, excuse me. And she commented that 'I'll note that given the lethality of our police force, my main issue here is with relying on law enforcement leadership for diversion. I think the more we can try to disrupt law enforcement encounters, the safer we'll all be. Programs that engage first responders, such as firefighters, medical workers, health providers, instead of cops and law enforcement are where I like to see our focus. If you all could just respond to that?

Brendan Cox 20:42

So yeah, I mean, I think that's a that's a it's a valid point. Absolutely. But you know, one of the things that the reason why the LEAD starts where it starts is because we're trying to change how police respond to criminal activity. And when it -- we need to change behavior, we need to make that behavior, if it's negative, we need to turn to positive. We need to change how police look at issues such as substance use disorders, mental health issues, poverty, and and homelessness. And our response and our initiative, that's what we're seeking to do. We're trying to change how we respond to criminal activity that's driven by those issues. Those responses, those those situations that police officers find themselves in, this is giving them a tool to do something different. Would we want our lawmakers to make changes to laws to to decriminalize a lot of the things that are on the books, so that way, we're not treating many of the issues that I just spoke about as crimes rather, in the public health world? Yes, we would love that. And we would love to see that change. But, for example, when an officer goes to a shoplifting call, and the person that's there is clearly has an issue of addiction, or mental health or poverty, what we're trying to do is change the response from law enforcement. So that officer recognizes that this person doesn't need to be in a criminal legal system, this person needs a case manager to address what their needs are, because the only way that we're gonna, - I'm speaking as an ex chief of police - deal with the with the crime and lower crime rate is to get to the root cause of the problem. And I'm going to do that by diverting this person in the lead and getting them a case manager getting that done house they help they need with the public health response. So we're trying to change the system, we're trying to disrupt the criminal legal system by doing what we're doing. We've also

introduced our community referrals to Let Everyone Advance with Dignity, because we do want the community to be able to get access to LEAD. This is a public safety program. So this is not about social services. So if somebody gets referred to us, that is not that same criminogenic has the same criminal genic issues, we're going to look to other service providers to help that person because we want our case managers working with the folks that are having those contacts with the systems that are already engaged, because we want to get them removed. Because we are talking about folks that are chronically engaged with the system already. And we're trying to get them removed. So I don't disagree with the sentiment, we do want to we do want to ultimately change the entire system. And how many of the issues that folks are actively engaged in the system taken away from the system. I know, I used to tell people to put me out of business all the time. Unfortunately, nobody could. But you know, we do have these responses already. And we have these contacts already. So we're trying to make changes around those. And I don't know what you want to add, Najja. No, I think, thanks, Brendan, I think you said it.

Najja Morris-Frazier 24:01

Anybody have any other questions for us?

Tina Brown 24:04

Just checking. So I do have one, there's this, this mindset and notion that there has to be a carrot at the end of the stick that people have to be, you know, on probation or in a formalized program where they're, you know, going to court every week and having to check in and do UA's. What would you say to those folks who believe in that carrot at the end of the stick for folks to change and not commit any crimes?

Najja Morris-Frazier 24:35

Think that unfortunately, or fortunately, or just the truth is that, if carrots worked - and as much money that's been thrown at punitive programs and compulsory programs, if carrots worked, we wouldn't be in the position that we're in. Because lots and lots of people have been pushed through the jail system have been pushed through probation, have white-knuckled it essentially and failed drug tests and figured out ways around getting through probation. A lot of people have failed out of drug court. The carrot works for some people. And that's why LEAD isn't for everyone. There are some people where their first or second time drug court, which is more of a carrot, with the threat of going to jail if they don't complete, works for them. I've actually worked alongside some wonderful case managers, both that were successful in their recovery through a punitive program, and also people that were successful in programs that were much more rooted in harm reduction and took their own path to recovery. And it made sense for them. And so the idea is that LEAD is there for folks where punitive programming didn't work. And I will say that pretty much every single LEAD participant has had some type of opportunity to be entered into or complete a compulsory program, and it just wasn't successful. They might have completed it statistically, or like technically, but in terms of it being a positive outcome for them, they never really got success in terms of finding long term relief, and a plan that worked for them to be able to, for them to sustain a different life course. And so LEAD really is for and built for, and the harm-reduction approach, works best for folks where they try punitive programs, compulsory programs, and those programs just don't work for them, because they need a different effort on the on the on the side of the provider. And that's what LEAD does.

Brendan Cox 26:44

I think too, like one of the things that's been, you know, a pleasant surprise, like over the last five years, I think a lot of the compulsory programs, especially things like drug and mental health court, like the attitude there has changed too. Like, I think folks are much more open to talk to each other especially us with LEAD. In the jurisdictions we're in, where there are very active behavioral health courts, there is great interaction now to recognize that if somebody is in one of those courts, and are clearly not gonna not going to make it, they're not going to do well, in that compulsory atmosphere, there's been a lot of openness with many of those judges, and many of the folks- folks in those courts can be like, 'hey, this person is not going to make it, they're not doing well in this court. And we're recognizing that us trying to just be punitive right now is not not only not helping them, we're not setting ourselves up for success, because the person is going to want to go into jail for a short time, they're not getting any services in jail, and when they're done with that stint in jail, they're coming back out on the street, and they have no support.' So rather than continue that insanity, you know, let's work together and recognize that maybe we can refer this person to LEAD, or maybe we can recognize that there's a mid road here where we can get this person some harm reduction services, or we can give this person some leeway, and not be as punitive. So I think I think we've seen some really good mindset changes in places we wouldn't think so where where we were originally was no, we're gonna we're gonna punish people into compliance. I think a lot of people are finally recognizing that punish the pushing people into compliance just does not work. For most people, it does not work. And rather than do that, let's actually sit down and talk about what does work and what people do need. And let's recognize that there's a lot of people who need support. And if you're going to force somebody to come to court, you know, once a week, or every couple of days, and you're gonna force them to be drug tested, and, you know, do a bunch of things and have all these hurdles in the way. You know, a lot of times you're setting somebody up for failure. But there are ways that somebody might be successful to do that. So we've seen, you know, LEAD participants who are in drug court and doing this parallel course, that wind up doing well in both because now they have a support mechanism. They have this case manager who's working with them and trying to help them to figure out how they can do this and be successful if they want to do that. And if that can work out. So I think people see that and all of a sudden recognize that, oh, you know, people do need the support. In half the days I live, I feel like I need a case manager. Usually it's my wife, who's helping get my life together.

Tina Brown 29:26

So a question in the chat is, "In communities that have implemented something like LEAD, what's been the reaction from the FOP or other police union?"

Brendan Cox 29:37

So most of the time, it's been fine. And and if there's if there's questions about things, we sit down and we talk through, you know what the issues can be. The truth of the matter is, is this makes police officers' jobs easier. This gives police officers a different avenue, rather than putting handcuffs on somebody, rather than putting police officers in a situation that they don't want to be in. The overwhelming majority of police officers that I've worked with in my 23 years as a police officer, and in the five years since I've been gone doing this, they don't want to arrest people who have a mental illness and that's why they're committing crimes. They don't want to arrest people, because they have a

substance use disorder and that's why they're committing crimes. They don't want to go into a homeless encampment and kick a bunch of people out. That's that's not what they wanted to do. They didn't sign up for this job to do that. They want different ways to do a job, they want more tools, they want the ability to be able to do something different. Most of them will say they didn't take his job to be a social worker, if you really talk to them on the side, in truthfulness, they actually enjoy being a social worker. But they want other avenues. And the FOP and the unions, they want better tools, they want better training. So for the most part, there's been very positive interactions with with with fops with unions, and with police officers. LEAD has been a tool that folks can use to deescalate. All of a sudden that goes from, 'I'm going to get you help rather than put handcuffs on you.' People many times will go from like, 'Hey, I'm about to have a bad situation of maybe fighting with somebody because I'm about to get arrested, to 'I'm like, Hey, you're going to get me out? Like just tell me what you need me to do. Like, 'I'll go wherever you want me to go.' Um, you know, to the fact that we have we have evaluations that show that that people's perception of the police change when we have LEAD come into a jurisdiction. So people know that officers know that if the public actually sees police as more legitimate, police has actually a better - through another lens - then why would we not do this?

Tina Brown 31:48

Thank you for that. Are there any other questions before we let Najja and Brendan go? So then I can speak to this a little bit, Dan, I have been exploring this program. I don't know the general sentiment about LEAD and who's going to be for it. The whole idea is that we have them here to present. They're actually going to be at the OCU conference tomorrow, so anyone who wants to tune into that, it's the Oklahoma Forward Conference, Oklahoma City University School of Law. And Brendan will actually be the keynote speaker there. We're going to have a panel, and that panel will include Chief Gourley as well as the Undersheriff, Jim Anderson. We're also going to have Brendan and Najja on that panel. And then the later panel discussion will include a few of the division majors for Oklahoma City Police Department. So we will be able to get into a further discussion about LEAD tomorrow at the OCU conference. So if you guys want to tune into that, you should be able to find the link online for that. Oh, here it is, the link is posted in the chat room. So you can find that and maybe get your answers to that question. Oh here we go. Are there any metrics or data showing outcomes of these approaches?

Najja Morris-Frazier 33:21

Um, yeah, we do have there are several, maybe about five, pending six different evaluations that have been done by different sites that we will - what will happen is we will be uploading those. We're in site development for our new website for the LEAD Support Bureau. So when possible, we can send that get that link to you guys here at Arnall so you guys can get that out to your people. Because then it'd be more up to date and probably more recent version of data that has been collected from around various piece parts of the country as it relates outcomes from the LEAD program.

Tina Brown 33:59

Okay, thank you. okay. So I'll just end with this is an article that I read months ago that I just love, and it's called, Building Exits off the Highway to Mass Incarceration. You can just Google that and find this article. And what it really speaks to is the idea that to end mass incarceration, there isn't just going to be one answer. It isn't either or, and a lot of these different solutions and and, you know, programs being put forward. But it's the idea that we're on this highway of mass incarceration, you need several

exits, and that first exit are your community interventions, right? Programs like those a lot of those mental health responses to calls. That next is that is that police one right? Because, ultimately, not everyone's going to be diverted at that first exit. Then you have prosecutorial exit, then you have a judge-led exit. And so all these different exits combined help end mass incarceration. So I just want to encourage us to all just, you know, be open minded to all the different things that are happening around our state. And with that, I will end the presentation. So thank you all again for joining us today. Have a good evening

Najja Morris-Frazier 35:22

and thank you for having us.