



Alternative Response Quarterly Update

September 17, 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

5 with initial priority being given to policies in the City

6

7

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

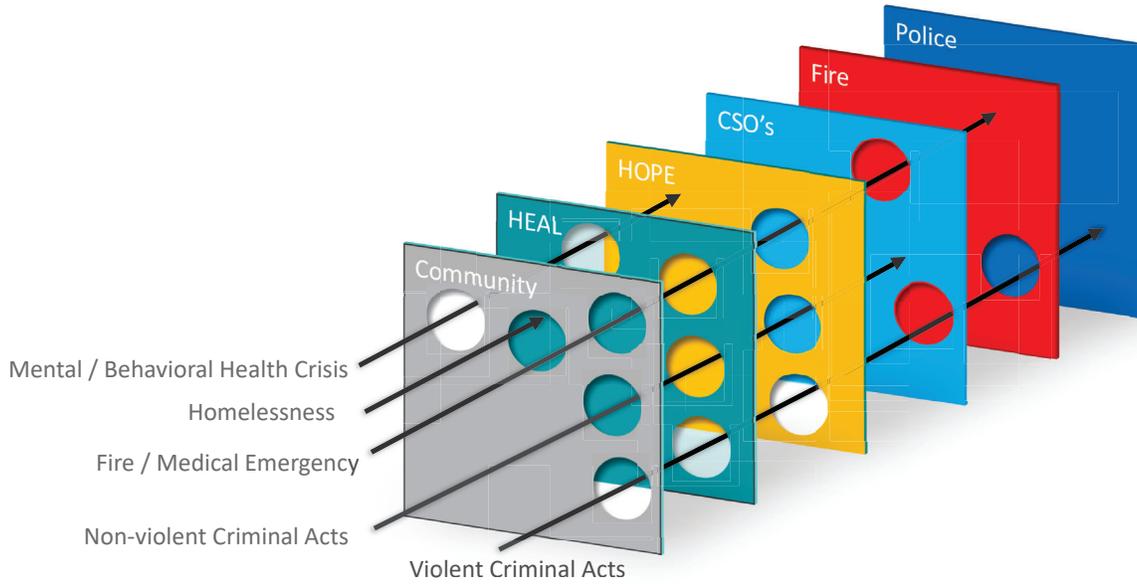


Community Service Officers

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 3 Updates

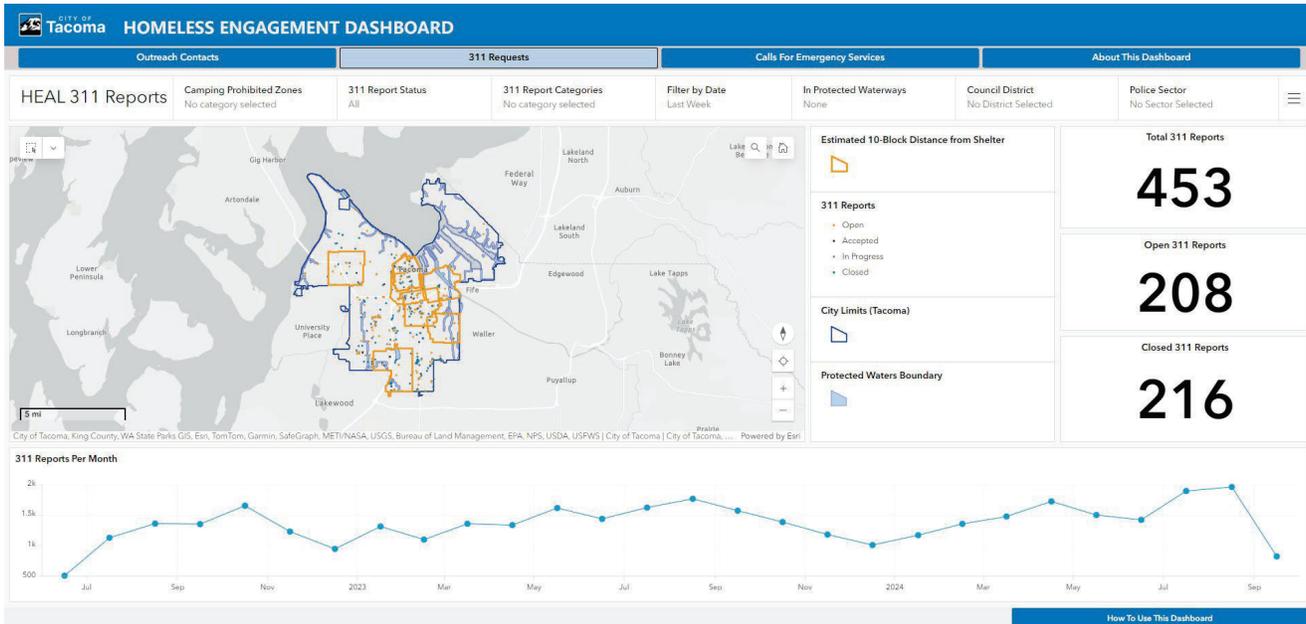
- Tacoma First 311 Requests:
 - 146 open requests
 - Decrease of 19.3% since Q1 at 181 open requests
 - Increase of 40.3% since last quarter at 104 open requests
 - YTD HEAL has made:
 - 2207 connections with new and repeat clients
 - 967 connections resulted in clients accepting services
 - 172 connections placed into temporary shelter
 - 12 connections entered a detox program
 - 5 contacts have been connected to the HOPE Team



HEAL at Work



HEAL Dashboard – Soft Launch



Behavioral Health Response

Tacoma Fire Department – HOPE Team



Project Overview: Establish HOPE Team



TEAM LEAD

Chief Sienna Stallings-Alailima



PROJECT LEAD

Assistant Chief Josh Schlesner



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 Update

Holistic Outreach Promoting Engagement



Tacoma's Approach to Behavioral Health

September – December 2024:

- UW/CROA grant reporting: BHA licensure and billing development
- Continue review of legislation and engagement with HCA around crisis team endorsement work
- Continue community provider collaboration to support closure of crisis stabilization facilities in Pierce County

January – March 2025:

- Establish BHA licensure and continue billing development
- Continued review of legislation and engagement with HCA around crisis team endorsement work
- Review and follow proposed legislation with potential HOPE scope of work impacts
- Continued community provider collaboration to support closure and potential reopening 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

- 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, with Behavioral Health Case Manager providing field team coverage when needed

Behavioral Health Case Manager

- Monday-Friday: 10:00 AM – 6:00 PM



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

What is the difference between a behavioral health emergency and a behavioral health crisis?

A **behavioral health emergency** is a *life-threatening* and emergent need for behavioral health related help. Help is provided in-person and may include medical care. Callers use 911 to request support.

A **behavioral health crisis** is a *non-life-threatening* 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.



Who to Call for Behavioral Health Support

BEHAVIORAL HEALTH EMERGENCY CALL 911

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.

BEHAVIORAL HEALTH CRISIS CALL/TEXT 988

When a person needs phone support and intervention.

CALL 800-576-7764

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.

TEXT 741-741

For suicide text support and intervention.



Community Collaboration/Data Collection

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

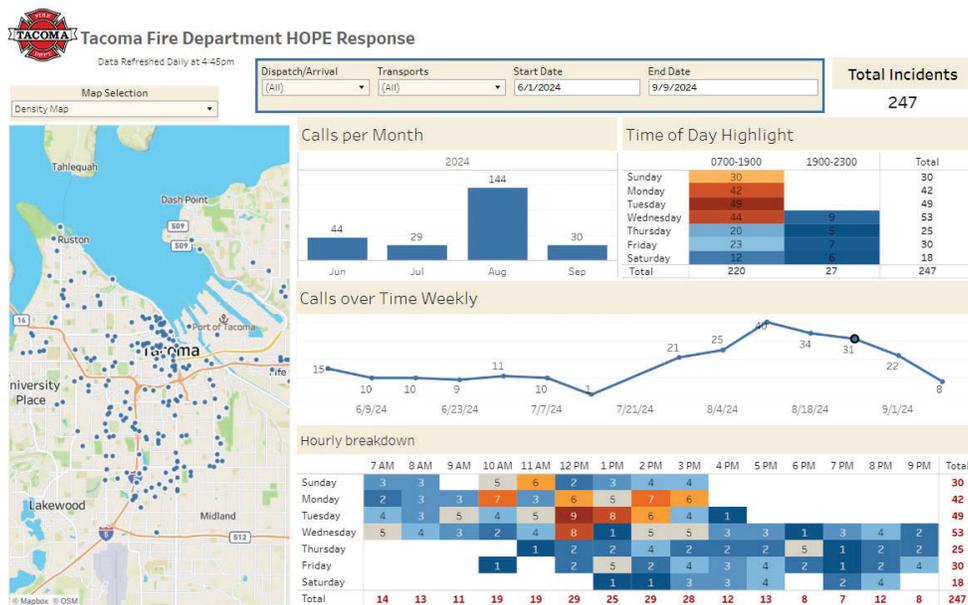
- HOPE hosted Seattle's CARE and Bellingham Fire's GRACE programs for collaboration purposes
- Engagement and outreach with Tacoma's Public Libraries and Tacoma's Therapeutic Courts
- Holds a seat on the Crisis Response Improvement Strategy (CRIS) Committee
- Co Responder Outreach Alliance (CROA) membership

Data collection:

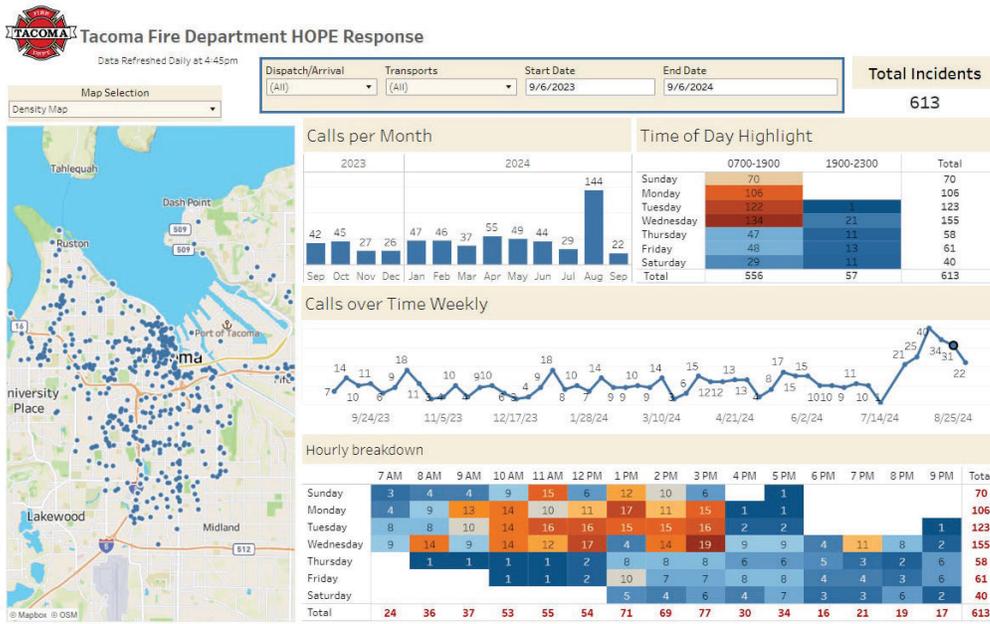
- Aligned with the Behavioral Health Administrative Service Organization (Carelton) and the WA State Health Care Authority requirements for alternative response and crisis programs
- Also aligns with grant (UW/CROA) requirements
- Ongoing review of data collection and ways data is shared



HOPE: All dispatched calls Q3



HOPE 1 Year Anniversary: 9/23-9/24



Community Service Officers (CSO)

Tacoma Police Department



Project Overview: Implement Community Service Officers



Team Lead
Chief Avery Moore

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.



Project Lead
Deputy Chief Paul Junger

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
Policy development, training, integration and recruitment.	Training, integration and recruitment.	Program evaluation, procedure refinement and recruitment.	Program evaluation, procedure refinement and recruitment.	Evaluation to include staffing, services, and data review. Engagement with stakeholders for feedback.



Team Structure & Role

CSOs work under the general supervision of a Tacoma Police Sergeant

CSOs 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

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

Five individuals joined our community policing team this summer.

To fill remaining openings across the 10 budgeted CSOs, the position was recently reposted and has 38 applicants who met qualifications for the position and passed the initial criminal history screening.

27 applicants passed the oral Interview, the top five applicants moved to the background process.

Final testing overview: candidates who move beyond the background process will undergo three final testing processes: Polygraph examination, Medical evaluation, and Psychological examination.



CSO Training Milestones

Training consists of three phases:

- Phase 1 - administrative functions and onboarding
- Phase 2 - CSOs undergo a rigorous four-week formal training academy.
 - 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.
- Phase 3 – Observation of the CSO by training officer followed by Daily Observation Reports (DOR) evaluating their training progress. DORs are reviewed by the CSO Sgt for additional training needs or to support moving the CSO on to the solo phase of the job.



CSO Team

Team introductions:

- Community Service Officer Lee Sumpter
- Community Service Officer Carlton Chambers
- Community Service Officer Alexis Sago
- Community Service Officer Laura Gilbert
- Community Service Officer Michelle Salgado



Lee Sumpter



Carlton Chambers



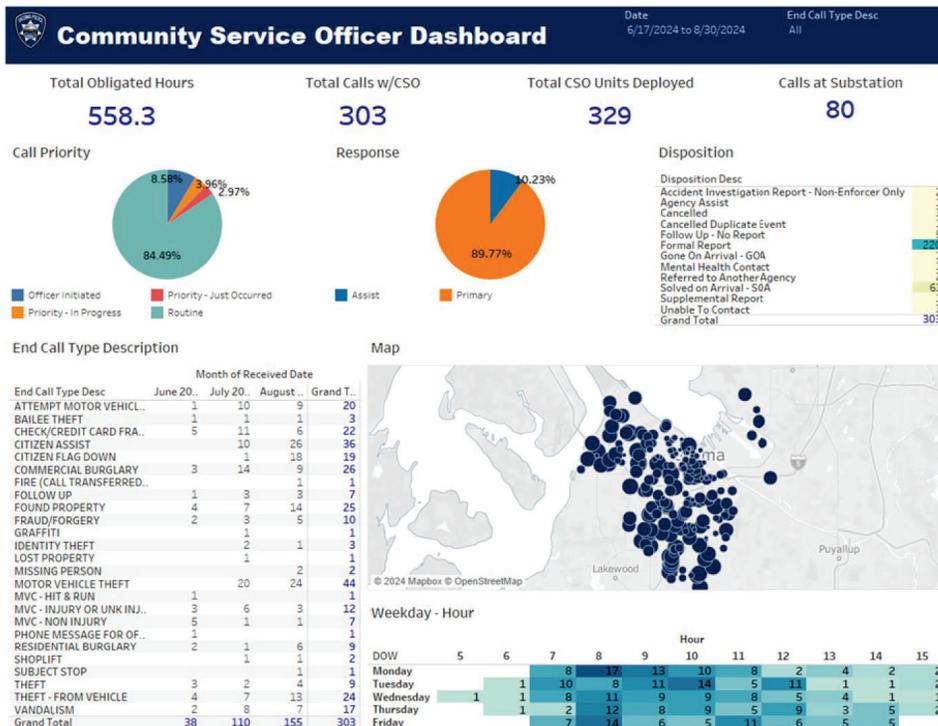
Alexis Sago



Michelle Salgado



Laura Gilbert



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	Feedback / Implementation



Timeline



Q3 2024



AUGUST

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

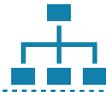


SEPTEMBER

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



Q4 2024



OCTOBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSOs: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation



DECEMBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSOs: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation



NOVEMBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSOs: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation

An aerial photograph of Tacoma, Washington, at sunset. The city's skyline is visible, including the iconic white cable-stayed bridge over the water. In the background, Mount Rainier is partially visible under a warm, orange sky.

Alternative Response Quarterly Update

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

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