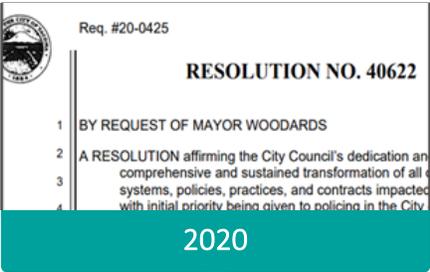




Alternative Response Quarterly Update

June 13, 2023

Overview of Alternative Response



Alternative Response Study Completed



Alternative Response Implementation

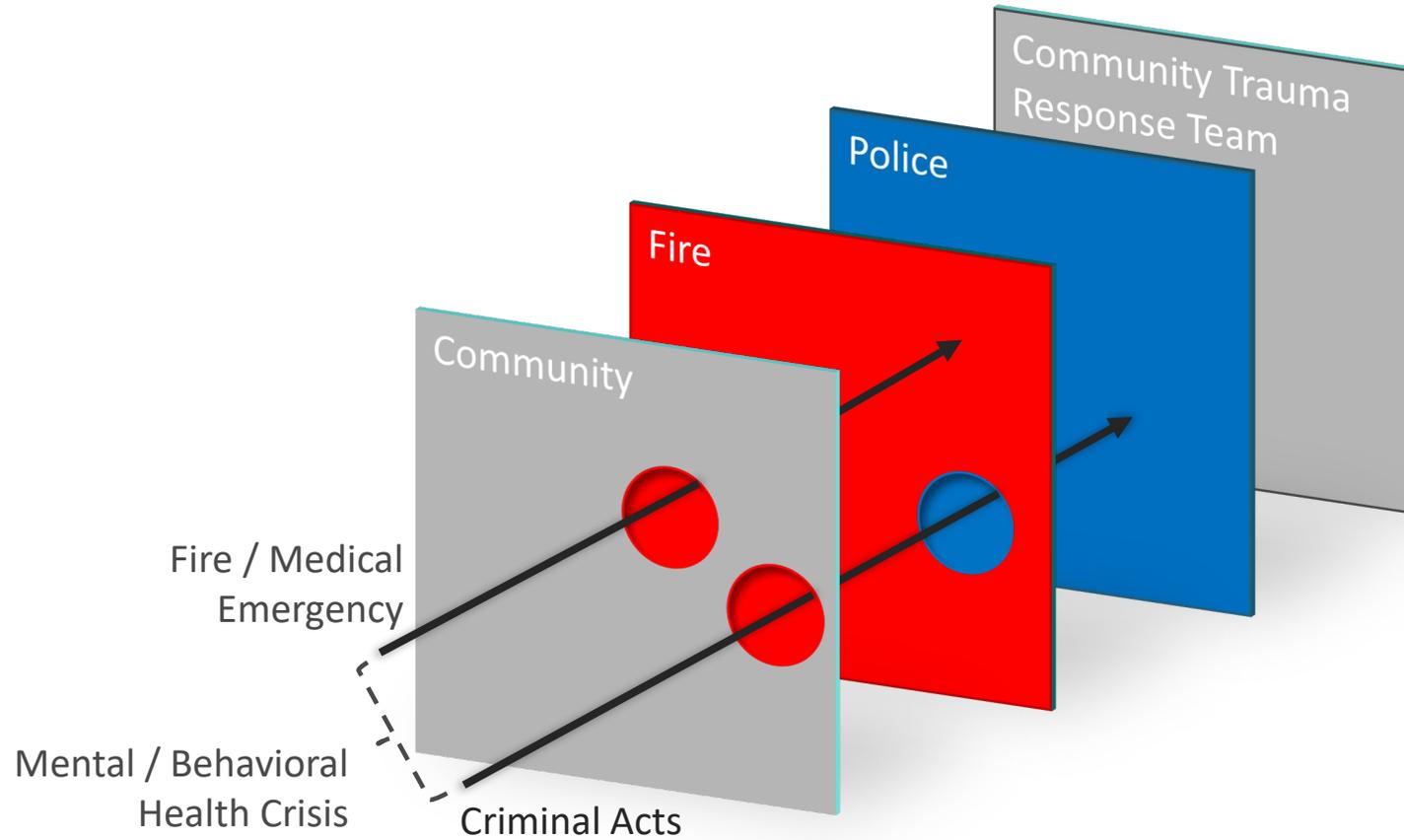
Resolution 40622



Organizational Anti-Racist Mission Statement



Current Response Methods



Focus Areas



Expand Homelessness Outreach

Expand the Homelessness Engagement and Alternatives Liaison (HEAL) Team



Behavioral Health Crisis Response Team

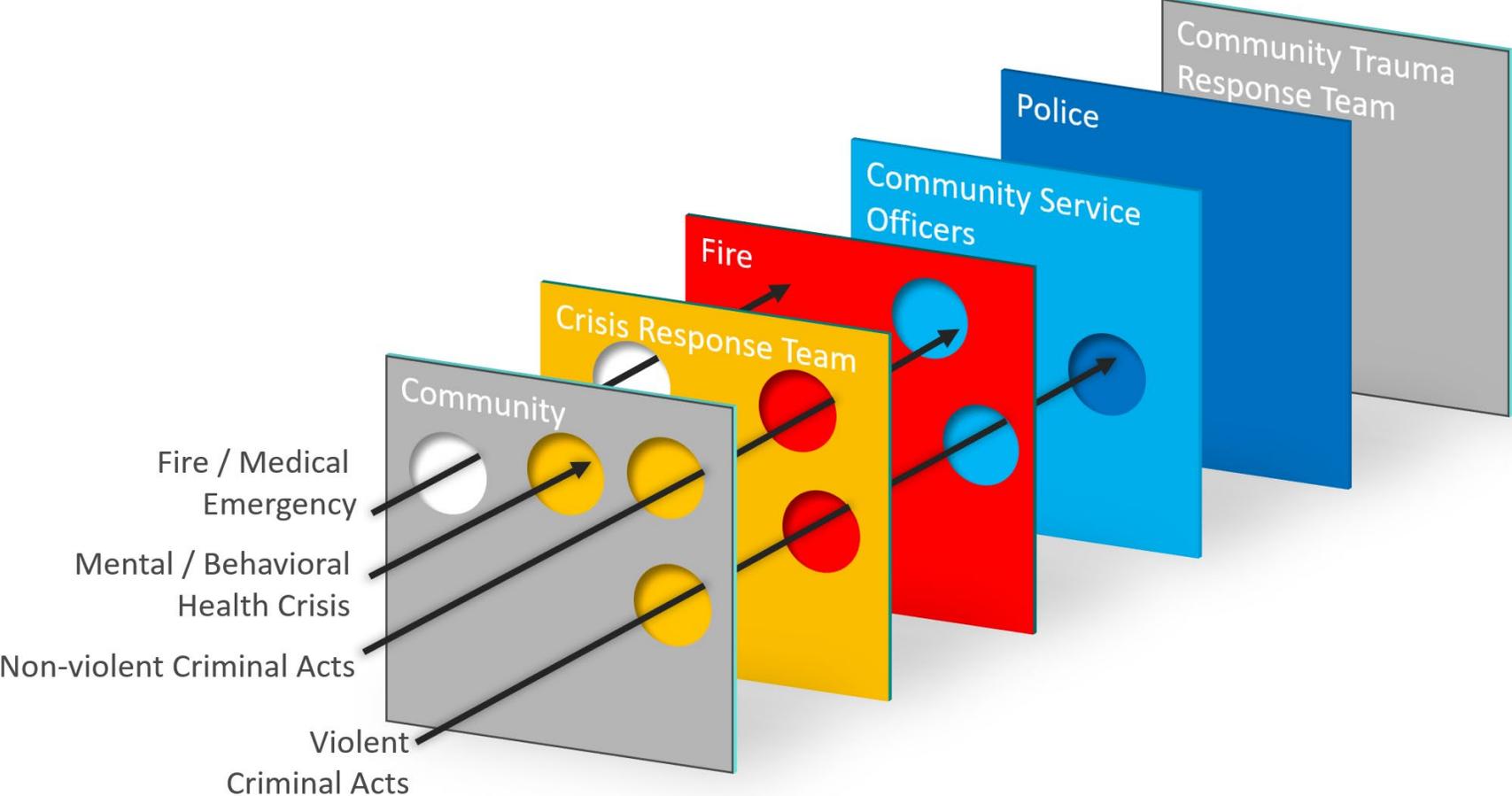
Provide mental, behavioral, and homelessness crisis response without utilizing commissioned law-enforcement officers



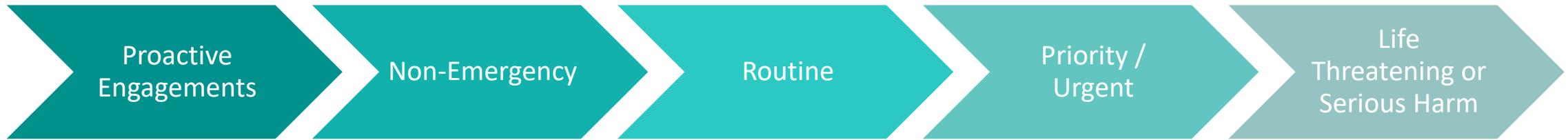
Community Service Officers

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

Future Response Methods



Response Spectrum



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

Q1	Q2	Q3
Staff Recruitment	Onboarding	Improved HEAL team operations

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)

Fire

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.

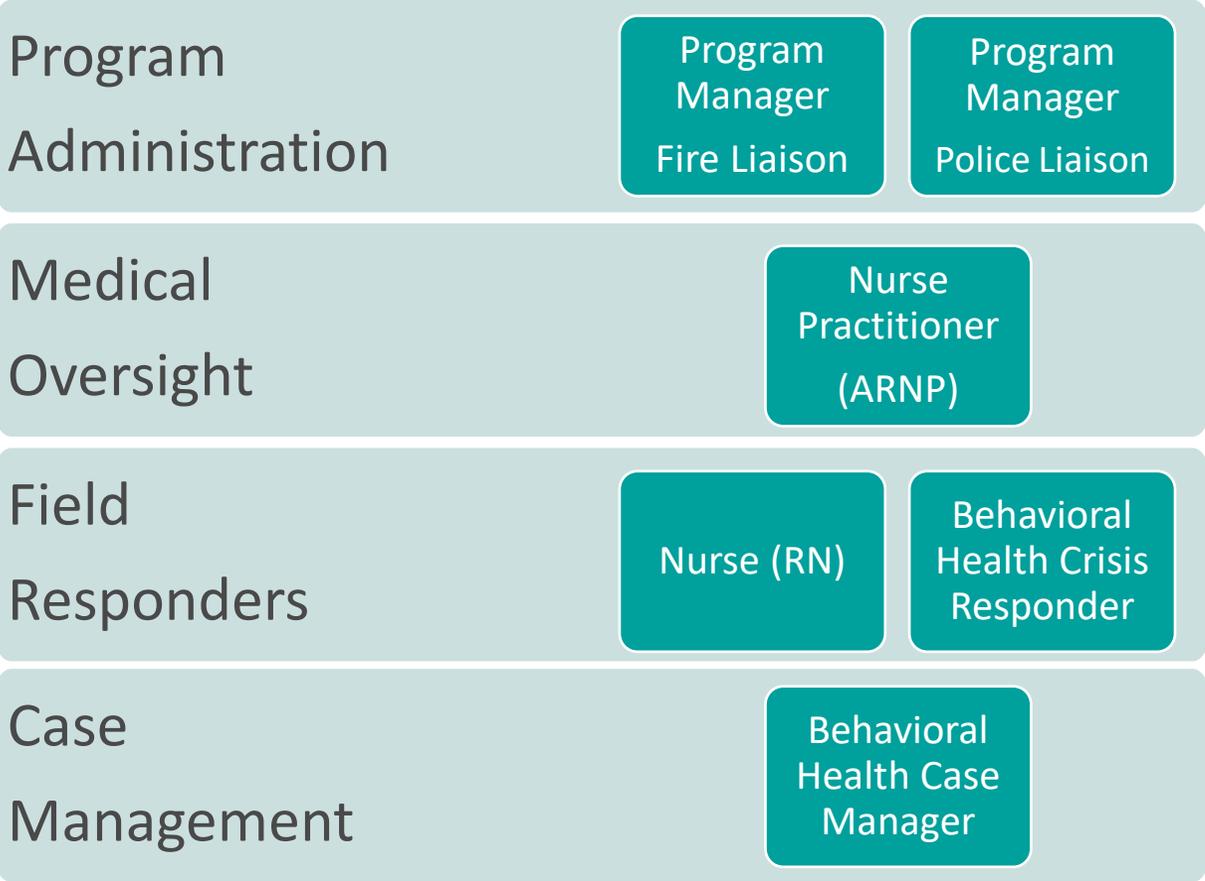
Outcomes

- 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
Recruit and onboard Program Managers	Recruit and onboard Crisis Response team	Behavioral Health Crisis Team operational

HOPE Team Program Structure



Recruitment Status

Role (FTEs)	Interviews	Offer	Onboarding
ARNP (1)	June 1		
RN (2)	June 1		
BH Crisis Responder (2)	June 8		
BH Case Manager (1)	June 13-14		



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.

I Holistic Outreach Promoting Engagement t

HOPE

for Behavioral Health and Crisis

Tacoma's Compassionate Approach to Crisis Response

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

Q1	Q2	Q3	Q4
Bargaining with Labor Partners	Finalizing Class Spec with HR	Recruitment and Onboarding	Training and Integration

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



Q1 2023



FEBRUARY

HEAL: Begin hiring staff
HOPE: Begin HOPE team staff recruitment
CSO's: Labor negotiations

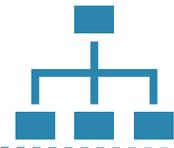


MARCH

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



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June 13, 2023