Overview of Alternative Response

Resolution 40622

2020

Alternative Response Study Completed

2021

Organizational Anti-Racist Mission Statement

2023

Alternative Response Implementation

2022
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
Project Overview: Behavioral Health Crisis Response

Team Lead
Chief Tory Green

Project Lead
Assistant Chief Mary Hallman

Purpose
Provide a mobile crisis response team for mental and behavioral crisis emergency response that is staffed by civilians.

Outcomes
• BHCRT becomes primary mental health/behavioral health (MH/BH) crisis response resource

2023 Implementation Timeline

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit and onboard Program Managers</td>
<td>Recruit and onboard Crisis Response team</td>
<td>Behavioral Health Crisis Team operational</td>
</tr>
</tbody>
</table>
MH/BH Crisis Response Team Structure

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

Medical Oversight
- Nurse Practitioner

Field Responders
- Nurse
- Mental Health Provider

Case Management
- Nurse

Implementation Status

• Unit will respond to 911 dispatched calls
  • May be independent of, or in support of, traditional police and/or fire responders

• In the process of hiring remaining positions and developing policies, procedures, etc.

• Planned start date: July 2023
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

<table>
<thead>
<tr>
<th>Q1</th>
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<th>Q3</th>
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<tbody>
<tr>
<td>Staff Recruitment</td>
<td>Onboarding</td>
<td>Improved HEAL team operations</td>
</tr>
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</table>
Limited Commission Community Service Officers (CSO)

Police

Project Overview: Implement Community Service Officers

**Team Lead**
Chief Avery Moore

**Project Lead**
Deputy Chief Paul Junger

**Purpose**
Shift response for some non-violent, non-emergency, and low-risk calls to a new Community Service Unit within TPD.

**Outcomes**
- Increased community perception of public safety
- Decreased response time
- Diversion of calls from commissioned officers

2023 Implementation Timeline

<table>
<thead>
<tr>
<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>Bargaining with</td>
<td>Recruitment and</td>
<td>Training and</td>
<td>CSO’s begin call response</td>
</tr>
<tr>
<td>Labor Partners</td>
<td>Onboarding</td>
<td>Integration</td>
<td></td>
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</tbody>
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# Key Differences: Police Officers and CSO’s

<table>
<thead>
<tr>
<th>POLICE OFFICER</th>
<th>COMMUNITY SERVICE OFFICER</th>
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<tbody>
<tr>
<td>• Fully commissioned</td>
<td>• Unarmed</td>
</tr>
<tr>
<td>• Responsible for enforcing all constitutional, state and local laws</td>
<td>• Limited commission to allow access to Criminal Justice Information Systems (CJIS)</td>
</tr>
<tr>
<td>• Can respond to all call types</td>
<td>• Can respond to low-risk, low-priority calls that do not pose immediate risk to life or property</td>
</tr>
<tr>
<td>• Conduct criminal investigations</td>
<td>• Cannot make arrests or conduct investigations</td>
</tr>
<tr>
<td></td>
<td>• Separate and distinct uniform from police officer</td>
</tr>
<tr>
<td></td>
<td>• Work under sergeant</td>
</tr>
<tr>
<td></td>
<td>• Perform duties that don’t require a commissioned officer (admin, front desk, etc.)</td>
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**Timeline**
Implementation Timeline

**Q1 2023**
- **JANUARY**
  - HEAL: Review candidate pool
  - BHCRT: Recruit program manager
  - CSO’s: Labor negotiations

- **FEBRUARY**
  - HEAL: Begin hiring staff
  - BHCRT: Begin Crisis Team staff recruitment
  - CSO’s: Labor negotiations

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

**Q2 2023**
- **APRIL**
  - HEAL: Onboard new staff
  - BHCRT: Onboard program managers and begin recruitment for Crisis Response team staff
  - CSO’s: Conclude bargaining and classification process

- **MAY**
  - HEAL: Onboard new staff
  - BHCRT: Recruit Crisis Response team staff
  - CSO’s: Begin recruitment process for CSO positions

- **JUNE**
  - HEAL: Onboard new staff
  - BHCRT: Recruit and onboard Crisis Response team staff
  - CSO’s: Recruit for CSO positions
Related Programs

CMO
Community Trauma Response Team

• The City has contracted with J CW & 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
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

Community Safety Plan

• Formalize TPD’s approach to collaborating with the community, responding to community needs and issues, and fostering community relationships
  • Training regarding Community Safety Plan and content
  • Strategy for engaging individuals experiencing homelessness
  • Evaluate Community Safety Plan effectiveness and TPD’s roles and responsibilities contained within
  • Problem solving methods and strategies
  • Enhance outward-facing communications
Alternative Response
Quarterly Update

March 21, 2023