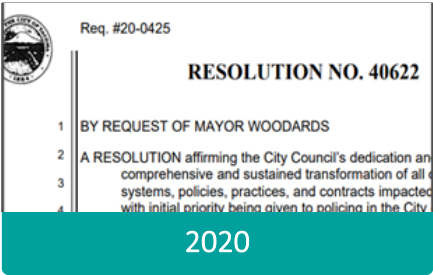




# Alternative Response Quarterly Update

December 19, 2023

# Overview of Alternative Response

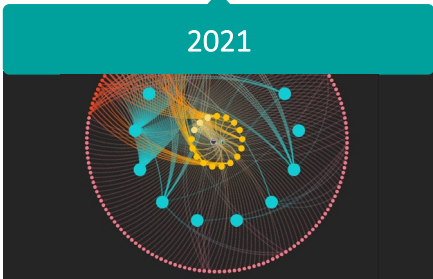


Alternative Response Study Completed



Alternative Response Implementation

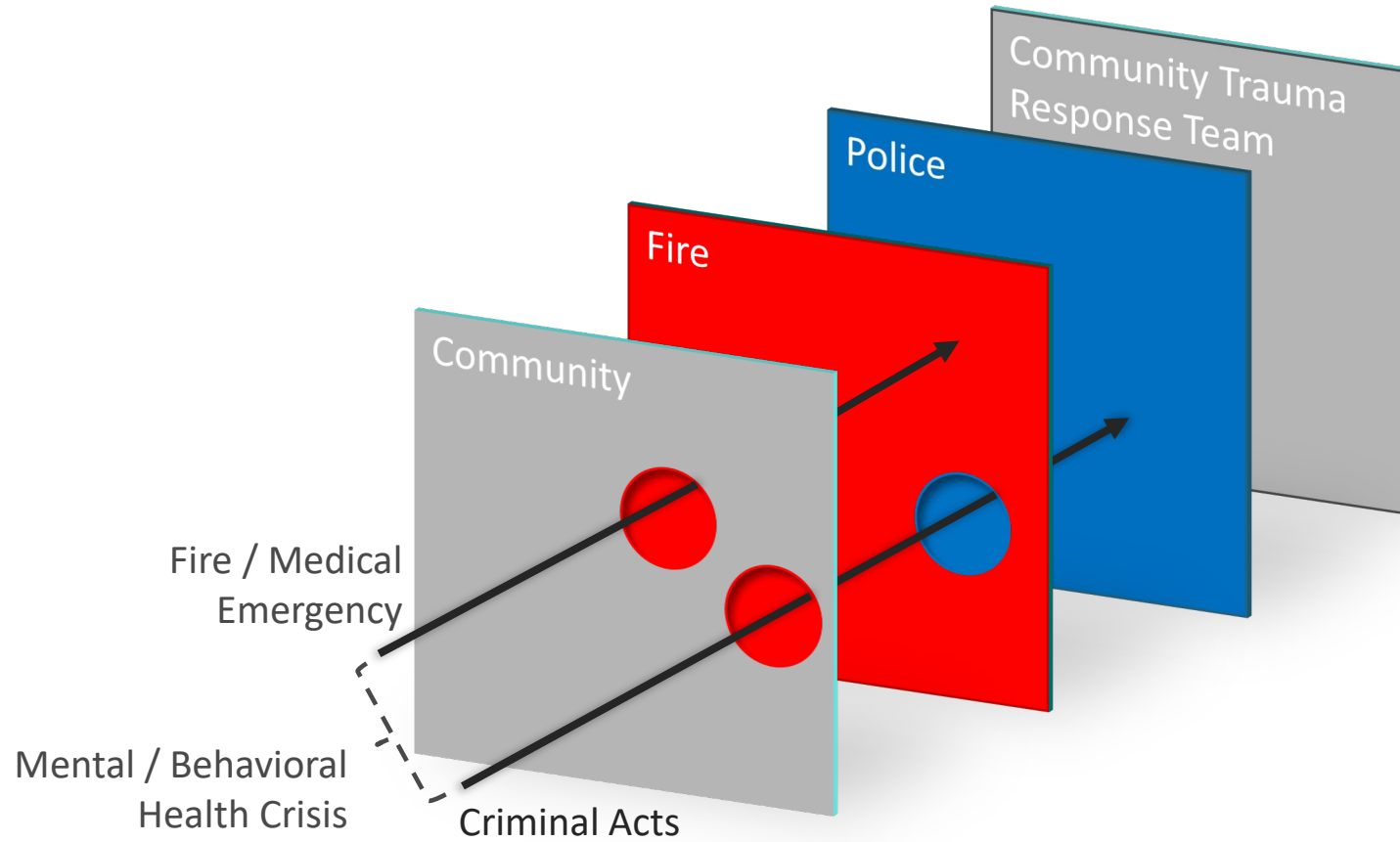
Resolution 40622



Organizational Anti-Racist Mission Statement



# Current Response Methods



# Alternative Response Focus Areas



## Expand Homelessness Outreach

Expand the Homelessness Engagement and Alternatives Liaison (HEAL) Team



## Behavioral Health Response Team

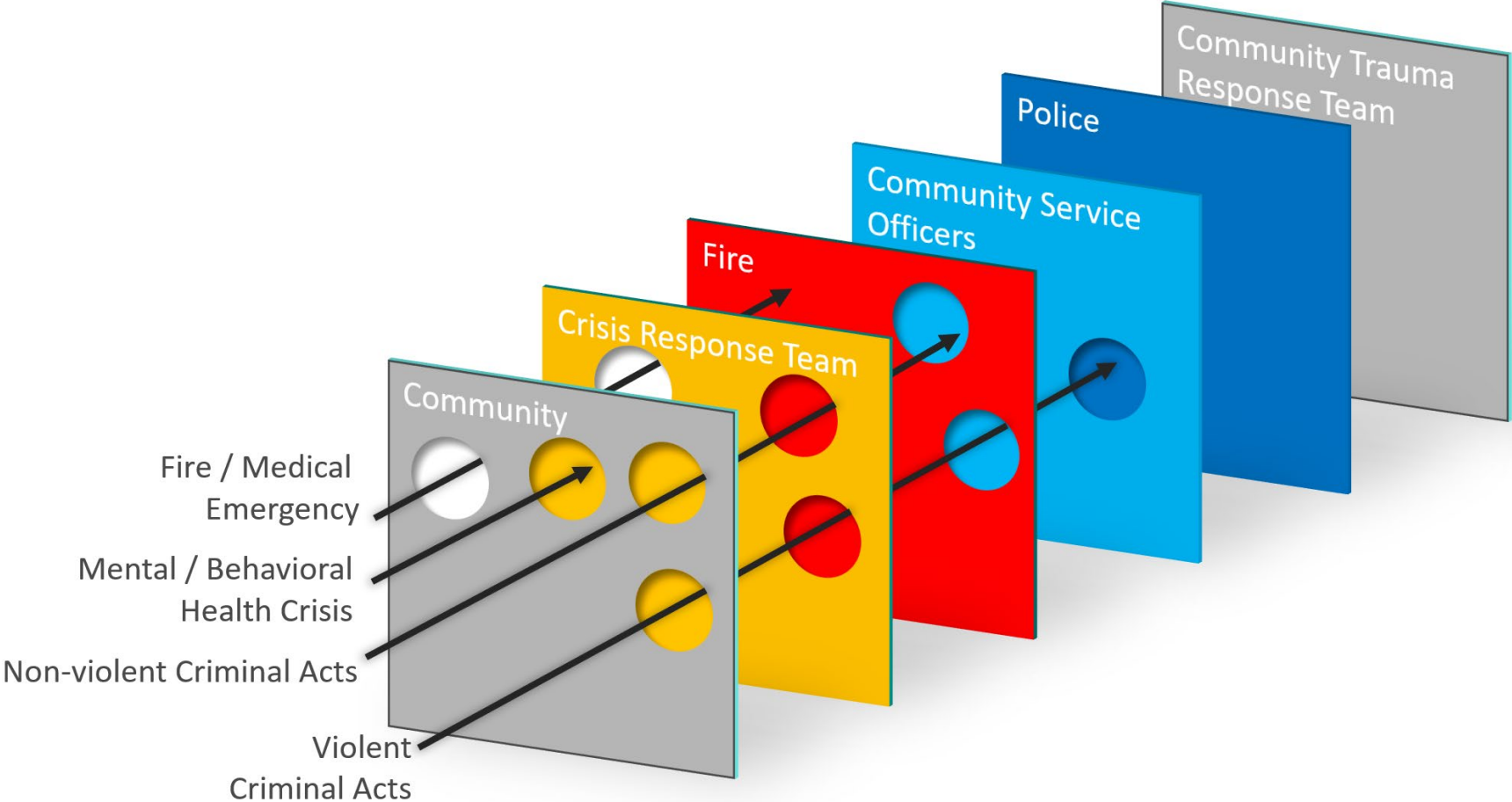
Provide specialized response for behavioral health, mental health, substance use, and co-occurring disorders



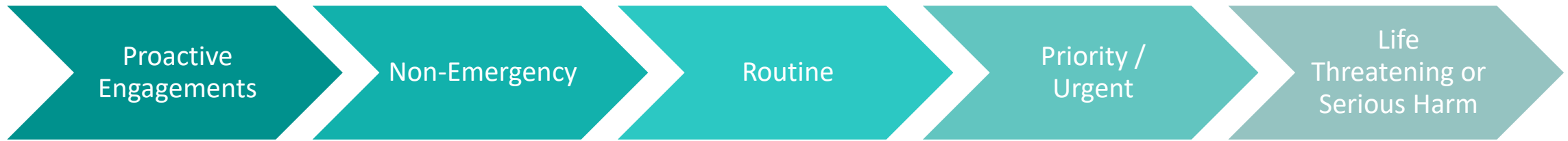
## Community Service Officers

New unarmed officers that respond to certain calls 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

## Implementation Timeline

Q3	Q4	Q1 2024	Q2 2024	Q3 2024
Improved HEAL Team Operations	Improved HEAL Team Operations	HEAL Team Operations Standardized	HEAL Team Operations Standardized	HEAL Team Operations Standardized



# Quarter 4 Updates

## Staffing and Recruitment:

- HEAL is fully staffed with 8 FTE for outreach

## Tacoma First 311 Requests:

- 126 open requests – a decrease of 95% since January 1st, 2023
- Current on-time closure rate: 74%
- YTD HEAL has made:
  - 2,915 connections with new and repeat clients
  - 1,631 connections resulted in clients accepting services
  - 240 clients placed into temporary shelter

# Services HEAL Team Utilizes

- Holistic Outreach Promoting Engagement (HOPE) Team (training and referrals)
- Veterans Administration and other veteran/servicemember resources and supports
- Shelter/storage/inclement weather resources
- Detox services
- Substance use disorder treatment assessment for outpatient, intensive outpatient, and/or inpatient programs
- Designated Crisis Responders for involuntary detainment evaluation

# Behavioral Health Response

Tacoma Fire Department – HOPE Team

# Project Overview: Establish HOPE Team



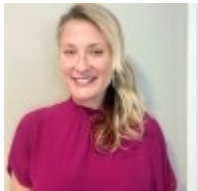
**TEAM LEAD**

Chief Tory Green



**PROJECT LEAD**

Assistant Chief Mary Hallman



**PROGRAM MANAGERS**

Cassie Hallstone and Aleesia Morales

**PURPOSE**

Provide a community-based response to behavioral health, mental health and substance use emergency crises through a dispatched field team staffed by civilians.

**OUTCOMES**

HOPE team becomes a primary mental health/behavioral health (MH/BH) and substance use crisis response resource, along with providing preventative and follow up outreach.

**Implementation Timeline**

Q3	Q4	Q1 2024	Q2 2024	Q3 2024
Behavioral Health Case Manager and Field Response team operational	Data collection, procedure refinement, policy finalization, interview ARNP applicants	BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities	Review state legislative changes and refine program and review and apply for funding opportunities	Year 1 program evaluation to include staffing, budget, services, data review, and engagement with stakeholders for feedback



# HOPE Launch Update

## September 2023: Phase 1 –

- Soft Launch

## October 2023: Phase 2 –

- Fire/EMS incident commander and Law Enforcement personnel may request HOPE be dispatched
- Finalize HOPE program policy and procedure

## January 2024: Phase 3 –

- Begin transport capabilities
- Establish policy and procedure for Medication Assisted Treatment (MAT) and psychiatric medication management services
- Apply for Behavioral Health Agency licensure

Holistic Outreach Promoting Engagement



Tacoma's Approach to Behavioral Health

# HOPE STAFFING UPDATE

## FIELD RESPONSE

Two teams made of a Behavioral Health Crisis Responder and Mobile Unit Registered Nurse

Sunday-Wednesday: 7:00 AM – 5:00 PM  
Wednesday-Saturday: 1:00 PM – 11:00 PM

## CASE MANAGEMENT

Case management services provided by the Behavioral Health Case Manager and the field response teams

Behavioral Health Case Manager  
Monday-Friday: 10:00 AM – 6:00 PM

## ADVANCED REGISTERED NURSE PRACTITIONER

Support with Medication  
Assisted Treatment and medication management services  
Interviews to be scheduled in December 2023

## BUSINESS SERVICES ANALYST

This position will serve as the Certified Peer Counselor role  
Recruitment, interviewing, and onboarding goal by end of Q1 2024



# How HOPE Can Help

## HOPE will:

- Maintain up-to-date resources based on a person's needs/wants for supports or services
- Provide all levels of voluntary and consent-based supports and services
- Coordinate with Tacoma Police Department and Designated Crisis Responders for involuntary detention supports and services

### What is the difference between a behavioral health emergency and a behavioral health crisis?

A **behavioral health emergency** is a *life-threatening* and emergent need for behavioral health related help. Help is provided in-person and may include medical care. Callers use 911 to request support.

A **behavioral health crisis** is a *non-life-threatening* and urgent need for behavioral health related help. Help may be provided over the phone or in-person. Callers use the national/regional crisis and suicide line numbers listed on the back of this card.



### Who to Call for Behavioral Health Support

#### **BEHAVIORAL HEALTH EMERGENCY**

**CALL 911**

When a person appears to be a danger to self, others, or gravely disabled. The caller can request the HOPE team for immediate in-person support and intervention. If available HOPE will respond, if unavailable traditional 911 resources will respond.

#### **BEHAVIORAL HEALTH CRISIS**

**CALL/TEXT 988**

When a person needs phone support and intervention.

**CALL 800-576-7764**

When a person needs phone support and intervention and where they or a community member can request an evaluation by a Designated Crisis Responder (DCR) or an in-person outreach by a mobile crisis team.

**TEXT 741-741**

For suicide text support and intervention.

# Community Collaboration/Data Collection

HOPE leadership coordinates with state, county, and local community members, groups and providers including:

- Volunteers of America Western Washington (988)
- An Intentional Response (AIR) Coalition
- Tacoma-Pierce County Department of Health
- MultiCare, and more
- Holds a seat on the Crisis Response Improvement Strategy (CRIS) Committee

Data collection:

- Aligned with the Behavioral Health Administrative Service Organization (Carelon) and the WA State Health Care Authority requirements for alternative response and crisis programs
- Also aligns with the Association of Washington Cities grant requirements



# Response Outcomes ~ First 75 Days

September 06 - November 30

## Tandem Response with Police

### Tacoma Police Department (TPD)

- 33 Tandem Calls
- 3 Calls-Emergency Department diversions
- 5 Calls- Jail diversions

### Fife Police Department

- 2 Tandem Calls
- 1 Call- Emergency Department diversion

### Tribal Police Department

- 3 Tandem Calls

## Tandem Response with Fire

### Tacoma Fire Department (TFD)

- 65 Tandem Calls
- 13 calls - Emergency Department diversions

## HOPE Response

- 44 referrals from TPD and TFD
  - HOPE responded with telephonic follow up or in person welfare check
- 11 Self-initiated contacts
  - Preventative outreach by HOPE staff in the field

**147 calls total, 16% diverted from Emergency Departments/Jails**

## Examples of Services and Outcomes

Connection to and coordination of services and supports, such as:

- Veterans Administration and other veteran/servicemember resources and supports
- Homeless Engagement Alternatives Liaison (HEAL) team for housing
- Home and Community Services to access Adult Family Home care and other services for elderly adults
- Catholic Community Services for family and youth
- Anger management resources
- Shelter/storage/inclement weather resources
- RIPPL care for aging adult services
- Detox services through Metropolitan Development Council
- Substance use disorder treatment assessment for outpatient, intensive outpatient, and/or inpatient programs
- Crisis stabilization units (Recovery Response Center and Crisis Recovery Center)
- Forensic programs related to the criminal courts (FPATH/FHARPS/OCRP/Forensic Navigators)
- Referral to Designated Crisis Responders for involuntary detainment evaluation



CATHOLIC COMMUNITY SERVICES  
CATHOLIC HOUSING SERVICES  
OF WESTERN WASHINGTON



# 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

## Implementation Timeline

Q3	Q4	Q1 2024	Q2 2024	Q3 2024
Recruitment and Onboarding	Interviews / Background Investigations	Background Investigations / Poly / Psych / Medical Exams	Training and Integration	Program Eval and Procedure Refinement

# 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

## September 2023

- Community Policing Management reviewed applications
  - 184 applicants
  - 75 applicants completed personal history statements

## October - November 2023

- Took possession of CSO vehicles
- Completed final outfit of CSO vehicles
- 57 interviews scheduled
- Interviews began on November 14



# CSO Updates (Cont.)

## December 2023

- Interviews concluded on December 14
- 29 of 57 applicants were sent to the background process
  - 3 week to 3-month process
- Conditional Offer of Employment
  - Scheduling and results for the final 3 testing processes take 1 month:
    - Polygraph
    - Medical
    - Psychological exam
- Curriculum & Vendor finalization

## January / February 2024

- Complete backgrounds and final testing
- Offer Letters



# CSO Updates

March 2024

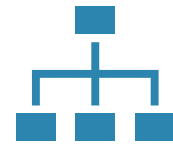
- Initial onboarding and new applicant processing





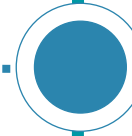
# Timeline

# Q4 2023



## OCTOBER

- HEAL:** Training and staff integration
- HOPE:** Data collection and procedure refinement, policy finalization
- CSO's:** Recruitment and selection



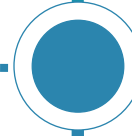
## NOVEMBER

- HEAL:** Improved HEAL Team Operations
- HOPE:** Data collection and procedure refinement, policy finalization
- CSO's:** Interviews / Background Investigations



## DECEMBER

- HEAL:** Improved HEAL Team Operations
- HOPE:** Data collection and procedure refinement, policy finalization, ARNP interviews
- CSO's:** Interviews / Background Investigations

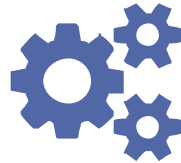


# Q1 2024



## JANUARY

- HEAL:** Data & metrics, operations standardized
- HOPE:** Seek BHA licensure, develop medication programs, operational enhancements, post peer specialist position
- CSO's:** Complete background checks, final testing



## FEBRUARY

- HEAL:** Data & metrics, operations standardized
- HOPE:** Submit BHA licensure application, develop medication programs, operational enhancements, review peer specialist applicants
- CSO's:** Complete background checks, final testing



## MARCH

- HEAL:** Data & metrics, operations standardized
- HOPE:** Await BHA licensure approval, develop medication programs, goal of hiring peer specialist
- CSO's:** Initial CSO onboarding, training begins



# Alternative Response Quarterly Update

Find us online:

[CityofTacoma.org/  
CommunitySafety](https://CityofTacoma.org/CommunitySafety)

December 19, 2023