



Results of the Alternative Response Study

TACOMA, WASHINGTON

**matrix** ##  
consulting group

## The Matrix Consulting Group

---

- ◆ The leaders of our firm have provided a wide range of consulting services to local government since 1980.
- ◆ Our project team has conducted over 350 law enforcement studies across the country
- ◆ We are comprised of experienced public safety analysts, auditors, and former public safety managers who are now full-time public safety consultants with the firm
- ◆ While based in California, we are also incorporated in Washington and have decades of public safety consulting experience in the state.

## Objectives of the Study

---

- ◆ Review current approaches to mental health and homelessness response.
- ◆ Identify issues associated with current approaches.
- ◆ Examine the feasibility of implementing alternative response programs in a number of areas:
  - Mental health crisis
  - Homelessness-related issues, such as encampments
  - Non-emergency calls for service

2

matrix   
consulting group

## Study Process

---

- ◆ Interviews with key stakeholders, including many interviews within the Tacoma Police Department.
- ◆ Extensive collection of data for the analysis.
- ◆ Meeting with external stakeholders, including the Tacoma Fire Department and Neighborhood and Community Services Department (NCS).
- ◆ Interim deliverable that provided preliminary analysis and identification of key issues, which was reviewed with stakeholders.
- ◆ Development of draft report, including analysis and recommendations.

3

matrix   
consulting group

## Current Approaches and Issues

- ◆ Homeless Outreach Team (HOT) focuses on outreach to encampments, response to mental health crisis events.
  - Includes a designated clinical responder (DCR) position.
- ◆ Shared role of outreach and encampment response between NCS and HOT team creates interagency coordination issues.
- ◆ HOT team originally formed under San Diego model of pairing enforcement with outreach.
  - Many cities have moved away from this approach, partly given how the outreach component is undercut by enforcement.
- ◆ COVID-19 pandemic has fundamentally changed the response to encampments.

4

matrix   
consulting group

## Encampment Response Findings

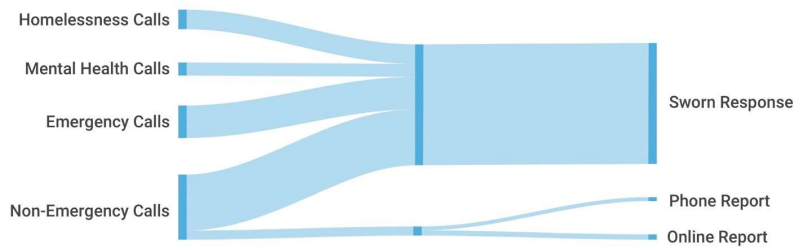
- ◆ Transfer responsibility for outreach fully to NCS.
- ◆ To accommodate the additional workload, NCS outreach worker staffing should be increased by two positions, with one of those positions functioning as a lead.
- ◆ Develop formal criteria for prioritizing encampment response.

5

matrix   
consulting group

## Framework for Call Diversion

### Before Implementing Call Diversion Approaches

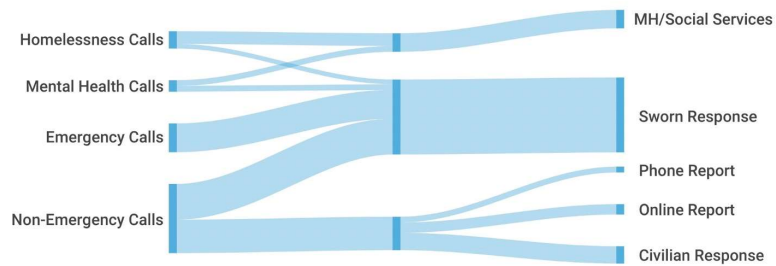


6

matrix   
consulting group

## Framework for Call Diversion

### After Implementing Call Diversion Approaches



7

matrix   
consulting group

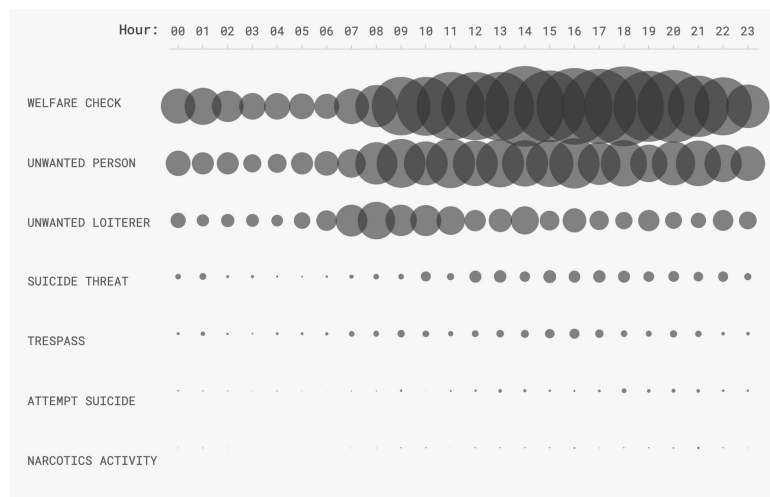
## Mental Health Response

- ◆ A number of different models were reviewed for responding to mental health crisis events, including the current co-response approach.
- ◆ The model for fully diverting these calls to civilian crisis teams, popularized by Eugene's CAHOOTS team, has been highly successful.
- ◆ The project team examined the feasibility and cost of implementing such a program.
- ◆ A new mobile crisis response team would be independent of the police department and respond to calls involving mental health crises and homelessness-related issues.

8

matrix   
consulting group

## Mental Health Response



9

matrix   
consulting group

## Feasibility of MH Call Diversion

- ◆ A new crisis response team should be staffed by civilians, with two teams that are each comprised of 1 Designated Clinical Responder and 1 EMT.
- ◆ The crisis response team should work 8-hour shifts, with the first shift working from 6:00 AM to 2:00 PM, and the second working from 2:00 PM to 10:00 PM.
- ◆ To staff the crisis response team five days per week without a relief factor:
  - 2 DCRs and 2 EMT positions are required, at est. cost of \$472,998
- ◆ To staff the crisis response team seven days per week *with* a relief factor, 4 DCRs and 4 EMT positions are required (est. cost of \$945,996).

10

matrix   
consulting group

## Non-Emergency Call Diversion

- ◆ The project team examined calls that can be diverted to civilian response.
- ◆ A comprehensive review of other departments that have civilian CSO positions was conducted, examining which calls they handle.
  - Non-emergency calls without suspects, property crimes only, in addition to non-crime reports, such as parking issues.
- ◆ The results of this are then used to determine what the potential for civilian call diversion is in Tacoma.

11

matrix   
consulting group

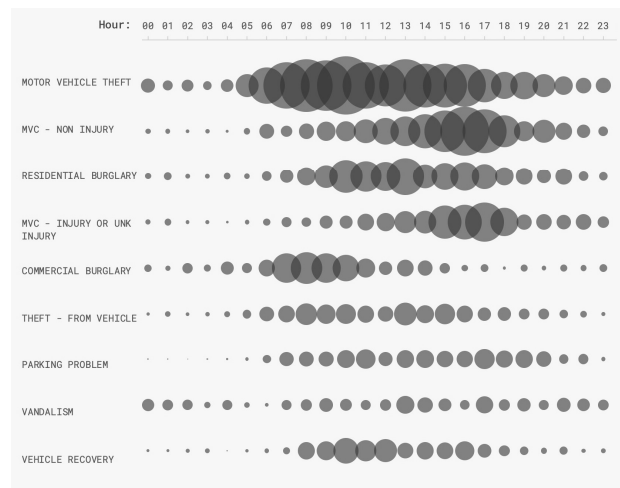
## Non-Emergency Call Diversion

- ◆ In total, up to 7,829 calls for service can be diverted, or 9.4% of calls handled by TPD.
- ◆ Diverting this many calls will have a significant positive impact on TPD patrol officers, allowing them more time to be proactive and engage with the community.
- ◆ Staffing the program would require 10 CSOs and 1 CSO supervisor position, at a cost of approximately \$1m, including initial startup costs.

12

matrix#  
consulting group

## Non-Emergency Call Diversion



13

matrix#  
consulting group

## Impact on 2020 Study Findings

- ◆ Our team previously conducted a staffing study of the Tacoma Police Department in 2020
- ◆ The report identified staffing needs across the department, including 12 officers to patrol to raise proactive time to 40%
- ◆ Implementing CSO call diversion would also raise proactive time to over 40% by reducing patrol officers' workload
- ◆ As a result, adding the 12 officers to patrol would not be needed
- ◆ These findings do not affect other recommendations made in the 2020 staffing study

14

matrix   
consulting group

## Implementation Steps

- ◆ CSO Call Diversion
  - Meet with Tacoma Police Union IUPA Local
  - Establish in policy the specific types of calls and other factors that CSOs would respond to
  - Work with South Sound 911 to develop workflow for dispatching calls to CSOs
  - Establish classification, design and purchase equipment (including uniforms and vehicles), hire and train personnel
  - Advertise to community
  - Estimated timeline: 16-24 months in total, can start rolling out program by 12 months

15

matrix   
consulting group



## Implementation Steps

- ◆ Mental health crisis team
  - Meet with Tacoma Police Union IUPA Local
  - Form new agency or unit within NCS
  - Establish policies for types of calls that the team will respond to
  - Work with South Sound 911 to develop workflow for dispatching the new crisis team
  - Hire and train personnel, design and purchase equipment (including uniforms and vehicles)
  - Proactive outreach to homeless community
  - **Estimated timeline: 12-18 months**

16

matrix   
consulting group



Results of the Alternative Response Study

TACOMA, WASHINGTON

matrix   
consulting group