

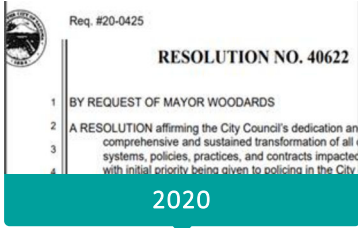


Alternative Response Quarterly Update

September 19, 2023



Overview of Alternative Response



2020

Alternative Response Study Completed



2022

Alternative Response Implementation

Resolution 40622



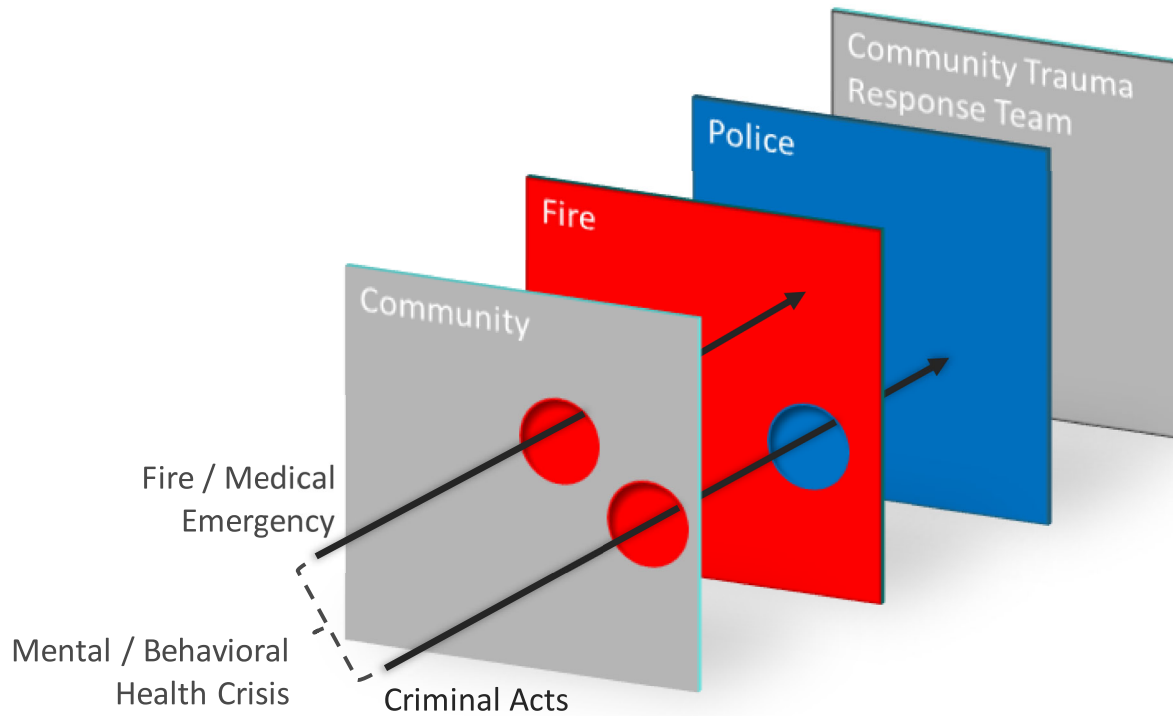
2021

Organizational Anti-Racist Mission Statement



2023

Current Response Methods



Focus Areas



Expand Homelessness Outreach

Expand the Homelessness Engagement and Alternatives Liaison (HEAL) Team



Behavioral Health Response Team

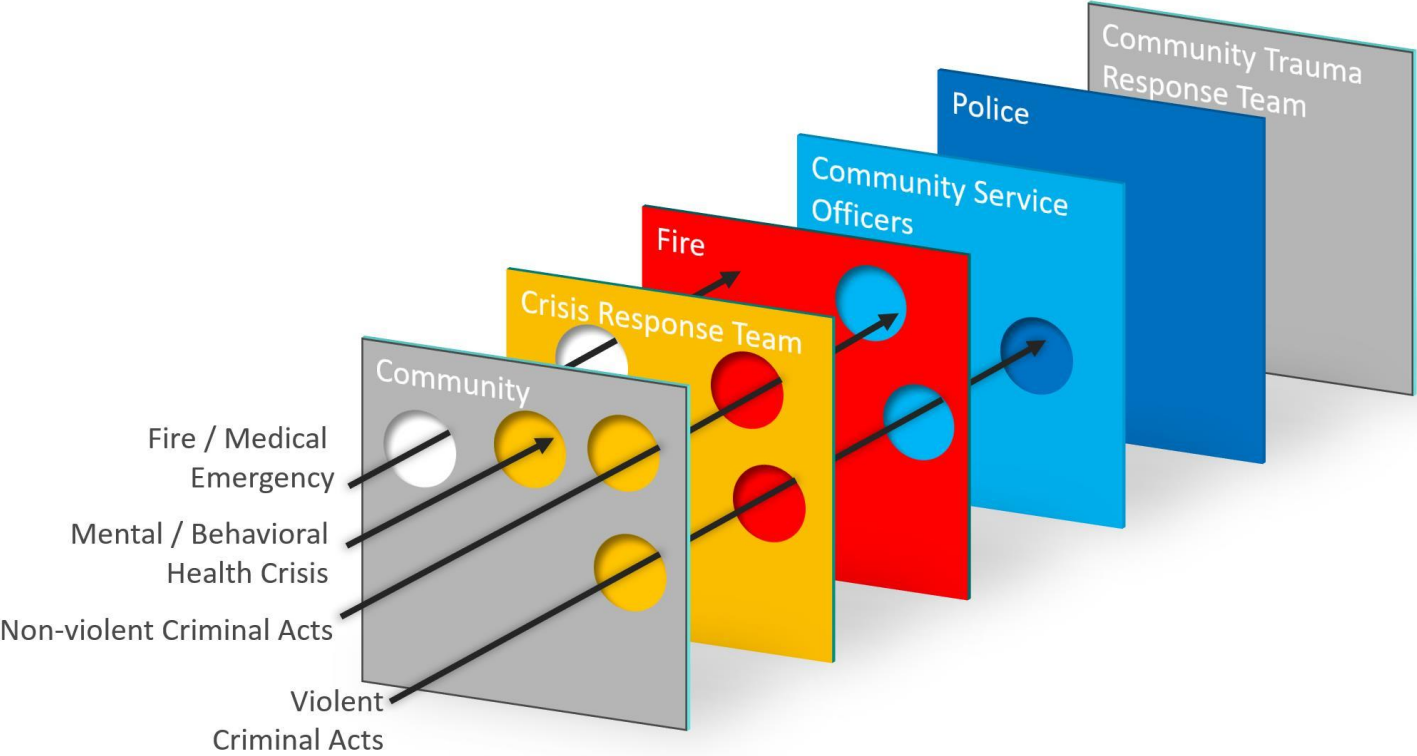
Provide mental, behavioral, and homelessness crisis response without utilizing commissioned law-enforcement officers



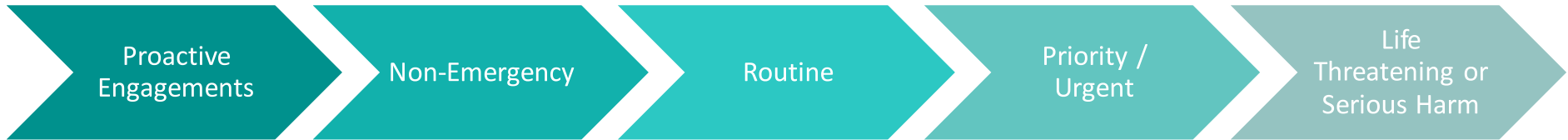
Community Service Officers

Redirect commissioned police response when there is no threat to life or property

Future Response Methods



Response Spectrum



Lower Risk



Higher Risk

Homelessness Outreach

Neighborhood and Community Services – HEAL Team

Project Overview: Expand HEAL Team



Team Lead
Allyson Griffith



Project Lead
Javon Carlisle

Purpose

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

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

2023 Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2024
Staff Recruitment	Onboarding	Improved HEAL team operations	Improved HEAL team operations	HEAL Operations Standardized



Quarter 3 Updates

Staffing and Recruitment:

- HEAL is fully staffed with 8 FTE for outreach

Tacoma First 311 Requests:

- Decrease of 5% in open cases between Q2 and Q3
- Current on-time closure rate at 24% (increase from 11% in Q2)
- YTD HEAL has made:
 - 2,218 connections with new and repeat clients
 - 1,193 of these connections resulted in clients accepting services
 - 152 clients have been placed into temporary shelter



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 behavioral health response team for mental and behavioral crisis emergency response and outreach that is staffed by civilians.

Outcomes

- HOPE team becomes primary mental health/behavioral health (MH/BH) crisis response resource, along with providing prevention and follow up outreach

2023 Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2024
Recruit and onboard Program Managers	Recruit and onboard Crisis Response team	Behavioral Health Crisis Team operational	Data collection and procedure refinement	Program evaluation and procedure refinement



HOPE Launch Update

- **Underway Now:** Phase 1 – Soft Launch
- **October 2023:** Phase 2 – Tandem dispatchable field response via Tacoma Fire Communications with Fire/EMS and Law Enforcement personnel.
- **January 2024:** Phase 3 – Addition of independent dispatchable field response via Tacoma Fire Communications.
- **Budget Impact:** \$1.69M in 2024

Holistic Outreach Promoting Engagement

HOPE

Tacoma's Approach to Behavioral Health



HOPE Staffing Update

Two field response teams:

Sunday-Wednesday,
7:00 AM – 5:00 PM

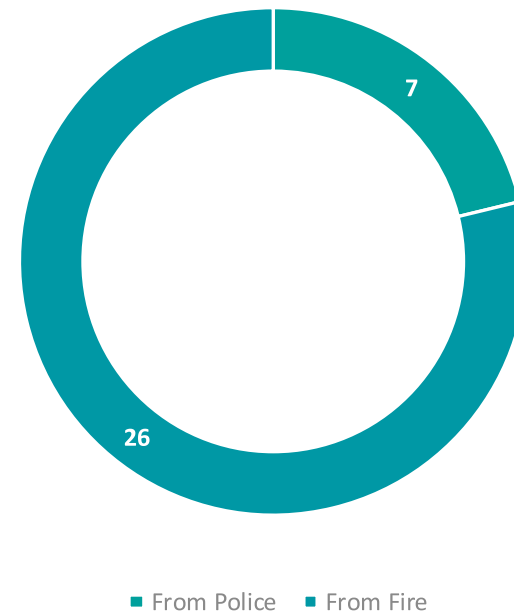
Wednesday-Saturday,
1:00 PM – 11:00 PM



How HOPE has helped...

- Case management and outreach launched July 2023
- In coordination with TFD CARES, these services are already having impacts
- There were 4 dispatches in first 3 days of soft launch
- Average call duration: 40 mins

Referrals for Case Management



Note: All data on this slide is preliminary, collected on or before 9/11/23.

How HOPE can help & Data Update

- HOPE services can be dispatched within the TFD service area
- HOPE will maintain up-to-date resources for people to access and will provide all levels of service up to voluntary inpatient or crisis stabilization
- Data collection is aligned with Behavioral Health Administrative Service Organization (Carelton) and the WA State HCA requirements for alternative response programs.

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 non-emergent calls for service and provide a variety of public safety related service 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
- Diversion of calls from commissioned officers

2023 Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2024	Q2 2024
Bargaining with Labor Partners	Finalizing Class Spec with HR	Recruitment and Onboarding	Training and Integration	Training and Integration	Program eval and procedure refinement



CSO updates

September 2023

- Community Policing Mgmt. Group to go through applications
 - 184 applicants; 75 completed personal history statements
- Scheduled and conduct oral interviews
- Finalize and order other equipment

October - November 2023

- Curriculum & Vendor finalization
- Backgrounds and final testing
- Uniforms ordered per sizes and specs
- Final outfit of CSO vehicles in possession



Team Structure & Role

- Work under the general supervision of a Tacoma Police Sergeant
- CSOs will respond to calls for service that are:
 - Routine, not in progress, with no suspects on scene and no immediate threat
- Provides various services on behalf of TPD, such as:
 - Sub-station staffing
 - Report taking
 - Providing transportation & assisting stranded persons
 - Assisting at various incidents
 - Perimeter security and traffic control



CSO updates

December 2023 – January 2024

- Initial hiring and new applicant processing



CSO updates

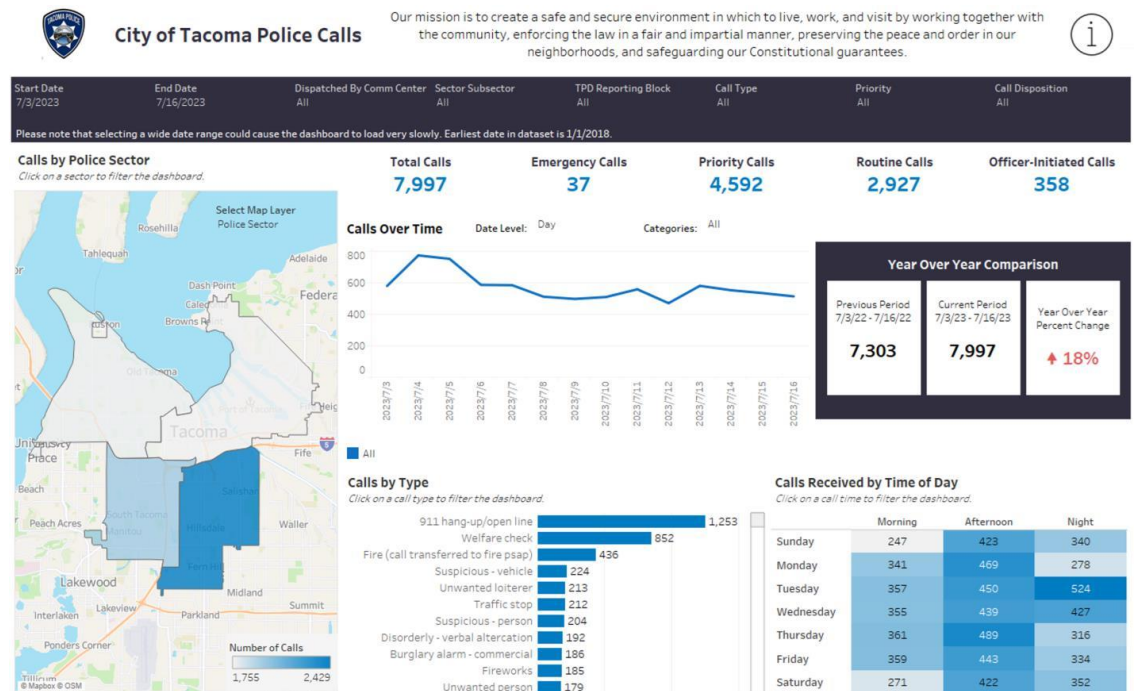
How are we measuring success?

- Performance measures
- Response time analysis

External dashboard

Budget Impact

- 10 CSOs and 1 sergeant - \$1.7M annually
- Vehicle and equipment costs - \$800K one-time



Timeline

Q3 2023



JULY

- HEAL:** Improved HEAL team operations
- HOPE:** Target month for HOPE team to begin operation – Case Management Underway
- CSO's:** Recruit for CSO positions



AUGUST

- HEAL:** Improved HEAL team operations
- HOPE:** HOPE hiring and onboarding
- CSO's:** Recruitment and selection continues



SEPTEMBER

- HEAL:** Full staffing achieved (8 FTE)
- HOPE:** Phase 1 HOPE team operational
- CSO's:** Recruitment and selection continues

Q4 2023



OCTOBER

HEAL: Training and staff integration
HOPE: Tandem dispatchable field response
CSO's: Recruitment and selection



NOVEMBER

HEAL: Operations standardized
HOPE: Tandem dispatchable field response
CSO's: Training and integration



DECEMBER

HEAL: Operations standardized
HOPE: Data collection and procedure refinement
CSO's: Training and integration

Related Programs

Community Trauma Response Team

Drafted and Reviewed Standard Operating Procedure for dispatch with TPD and TFD:

- Call out/request processes
- Clearly identifiable vest and ID Badge
- Process to resolve any on-scene concerns

Budget: \$150k annually





Alternative Response Quarterly Update

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

September 19, 2023

