Alternative Response
Quarterly Update

June 13, 2023
Overview of Alternative Response

2020
Resolution 40622

2021
Alternative Response Study Completed

2022
Organizational Anti-Racist Mission Statement

2023
Alternative Response Implementation
Current Response Methods

- Fire / Medical Emergency
- Mental / Behavioral Health Crisis
- Criminal Acts
- Community Trauma Response Team
- Police
Focus Areas

- Expand Homelessness Outreach
  Expand the Homelessness Engagement and Alternatives Liaison (HEAL) Team

- Behavioral Health Crisis 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

- Community
  - Fire / Medical Emergency
  - Mental / Behavioral Health Crisis
  - Non-violent Criminal Acts
  - Violent Criminal Acts
- Crisis Response Team
- Fire
- Community Service Officers
- Police
- Community Trauma Response Team
Response Spectrum

- Proactive Engagements
- Non-Emergency
- Routine
- Priority / Urgent
- Life Threatening or Serious Harm

Lower Risk → Higher Risk
Homelessness Outreach
Neighborhood and Community Services
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

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<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
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<tbody>
<tr>
<td>Staff Recruitment</td>
<td>Onboarding</td>
<td>Improved HEAL team operations</td>
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Quarter 2 Updates

• Staffing and Recruitment:
• HEAL outreach staff at 7 FTE with recruitment in process for 8th FTE
• Tacoma First 311 Requests:
• Decrease of 31% in open cases from 12/31/22 through 5/31/23
• Current on-time closure rate at 11% due to addressing backlog
• Encampment Standard Operating Procedure:
• Assessment of and outreach to encampments: No fewer than two team members will assess the site and determine whether the assistance of the Tacoma Police Department is required for further assessment and/or outreach to take place. Isolated areas, densely populated encampments and areas known to contain violent criminal activity will always require the presence of TPD.

• Removals: Tacoma Police provide safety during the cleanup process as resources are provided to homeless individuals.
Behavioral Health Crisis Response Team (BHCRT)

Fire
Holistic Outreach Promoting Engagement (HOPE)
Project Overview: Establish HOPE Team

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

Team Lead
Chief Tory Green

Project Lead
Assistant Chief Mary Hallman

Program Managers
Cassie Hallstone
Aleesia Morales

2023 Implementation Timeline

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<td>Recruit and onboard</td>
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<td>Behavioral Health Crisis</td>
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<td>Program Managers</td>
<td>Crisis Response team</td>
<td>Team operational</td>
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HOPE Team Program Structure

Program Administration
- Program Manager
- Fire Liaison
- Program Manager
- Police Liaison

Medical Oversight
- Nurse Practitioner (ARNP)

Field Responders
- Nurse (RN)
- Behavioral Health Crisis Responder

Case Management
- Behavioral Health Case Manager

Recruitment Status

<table>
<thead>
<tr>
<th>Role (FTEs)</th>
<th>Interviews</th>
<th>Offer</th>
<th>Onboarding</th>
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<tbody>
<tr>
<td>ARNP (1)</td>
<td>June 1</td>
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<tr>
<td>RN (2)</td>
<td>June 1</td>
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<tr>
<td>BH Crisis Responder (2)</td>
<td>June 8</td>
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<tr>
<td>BH Case Manager (1)</td>
<td>June 13-14</td>
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Team name and branding

- Working with MCO on ensuring logo design is usable across multiple formats / media types.
- Planning equipment/uniform orders so they’re available for July start
- Logo shown is initial design, final version may be different.
Co-Responder Outreach Alliance (CROA)

- A statewide organization of field experts consisting of first responders, behavioral health professionals, and project managers working in co-response programs
- HOPE will be joining CROA as a member
Implementation Status

- Staffing on-track for targeted July go-live
- Coordinating with SS911 and Volunteers of America on 988 integration
- HCA releasing crisis response toolkit July 1, 2023
  - HOPE Program Managers to review for compliance before go-live
- Applied for WASPC and AWC grants
Community Service Officers (CSO)

Police
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

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<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tr>
<td>Bargaining with Labor Partners</td>
<td>Finalizing Class Spec with HR</td>
<td>Recruitment and Onboarding</td>
<td>Training and Integration</td>
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Implementation Status

- Class Spec complete and HR working on job announcement
- Training curriculum drafted
  - 6–8 weeks to include a field training component
  - Internal vs. external training
- Working on funding for vehicle purchase of Four Ford Maverick Trucks
- Vehicles will be equipped with radios/emergency lighting/MDC (distinctly different from TPD patrol vehicles)
Implementation Status

• Working on funding for uniforms and equipment
  • Community Service Officer Identification patch & badge
  • Radio, flashlight, body-worn camera
  • Polo shirt/511 pants

• Early Phase of drafting policy/procedure
  • Policy will be reviewed by CPAC
Timeline
**Implementation Timeline**

**JANUARY**
- **HEAL**: Review candidate pool
- **HOPE**: Recruit program manager
- **CSO’s**: Labor negotiations

**FEBRUARY**
- **HEAL**: Begin hiring staff
- **HOPE**: Begin HOPE team staff recruitment
- **CSO’s**: Labor negotiations

**MARCH**
- **HEAL**: Complete hiring staff
- **HOPE**: Continue staff recruitment and hiring
- **CSO’s**: Labor negotiations
**Q2 2023**

**APRIL**
- HEAL: Onboard new staff
- HOPE: Onboard program managers and begin recruitment for HOPE team staff
- CSO’s: Conclude bargaining and classification process

**MAY**
- HEAL: Onboard new staff
- HOPE: Recruit HOPE team staff
- CSO’s: Finalize Class Spec for CSO

**JUNE**
- HEAL: Onboard new staff
- HOPE: Recruit and onboard HOPE team staff
- CSO’s: Begin recruitment efforts for CSO positions
Q3 2023

JULY
- **HEAL**: Improved HEAL team operations
- **HOPE**: Target month for HOPE team to begin operation
- **CSO’s**: Recruit for CSO positions

AUGUST
- **HEAL**: Improved HEAL team operations
- **HOPE**: HOPE team operational
- **CSO’s**: Training and Integration

SEPTEMBER
- **HEAL**: Improved HEAL team operations
- **HOPE**: HOPE team operational
- **CSO’s**: Training and Integration
Related Programs

CMO
Community Trauma Response Team

• The City has contracted with JCW & Associates (aka: Tacoma Cease Fire) to implement the Community Trauma Response Team (CTRT).

• Respond after a traumatic incident:
  • Assist the community in healing
  • Provide a safe place for the community to express their opinions and concerns.
  • Support and give referrals designed to offer immediate, compassionate, and practical resources for community members impacted by trauma and serious loss.
  • Focus on the community’s emotional needs while the Tacoma Police Department (TPD) and Tacoma Fire Department (TFD) focus on the incident response.
Launch / Ideal Volunteer

• CTRT will recruit and train 15-20 culturally relevant community advocates, who sign up for a weekly call time.

• Community volunteers will complete an initial crisis response training, a background check, and participate in ongoing monthly supervision and training.

• Once trained, these volunteers will successfully carry out the implementation of program design.

• A Community Advisory Council (CAC) will be established by JCW & Associates, facilitating monthly meetings with community stakeholders.
Overview of Outreach

• Pamphlet of local community resources with basic information about trauma and grief and include a resource guide
• Provide volunteers for regular/continuous follow-up in the community.
• The program will report quarterly number of incidents activated and number of individuals served.
• Launch CTRT website, training, volunteer opportunities, information about trauma response services of Tacoma.
Services Provided since Feb 2023 Launch

• Services include family support, trauma support, grief mediation and comfort, crowd control, funeral and repass resources, housing, food, family reconciliation support and drug rehabilitation resources.

• CTRT has served 1,226 individuals impacted by gun violence.

• They have served an additional 35 individuals impacted by overdose events.

• In collaboration with other community partners, CTRT also served 489 community members impacted and affected by trauma and violence by hosting them at an April 14th Seattle Superhawks basketball game.
Community Safety Strategy

• Comprehensive action strategy that answers the question of, "what makes Tacoma residents feel safe?"

• Updates on Progress (Q1-Q2):
  • Identifying and synthesizing what the community has already told us
  • Deepening engagement through Community Voice network
  • Facilitating youth violence asset mapping efforts
  • Developing goals/categories through research, analysis, and community voice

• Next Steps and Goals:
  • Broad external engagement, including community assembly: Q3
  • Strategy development and drafting: Q3-Q4
  • Strategy implementation and coordination: Q1-Q2 2024