

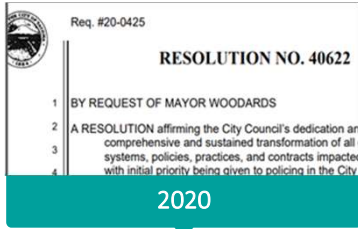


Alternative Response Quarterly Update

December 17, 2024



Background

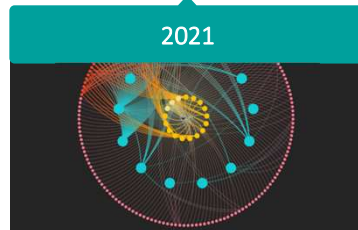


Alternative Response Study Completed



Alternative Response Implementation

Resolution 40622



Organizational Anti-Racist Mission Statement





What is Alternative Response?

Alternative Response programs enhance public perception of safety by connecting more people with the right resources at the right time.

Alternative Response Focus Areas



Expand Homelessness Outreach

Expand and enhance homelessness response and proactive outreach efforts



Behavioral Health Response Team

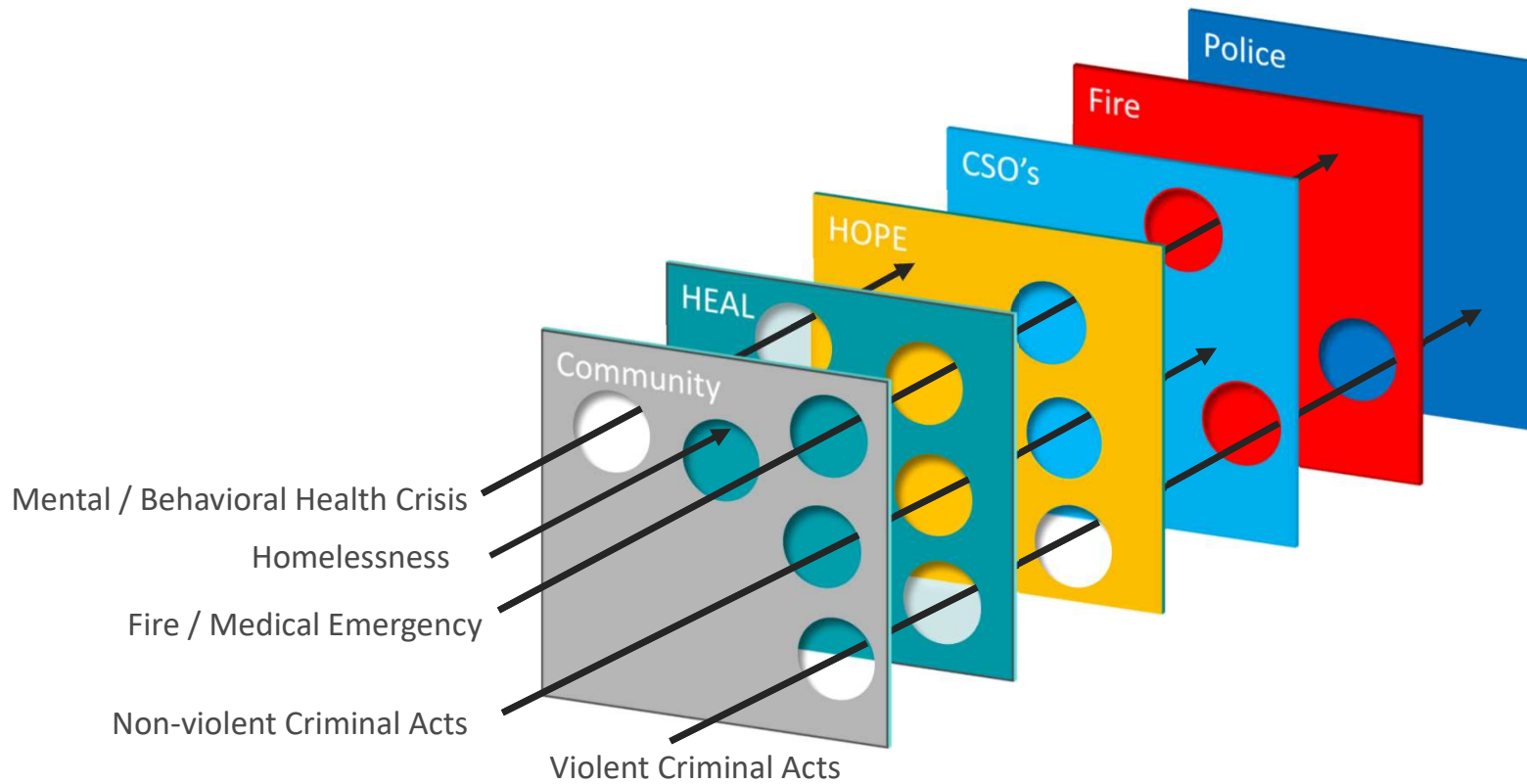
Provide specialized response for behavioral health, mental health, substance use, and co-occurring disorders



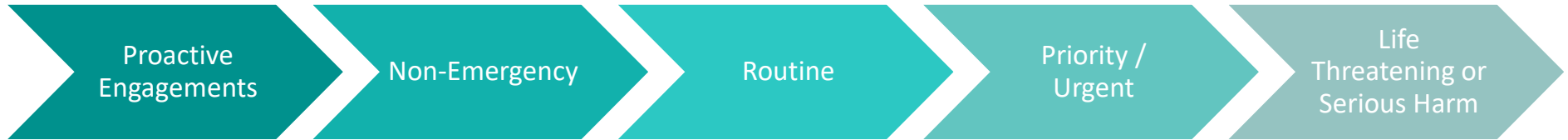
Community Service Officers

New unarmed role that respond to certain calls when there is no threat to life or property

Expanded Response Methods



Response Spectrum



Lower Risk



Higher Risk

Homelessness Outreach

Neighborhood and Community Services – HEAL Team



Project Overview: HEAL Team



Team Lead
Allyson Griffith



Project Lead
Javon Carlisle

Purpose

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

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 to provide community real-time case progress

Implementation Timeline

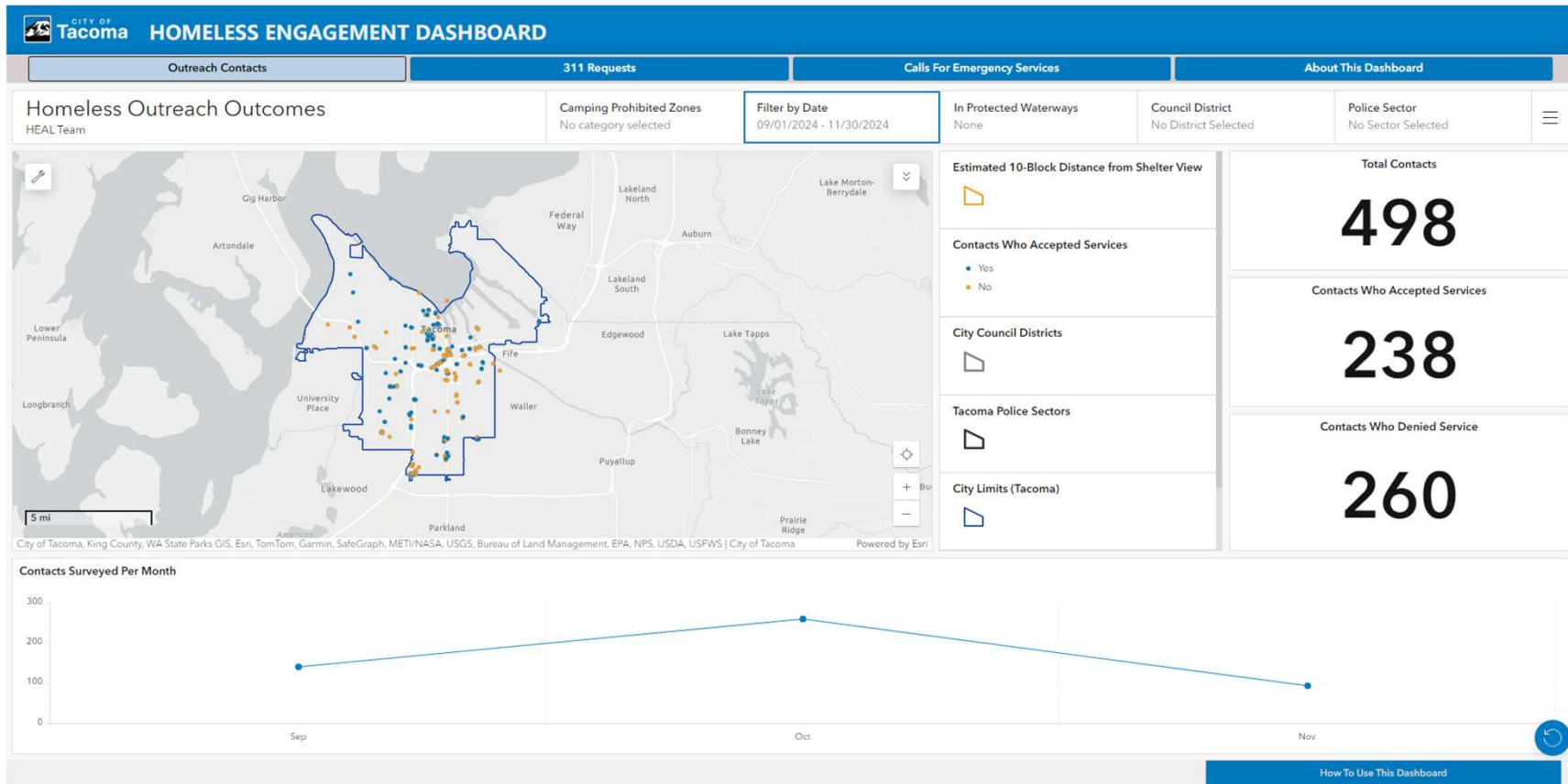
Q1	Q2	Q3	Q4	Q1 2025
Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity	Standardize HEAL Team operations, design new HEAL dashboard	Standardize HEAL Team operations, launch new HEAL dashboard	Standardize HEAL Team Operations, refine data collection and presentation	Review HEAL Team Operations



Quarter 4 Updates

- Tacoma First 311 Requests:
 - 99 open requests as of 11/30
 - Decrease of 45.3% since Q1 at 181 open requests
 - Decrease of 32.1% since last quarter (Q3) at 146 open requests
 - As of 11/30 HEAL has made:
 - 2793 connections with new and repeat clients
 - 1038 connections resulted in clients accepting services
 - 276 connections placed into temporary shelter
 - 12 connections entered a detox program
 - 15 contacts have been connected to the HOPE Team

HEAL DASHBOARD – Updates Underway



Behavioral Health Response

Tacoma Fire Department – HOPE Team



Project Overview: Establish HOPE Team



TEAM LEAD

Chief Sienna Stallings-Alailima



PROJECT LEAD

Assistant Chief Josh Schlesner



PROGRAM MANAGERS

Cassie Hallstone & 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

Q1	Q2	Q3	Q4	Q1 2025
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	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback



HOPE Update

September – December 2024:

- UW/CROA grant reporting: BHA licensure and billing development
- Association of Washington Cities – Alternative Response Team Grant (ARTG) reporting: Provide alternative response services
- Continued review of legislation and engagement with HCA and PC BH-ASO around crisis team endorsement work
- Continued community provider collaboration to support closure of crisis stabilization facilities in Pierce County

January – March 2025:

- Submit BHA license application and continue billing development
- Continued review of legislation and engagement with HCA and PC BH-ASO around crisis team endorsement work
- Review and follow proposed legislation with potential HOPE scope of work impacts
- Continued community provider collaboration to support closure and potential reopening of crisis stabilization facilities in Pierce County

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

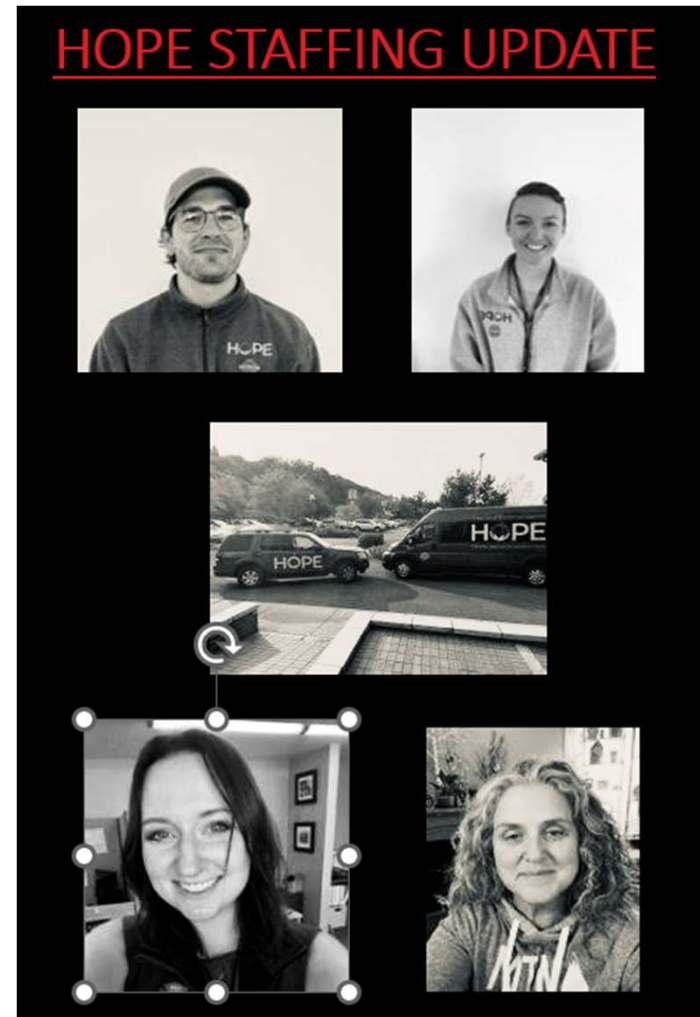
- Sunday-Wednesday: 7:00 AM – 5:00 PM
- Wednesday-Saturday: 1:00 PM – 11:00 PM

Case Management

Case management services provided by the Behavioral Health Case Manager and the field response teams, with Behavioral Health Case Manager providing field team coverage when needed

- Monday-Friday: 10:00 AM – 6:00 PM

*Schedule varies if CM is responding in the field to provide additional coverage



Community Collaboration/Data Collection

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

- HOPE and CARES met with Gig Harbor's Human Services Manager to share about both program structures and services provided
- HOPE has participated in 20 Community Events/Engagements and 186 Preventative Outreaches between September 03-December 03, 2024.
 - 3 Community Engagements were ride-alongs with City of Tacoma Council Members.
 - Sample outreach locations include but not limited to: People's Park, Wright Park, 14th and G, ESB, Pilot Express, 9th and Commerce, Bay Street
- HOPE and city/community provider collaborations.
- Continued work on the Crisis Response Improvement Strategy (CRIS) Committee and maintains Co Responder Outreach Alliance (CROA) membership

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 and grant requirements
- Data being reviewed to provide potential BHA license revenue and billing needs
- Ongoing review of data collection and ways data is shared



Q4 Data

Referral Reason:

- 45% Mental Health
- 40% Co-Occurring Disorder
- 15% Substance Use Disorder

Presenting Problem:

- Acute Distress
- Danger to Self
- Unknown
- Psychosis
- Grave Disability
- Danger to Others

Top 3 Intervention Outcomes from Field Team:

- Referred to HOPE Case Manager for additional resources and follow up
- Referred to Mental Health/Substance Use Providers (Inpatient/Outpatient Services)
- Provided Transportation Support (Bus Pass, ORCA Card, Lyft) and HOPE transportation

Holistic Outreach Promoting Engagement



Tacoma's Approach to Behavioral Health



Q4 Demographics

BILLING SERVICE CODE

Case Management/Follow Up (H2011)	283
Crisis Consult (H2011)	129
Crisis Outreach (H2011)	27
Case Management/Outreach (H2011)	12
Case Management/Non-Billable	8
Travel	2
Grand Total	461

RACE

White	289
Black or African American	84
Hispanic or Latino	33
Other Race	31
Asian	7
American Indian or Alaska Native	7
Native Hawaiian or Other Pacific Islander	1
Grand Total	452

98405	84
98404	75
98402	66
98444	48
98408	35
98406	29
98409	21
98418	19
98466	12
98424	11
98403	11
98422	7
98445	6
98421	5
98407	4
98077	4
98503	2
98465	2
98416	2
98335	2
00000	2
98504	1
98467	1
Grand ..	449

GENDER

Unknown	254
Female	143
Male	50
Gender Fluid	4
Woman or Feminine/Fem..	3
Choose Not to Disclose	2
Grand Total	456

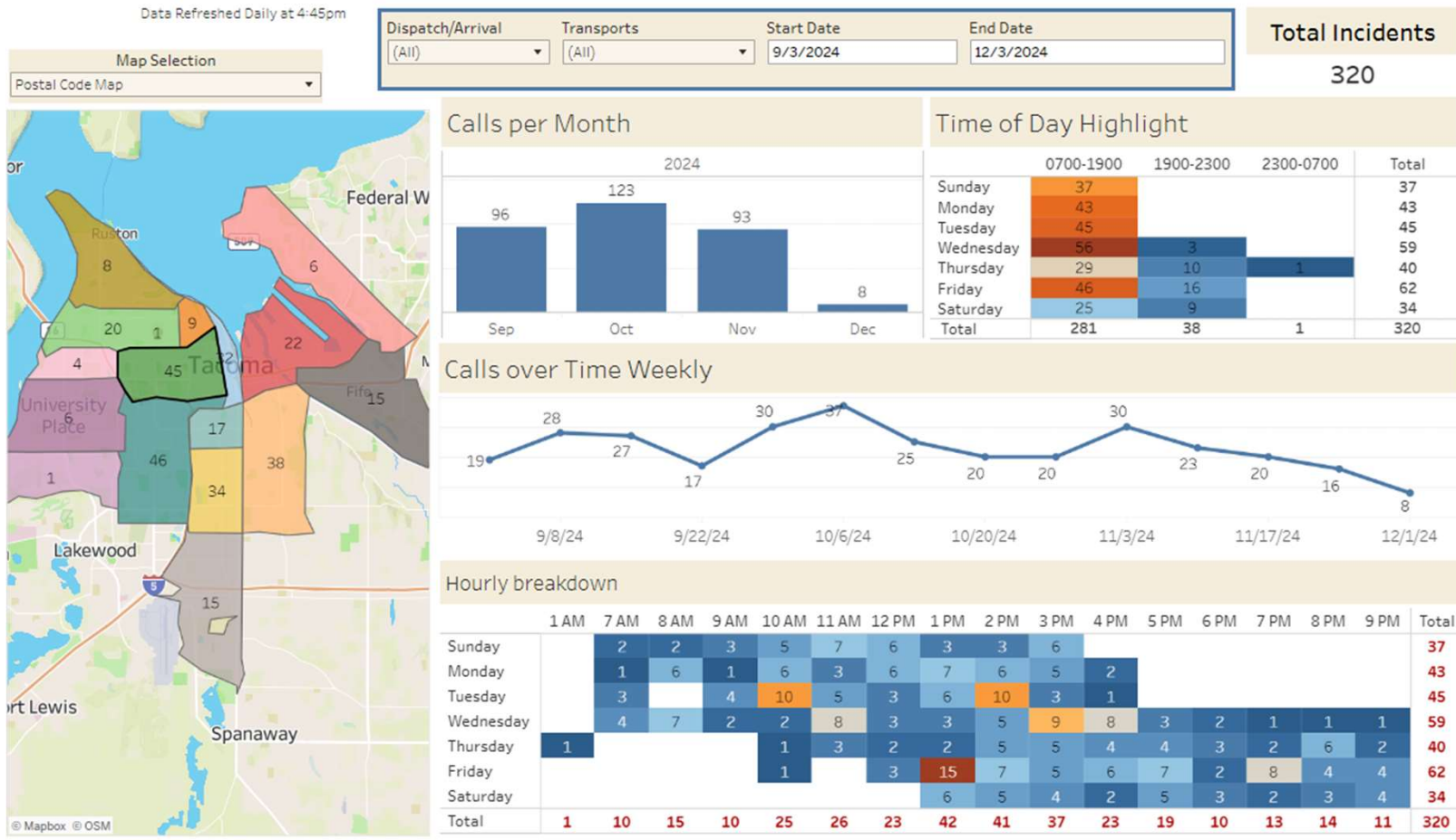
VETERAN STATUS

Unknown (Unabl..	302
No	136
Yes	16
Grand Total	454

HOUSING STATUS

Stably Housed	223
Homeless	156
Unknown (Unable to Determ..	37
Unstably Housed	34
Grand Total	450

Q4: All Dispatched Calls - HOPE



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 certain calls when there is no threat to life or property and provide a variety of public safety related services 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
- Enhance ability to respond to calls for service

Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
Policy development, training, integration and recruitment.	Training, integration and recruitment.	Program evaluation, procedure refinement and recruitment.	Program evaluation, procedure refinement and recruitment. Starting collective bargaining.	Evaluation to include staffing, services, and data review. Engagement with stakeholders for feedback.



CSO Hiring Update

This summer, we successfully onboarded five new Community Service Officers (CSOs), with plans to hire an additional five.

While this is still our intent, we have paused additional recruitment pending further evaluation of our operational needs and budget considerations.



CSO Training Milestones

Training consists of three phases:

- ✓ Phase 1 - administrative functions and onboarding
- ✓ Phase 2 - CSOs undergo a rigorous four-week formal training academy.
 - A crucial component of this academy was dedicated to mastering de-escalation techniques and self-defense training.
 - Such training extended to the alternative response programs, encompassing members of the HOPE and HEAL teams.
- ✓ Phase 3 – Observation of the CSO by training officer followed by Daily Observation Reports (DOR) evaluating their training progress. DORs are reviewed by the CSO Sgt for additional training needs or to support moving the CSO on to the solo phase of the job.

As of November, all CSO's are operating independently in the field.





Community Service Officer Dashboard

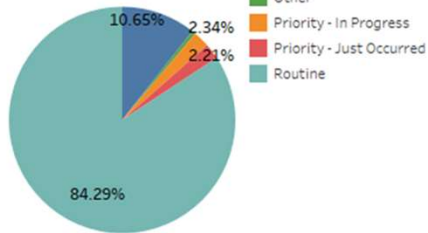
Date
6/17/2024 to 12/4/2024

End Call Type Desc
All

Total Obligated Hours

1,305

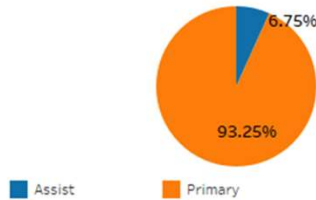
Call Priority



Total Calls w/CSO

770

Response



Total CSO Units Deployed

816

Calls at Substation

210

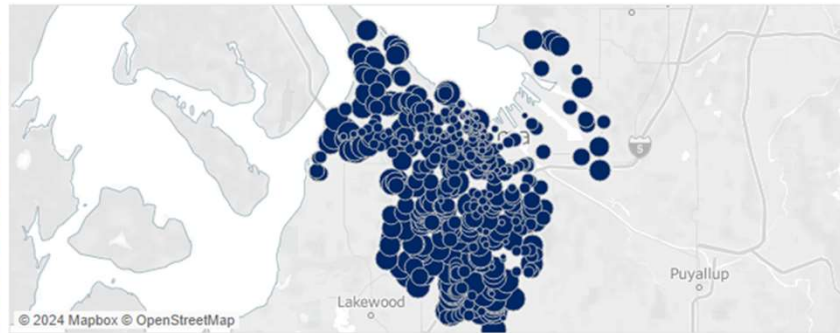
Disposition

Disposition Desc	Count
Accident Investigation Report - Non-Enforcer Only	1
Agency Assist	1
Cancelled	1
Cancelled Duplicate Event	1
Civil	1
Follow Up - No Report	1
Formal Report	518
Gone On Arrival - GOA	1
Homeless Contact	1
Mental Health Contact	1
Misdemeanor Arrest/Booking	1
Referred to Another Agency	194
Solved on Arrival - SOA	7
Supplemental Report	18
Unable To Contact	1
Grand Total	770

End Call Type Description

End Call Type Desc	2024	Grand Total
AGENCY ASSIST	1	1
ATTEMPT MOTOR VEHICLE THEFT	42	42
BAILEE THEFT	4	4
CHECK/CREDIT CARD FRAUD	46	46
CITIZEN ASSIST	96	96
CITIZEN FLAG DOWN	66	66
CIVIL ISSUE	1	1
COMMERCIAL BURGLARY	58	58
DV - PHYSICAL	1	1
EXTORTION	1	1
FIRE (CALL TRANSFERRED TO FIRE ..	1	1
FOLLOW UP	17	17
FOUND PROPERTY	43	43
FRAUD/FORGERY	30	30
GRAFFITI	3	3
HARASSMENT	1	1
HAZARD - MISCELLANEOUS	1	1
IDENTITY THEFT	4	4
INFORMATION FOR POLICE	2	2
LOST PROPERTY	3	3
MISSING PERSON	2	2
MOTOR VEHICLE THEFT	138	138
MVC - HIT & RUN	2	2
MVC - INJURY OR UNK INJURY	14	14
MVC - NON INJURY	8	8
PHONE MESSAGE FOR OFFICER	3	3
RESIDENTIAL BURGLARY	29	29
SHOPLIFT	4	4
SUBJECT STOP	2	2
THEFT	25	25
THEFT - FROM VEHICLE	80	80
THREATS	3	3
VANDALISM	39	39
Grand Total	770	770

Map



Weekday - Hour

DOW	1	5	6	7	8	9	10	11	12	13	14	15
Monday			3	12	31	34	33	24	13	10	5	5
Tuesday			3	13	30	34	29	27	21	12	7	5
Wednesday	1	1	1	10	19	23	25	25	17	13	10	4
Thursday		1	1	7	21	20	21	10	17	13	12	8
Friday				12	26	21	15	22	13	11	11	8



Related Program Updates...



Patron Crisis and De-escalation Team

Tacoma Public Library



Project Overview: Patron Crisis and De-escalation Team



Project Lead
 Amita Lonial (she/her)
 Deputy Director



Library Social Worker
 Samie Iverson (she/her)

**Library Safety and Security
 Coordinator**
 Vacant

Purpose

Provide culturally centered/responsive responses to safety and security issues; meaningfully connect patrons to resource providers; bolster staff capacity to engage in trauma-informed conflict resolution and de-escalation

Outcomes

- Connect patrons to critical resources
- Decrease library security incidents

Implementation Timeline

Q1	Q2	Q3	Q4	Q1 2025
Onboarding	Pilot	Integrate Main Library	Feedback / Implementation	Feedback / Implementation



Project Overview: Patron Crisis and De-escalation Team

Social Worker Engagement Year-to-Date

January-November: **138 patron interactions**

Top presenting needs:

- 58% - Housing
- 23% - Access to shelter
- 15% - Behavioral health
- 14% - Employment
- 11% - Family support services

Outcomes:

- 39% contact resulted in ongoing connection and support



Timeline



Q2 2024



APRIL

HEAL: Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity

HOPE: BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities

CSO's: Background Investigations / Poly / Psych / Medical Exams

TPL Patron Crisis Team: Onboarding



JUNE

HEAL: Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity

HOPE: BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities

CSO's: Background Investigations / Poly / Psych / Medical Exams

TPL Patron Crisis Team: Onboarding



MAY

HEAL: Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity

HOPE: BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities

CSO's: Background Investigations / Poly / Psych / Medical Exams

TPL Patron Crisis Team: Onboarding

Q3 2024



AUGUST

HEAL: Data & metrics, operations standardized

HOPE: Year 1 program evaluation and stakeholder engagement

CSO's: Complete background checks, final testing

TPL Patron Crisis Team: Integrate main library



JULY

HEAL: Data & metrics, operations standardized

HOPE: Year 1 program evaluation and stakeholder engagement

CSO's: Complete background checks, final testing

TPL Patron Crisis Team: Integrate main library



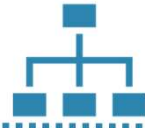
SEPTEMBER

HEAL: Dashboard launch

HOPE: Year 1 program evaluation and stakeholder engagement

CSO's: Initial CSO onboarding, training begins

TPL Patron Crisis Team: Integrate main library



OCTOBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSO's: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation



DECEMBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSO's: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation

Q4 2024



NOVEMBER

HEAL: Standardize HEAL Team Operations, refine data collection and presentation

HOPE: Ongoing program evaluation and engagement with stakeholders

CSO's: Recruitment, program evaluation, procedure refinement and training.

TPL Patron Crisis Team: Feedback / implementation

Q1 2025



JANUARY

All programs: Program evaluation and stakeholder engagement



FEBRUARY

All programs: Program evaluation and stakeholder engagement



MARCH

All programs: Program evaluation and stakeholder engagement



Alternative Response Quarterly Update

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

December 17, 2024

