



# Alternative Response Quarterly Update

June 18, 2024



## Background

Req. #20-0425

**RESOLUTION NO. 40622**

1 BY REQUEST OF MAYOR WOODARDS

2 A RESOLUTION affirming the City Council's dedication and

3 comprehensive and sustained transformation of all

4 systems, policies, practices, and contracts impacted

with initial priority being given to policies in the City

2020

Alternative Response  
Study Completed

2022

Alternative Response  
Implementation

Resolution 40622

2021

Organizational Anti-  
Racist Mission  
Statement

2023





# What is Alternative Response?

Alternative Response programs enhance public perception of safety by connecting more people with the right resources at the right time.



## Alternative Response Focus Areas



### Expand Homelessness Outreach

Expand and enhance homelessness response and proactive outreach efforts



### Behavioral Health Response Team

Provide specialized response for behavioral health, mental health, substance use, and co-occurring disorders

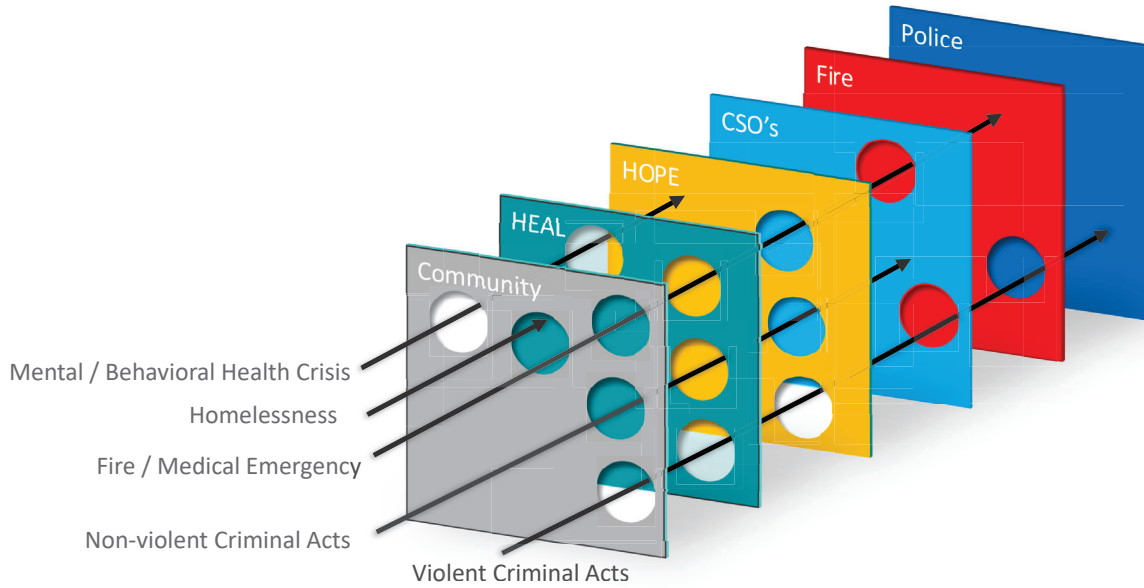


### Community Service Officers

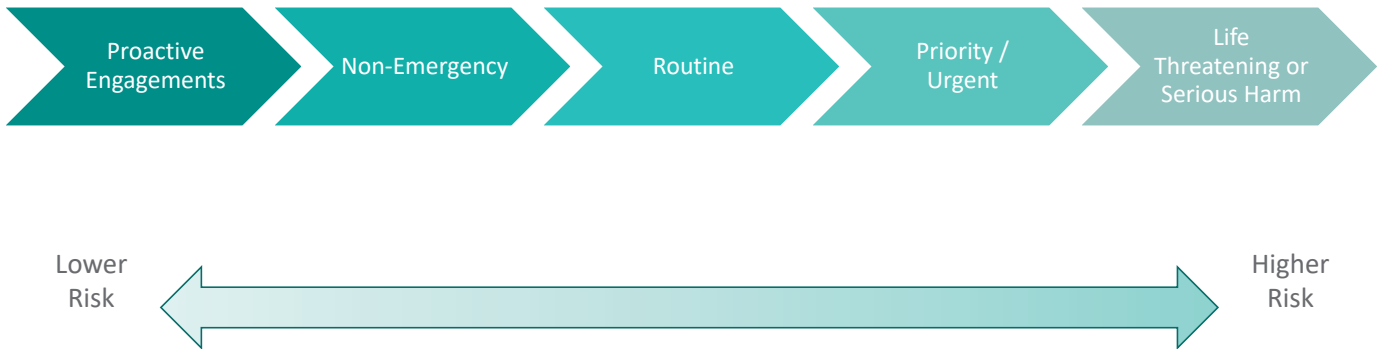
New unarmed role that respond to certain calls when there is no threat to life or property



# Expanded Response Methods



# Response Spectrum



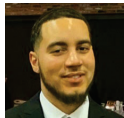
# Homelessness Outreach

Neighborhood and Community Services – HEAL Team

## Project Overview: HEAL Team



**Team Lead**  
Allyson Griffith



**Project Lead**  
Javon Carlisle

### Purpose

Expand and enhance homelessness response and proactive outreach efforts by the Homeless Engagement and Alternatives Liaison (HEAL) team.

### Outcomes

- Decrease response time to 311 complaints related to homelessness
- Increase on-time completion rate of homeless outreach requests from 30% to 60%
- Reduce reliance on police presence in HEAL Team response to encampments
- Increase use of interim status indicators via 311 system to provide community real-time case progress

### Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity	Standardize HEAL Team operations, design new HEAL dashboard	Standardize HEAL Team operations, launch new HEAL dashboard	Standardize HEAL Team Operations, refine data collection and presentation	Review HEAL Team Operations

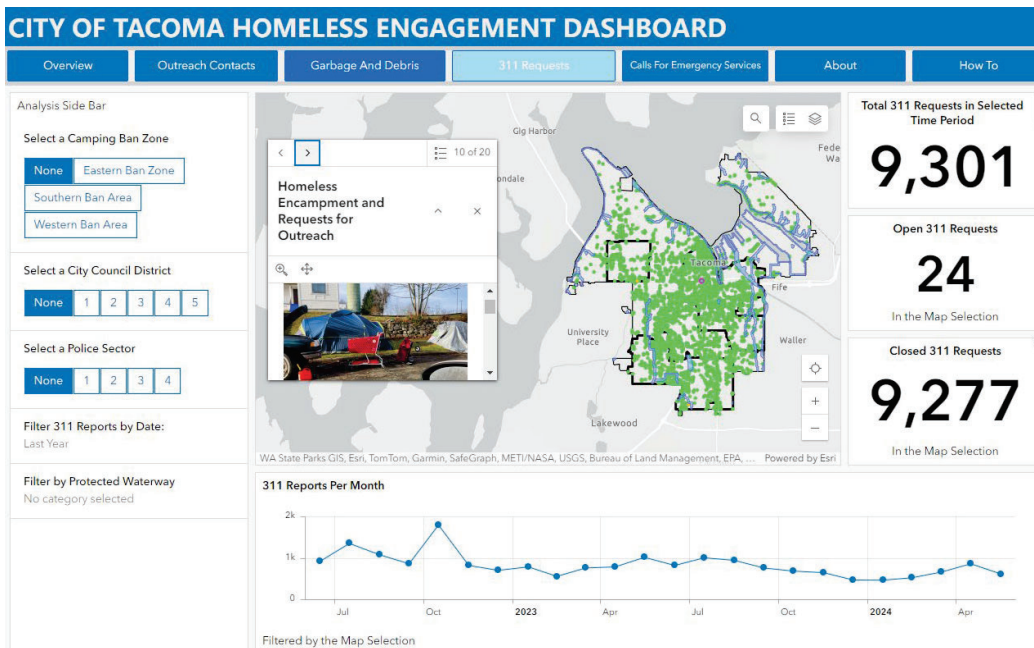


# Quarter 2 Updates

- Tacoma First 311 Requests:
  - 104 open requests – a decrease of 42.5% since Q1 at 181
  - YTD HEAL has made:
    - 1051 connections with new and repeat clients
    - 524 connections resulted in clients accepting services
      - 78 connections placed into temporary shelter
      - 8 connections entered a detox program
      - 1 contact was connected to the HOPE Team



## In Progress: HEAL Dashboard



# Behavioral Health Response

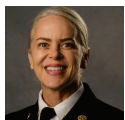
Tacoma Fire Department – HOPE Team

## Project Overview: Establish HOPE Team



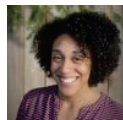
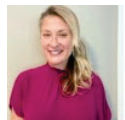
### TEAM LEAD

Chief Tory Green



### PROJECT LEAD

Assistant Chief Mary Hallman



### PROGRAM MANAGERS

Cassie Hallstone & Aleesia Morales

### PURPOSE

Provide a community-based response to behavioral health, mental health and substance use emergency crises through a dispatched field team staffed by civilians.

### OUTCOMES

HOPE team becomes a primary mental health/behavioral health (MH/BH) and substance use crisis response resource, along with providing preventative and follow up outreach.

### Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities	Review state legislative changes and refine program and review and apply for funding opportunities	Year 1 program evaluation to include staffing, budget, services, data review, and engagement with stakeholders for feedback	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback



# HOPE Launch Update

Holistic Outreach Promoting Engagement



Tacoma's Approach to Behavioral Health

## April - June 2024:

- Received Co-Response Outreach Alliance grant for \$200,000 to support ongoing BHA licensure work and to support a Fire/EMS specific crisis intervention training
- HOPE staff including management completed a situational awareness and defensive tactics training provided by TPD
- Development of a Street Medicine program within HOPE

## July - September 2024:

- Continue work around Street Medicine, with ongoing work with HCA to contract for funds
- Continue BHA and HCA crisis team endorsement work
- Continue community provider collaboration to support closure of crisis stabilization facilities in Pierce County



## HOPE STAFFING UPDATE

### FIELD RESPONSE

Two teams made of a Behavioral Health Crisis Responder and Mobile Unit Registered Nurse

Currently only day shift HOPE field response is available due to staffing vacancy, training, and medical needs

Sunday-Wednesday: 7:00 AM – 5:00 PM  
Wednesday-Saturday: 1:00 PM – 11:00 PM

### CASE MANAGEMENT

Case management services provided by the Behavioral Health Case Manager and the field response teams

Behavioral Health Case Manager  
Monday-Friday: 10:00 AM – 6:00 PM

### ADVANCED REGISTERED NURSE PRACTITIONER

Support with MAT/MOUD serves and street medicine.  
Position is still vacant and recruitment is ongoing

### BUSINESS SERVICES ANALYST


This position will serve as the Certified Peer Specialist role  
Position has not been posted yet as legislative changes are ongoing



# How HOPE Can Help

## HOPE will:

- Maintain up-to-date resources based on a person's needs/wants for supports or services
- Provide all levels of voluntary and consent-based supports and services
- Coordinate with Tacoma Police Department and Designated Crisis Responders for involuntary detention supports and services

<p><b>What is the difference between a behavioral health emergency and a behavioral health crisis?</b></p> <p>A <b>behavioral health emergency</b> is a <i>life-threatening</i> and emergent need for behavioral health related help. Help is provided in-person and may include medical care. Callers use 911 to request support.</p> <p>A <b>behavioral health crisis</b> is a <i>non-life-threatening</i> and urgent need for behavioral health related help. Help may be provided over the phone or in-person. Callers use the national/regional crisis and suicide line numbers listed on the back of this card.</p> 	<p><b>Who to Call for Behavioral Health Support</b></p> <p><b>BEHAVIORAL HEALTH EMERGENCY</b> <b>CALL 911</b></p> <p>When a person appears to be a danger to self, others, or gravely disabled. The caller can request the HOPE team for immediate in-person support and intervention. If available HOPE will respond, if unavailable traditional 911 resources will respond.</p> <p><b>BEHAVIORAL HEALTH CRISIS</b> <b>CALL/TEXT 988</b></p> <p>When a person needs phone support and intervention.</p> <p><b>CALL 800-576-7764</b></p> <p>When a person needs phone support and intervention and where they or a community member can request an evaluation by a Designated Crisis Responder (DCR) or an in-person outreach by a mobile crisis team.</p> <p><b>TEXT 741-741</b></p> <p>For suicide text support and intervention.</p>
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## Community Collaboration/Data Collection

HOPE leadership coordinates with state, county, and local community members, groups and providers.

- Hosted Seattle's CARE and Bellingham Fire's GRACE programs with plans to be hosted by those programs as well
- Engagement and outreach with Tacoma's Public Libraries and Tacoma's Therapeutic Courts
- Holds a seat on the Crisis Response Improvement Strategy (CRIS) Committee
- Co Responder Outreach Alliance (CROA) membership

## Data collection:

- Aligned with the Behavioral Health Administrative Service Organization (Carelton) and the WA State Health Care Authority requirements for alternative response and crisis programs
- Also aligns with grant (AWC and CROA) requirements
- Ongoing review of data collection and ways data is shared





# HOPE: All dispatched calls



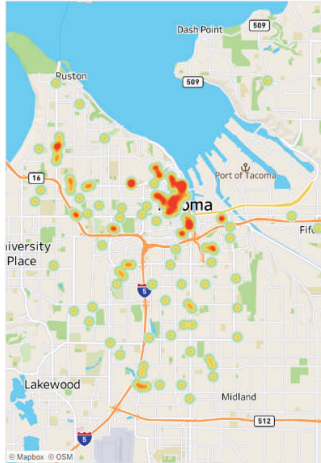
Tacoma Fire Department  
Hope Response

Dispatch/Arrival: (All) Transports: (All) Start Date: 3/7/2024 End Date: 5/30/2024

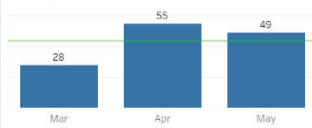
Average Turnout Time: 2:08 Average Response Time: 12:47 Average Time on Incident: 37:01

Total Incidents  
**132**

Data Refreshed 6/5/2024 7:00am



Calls per Month



Time of Day Highlight

Day	0700-1900	Grand Total
Monday	32	32
Tuesday	37	37
Wednesday	34	34
Sunday	29	29
Grand Total	132	132

Calls over Time Weekly



Hourly Breakdown

Day	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	Grand Total
Monday	0	3	6	5	3	1	9	0	5	0	0	32
Tuesday	2	3	2	6	4	4	4	4	6	1	1	37
Wednesday	2	6	2	6	4	3	2	3	6	0	0	34
Sunday	0	1	3	4	7	2	6	4	1	0	1	29
Grand Total	4	13	13	21	18	10	21	11	18	1	2	132



# HOPE: Arrived on scene



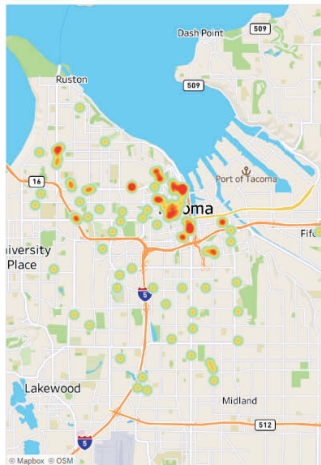
Tacoma Fire Department  
Hope Response

Dispatch/Arrival: Arrived on Scene Transports: (All) Start Date: 3/7/2024 End Date: 5/30/2024

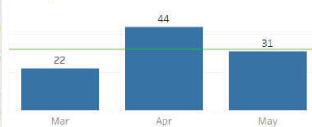
Average Turnout Time: 2:09 Average Response Time: 12:47 Average Time on Incident: 46:40

Total Incidents  
**97**

Data Refreshed 6/5/2024 7:00am



Calls per Month



Time of Day Highlight

Day	0700-1900	Grand Total
Monday	22	22
Tuesday	30	30
Wednesday	26	26
Sunday	19	19
Grand Total	97	97

Calls over Time Weekly



Hourly Breakdown

Day	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	Grand Total
Monday	0	3	3	4	3	1	4	0	4	0	22
Tuesday	2	3	2	5	4	4	3	2	4	1	30
Wednesday	1	6	1	5	2	2	2	3	4	0	26
Sunday	0	1	2	3	5	0	4	3	1	0	19
Grand Total	3	13	8	17	14	7	13	8	13	1	97



# HOPE: Dispatched, no arrival

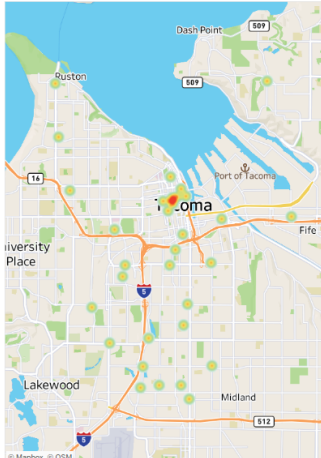


Tacoma Fire Department  
Hope Response

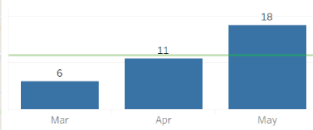
Dispatch/Arrival:  %  
 Dispatch no Arrival:  (All)  
 Transports:  (All)  
 Start Date: 3/7/2024 End Date: 5/30/2024  
 Average Turnout Time: 2:08 Average Response Time: Average Time on Incident: 10:17

Total Incidents  
**35**

Data Refreshed 6/5/2024 7:00am



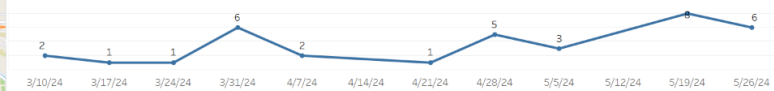
Calls per Month



Time of Day Highlight

Day	0700-1900	Grand Total
Monday	10	10
Tuesday	7	7
Wednesday	8	8
Sunday	10	10
Grand Total	35	35

Calls over Time Weekly



Hourly Breakdown

Day	7 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	5 PM	Total
Monday			1			5		1		10
Tuesday		3	1			1	2	2	1	7
Wednesday	1	1	1	2	1			2		8
Sunday		1	1	2	2	2	1		1	10
<b>Grand Total</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>35</b>

Dispatched, no arrivals could be due:

1. A person refusing services with Fire/EMS prior to HOPE arrival and/or the person leaving the scene.
2. A person needing a higher level of care and being transported by Fire/EMS prior to HOPE arrival.



# Community Service Officers (CSO)

Tacoma Police Department

# Project Overview: Implement Community Service Officers



**Team Lead**  
Chief Avery Moore



**Project Lead**  
Deputy Chief Paul Junger

## Purpose

Respond to certain calls when there is no threat to life or property and provide a variety of public safety related services within the community that does not require the enforcement authority of a sworn police officer.

## Outcomes

- Increased community perception of public safety
- Decreased response time to non-emergent calls
- Enhance ability to respond to calls for service

## Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
Recruitment, Training, & Integration	Recruitment, Training, & Integration	Program Eval, Procedure Refinement and Recruitment	Program Eval, Data Review, Reporting and Recruitment	Evaluation of Staffing, Budget and Community Feedback



## Team Structure & Role

- Work under the general supervision of a Tacoma Police Sergeant
- Provide various services on behalf of TPD, such as:
  - Responding to specific types of calls for service
  - Sub-station staffing
  - Report taking
  - Providing transportation & assisting stranded persons
  - Assisting at various incidents
  - Perimeter security and traffic control



# Response Protocol

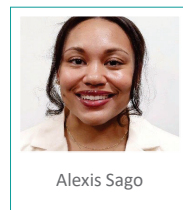
- CSOs will respond to calls for service that are:
  - **Routine:** Calls that do not involve immediate danger or ongoing criminal activity.
  - **Not in Progress:** Incidents where the situation has stabilized or is no longer escalating.
  - **No Suspects on Scene:** Cases where suspects have left the scene, and there is no immediate threat to public safety.
- CSOs enhance public perception of safety by connecting more people with the right resources at the right time
- CSOs help increase TPD’s level of service to the community



## CSO Hiring Milestones

April – July 2024

- 3 individuals joined our CSO team
- 1 additional scheduled to begin on July 1
- Three applicants are in the hiring process:
  - Two are nearing completion of the final stages of the process
  - One is expected to start near the end of July
- To fill remaining openings across the 10 budgeted CSOs, the position was recently reposted and has 63 applicants who met qualifications for the position and passed the initial criminal history screening.
- TPD is currently enhancing our job posting to mirror our diverse community, including adding bilingual or multilingual proficiency under desired qualifications for the reposted the position.



# CSO Training Milestones

April – July 2024

- CSOs underwent a rigorous four-week formal training academy.
- CSOs underwent 2 weeks in field training evaluation.
- A crucial component of this academy was dedicated to mastering de-escalation techniques and self-defense training.
- Such training extended to the alternative response programs, encompassing members of the HOPE and HEAL teams.
- CSO trucks have been visible in the community while the officers use them to learn city geography.



# CSO Policy Milestones

April – July 2024

- The temporary CSO policy has been completed and disseminated via an internal memorandum.
- That policy is now under review in the LEXIPOL process, which includes evaluation by CPAC.



# TPD's Commitment

Our commitment to collaborating closely with the community underscores our dedication to the safety and welfare of all residents. The introduction of the CSO program represents a significant stride towards achieving this objective. By responding promptly to more types of calls, increasing an unarmed presence, and building strong relationships within the community, we are eager to serve our community better through this initiative.

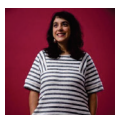


## Related Program Updates...

# Patron Crisis and De-escalation Team

Tacoma Public Library

## Project Overview: Patron Crisis and De-escalation Team



**Project Lead**  
Amita Lonial (she/her)  
Deputy Director



**Library Social Worker**  
Samie Iverson (she/her)



**Library Safety and Security Coordinator**  
Marco Vargas (he/him)

### Purpose

Provide culturally centered/responsive responses to safety and security issues; meaningfully connect patrons to resource providers; bolster staff capacity to engage in trauma-informed conflict resolution and de-escalation

### Outcomes

- Connect patrons to critical resources
- Decrease library security incidents

### Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
Onboarding	Pilot	Integrate Main Library	Feedback/Implementation	Initiate 2025 Workplan



# Timeline



## APRIL

**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding



## JUNE

**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding

## Q2 2024



## MAY

**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding



Q3 2024



**AUGUST**

**HEAL:** Data & metrics, operations standardized  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Complete background checks, final testing  
**TPL Patron Crisis Team:** Integrate main library



**JULY**

**HEAL:** Data & metrics, operations standardized  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Complete background checks, final testing  
**TPL Patron Crisis Team:** Integrate main library



**SEPTEMBER**

**HEAL:** Dashboard launch  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Initial CSO onboarding, training begins  
**TPL Patron Crisis Team:** Integrate main library




# Alternative Response Quarterly Update

**Find us online:**  
[CityofTacoma.org/  
CommunitySafety](http://CityofTacoma.org/CommunitySafety)

**June 18, 2024**

