

# Alternative Response

## *Policy Considerations for a Multi-year Plan and Office*

Council Files 22-0979, 22-0978, 22-0978-S1



Equity, Performance Management, and Innovation  
Office of the City Administrative Officer

# Agenda

- Report Subject and Methodology
  - Motions addressed by this report
  - Research Methodology
- Findings
  - Overall Analysis
  - Definition
  - Framework
  - Objectives
  - Scope of Program
- Recommendations
- Additional Information



# Motions

- 22-0979
  - A multi-year transition plan to shift **nonviolent calls related to homelessness and emergency crisis response** to unarmed, civilian personnel
  - Pending CF 20-0875, alternative models and methods for **traffic safety enforcement**
  - **Expansion (and potential consolidation) plan for City pilots**
  - Analysis of whether, and, if so, how, all of these public safety services should eventually be **brought under the purview of City departments** rather than external providers
- 22-0978
  - Recommendations to create an Office of **Unarmed Response and Safety**
  - A comprehensive long term plan to ensure appropriate staffing and funding for the **24/7 unarmed response deployment** for non-violent calls for service
- 22-0978-S1
  - report with recommendations relative to the **operations, functions, and organization location** of an **Office of Unarmed Response and Safety**.



# Report Preparation Methodology

- Researched history, current efforts and best practices relating to alternative response
  - Conducted literature review of emerging research and primary source documents
  - Interviewed key national and local unarmed response practitioners
  - Reviewed previous unarmed response policy discussions and council files
- Key Questions from motions:
  - What could an office of unarmed response do?
  - What would it look like to provide alternative response programs citywide?
- Additional research questions:
  - What do we mean by unarmed crisis response?
  - What are the goals of such a program?
  - Are there competing goals?
  - Do City leaders agree on these goals?

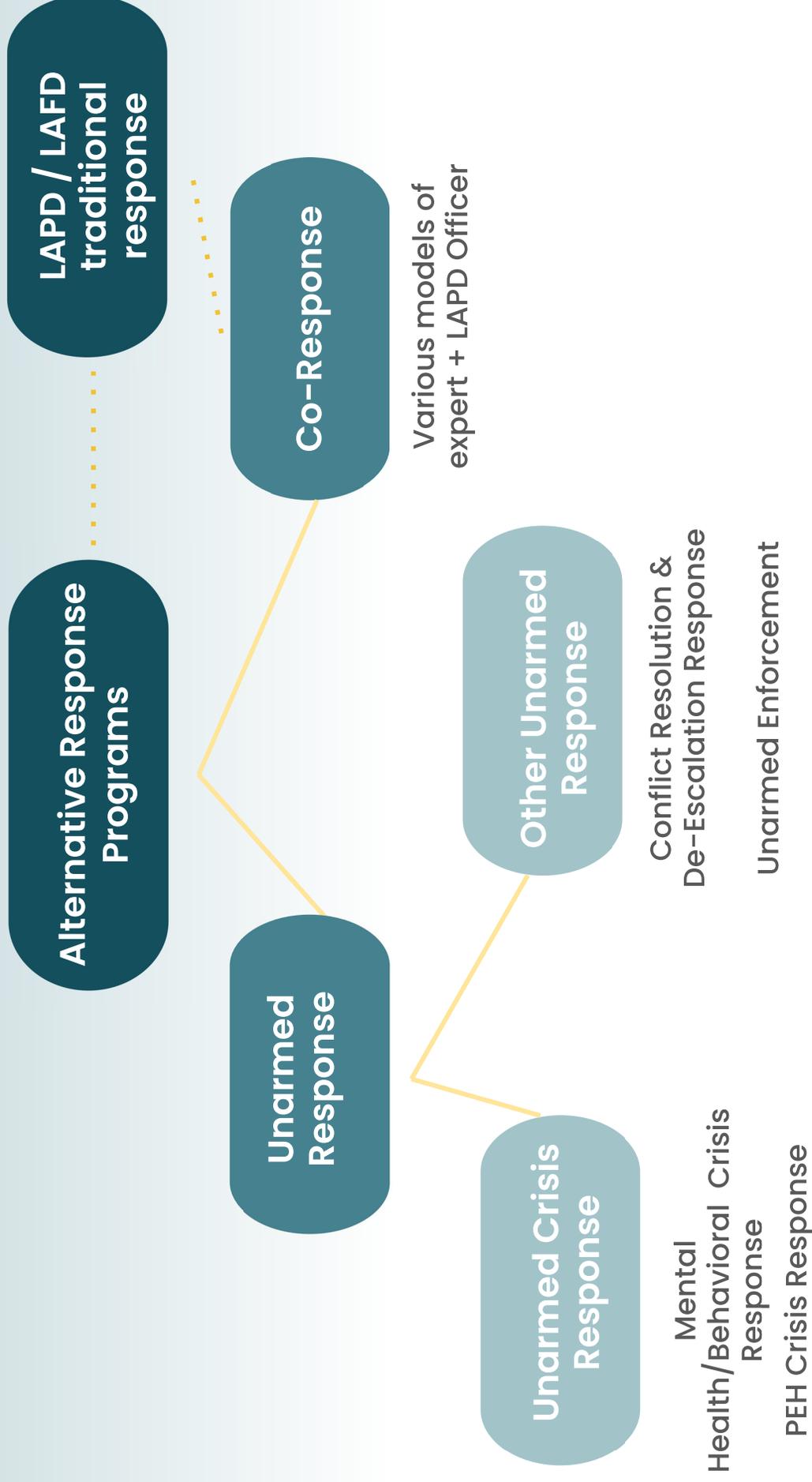


# Overall Analysis

The City has made **significant progress** on implementing innovative crisis response pilots and could benefit from the development of a **cohesive framework** for alternative response to ensure that a citywide program would be **efficient and effective**.



# Defining Alternative Response



Welfare Checks

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# Developing Alternative Response Framework

AGREE ON  
KEY  
OBJECTIVES

DETERMINE SCOPE OF  
SERVICES THE CITY  
SHOULD PROVIDE TO  
MEET KEY OBJECTIVES

DEVELOP  
EXPANSION  
TIMELINE AND  
STRATEGY

DEVELOP  
ORGANIZATIONAL  
STRUCTURE



# Objectives

The City's alternative response program should be built around its primary objectives for the program:

Primary Objective 1: Improve social and mental health services for individuals in crisis or for select demographics (i.e. people experiencing homelessness).

Primary Objective 2: Improve the efficacy of sworn police officer deployment.

Primary Objective 3: Reduction in use of force incidents in non-violent calls



# Scope and Organization of Citywide Program

Key areas for further research:

- Which 9-1-1 call types should be diverted to alternative response?
  - Mental & Behavioral Health
  - Conflict Resolution vs Unarmed Enforcement
  - Co-response
- Which of these call types are currently addressed, and are there duplicative efforts?
- Where are there opportunities for expanding existing and creating new programs to achieve a 24/7 citywide alternative response program?
- How should these programs be organized and directed?
  - Under their own department?
  - City vs County
  - Internal vs Contracted



# Expansion Plan

Year 1 (FY 23-24)	<b>Interim Steps</b>	<ul style="list-style-type: none"><li>• Develop the City's alternative response framework</li><li>• Execute the necessary contracts to implement the Unarmed Model of Crisis Response one-year pilot</li></ul>
Year 2 (FY 24-25)	<b>Establish an Office of Unarmed Response</b>	<ul style="list-style-type: none"><li>• Finalize Office Purview &amp; Structure and Staffing Needs</li><li>• Determine Program Expansion strategy</li><li>• Ongoing community engagement</li></ul>
Year 3+	<b>Implement, Expand &amp; Monitor</b>	<ul style="list-style-type: none"><li>• Expand programs based on planned strategies until appropriate citywide service levels are reached</li></ul>

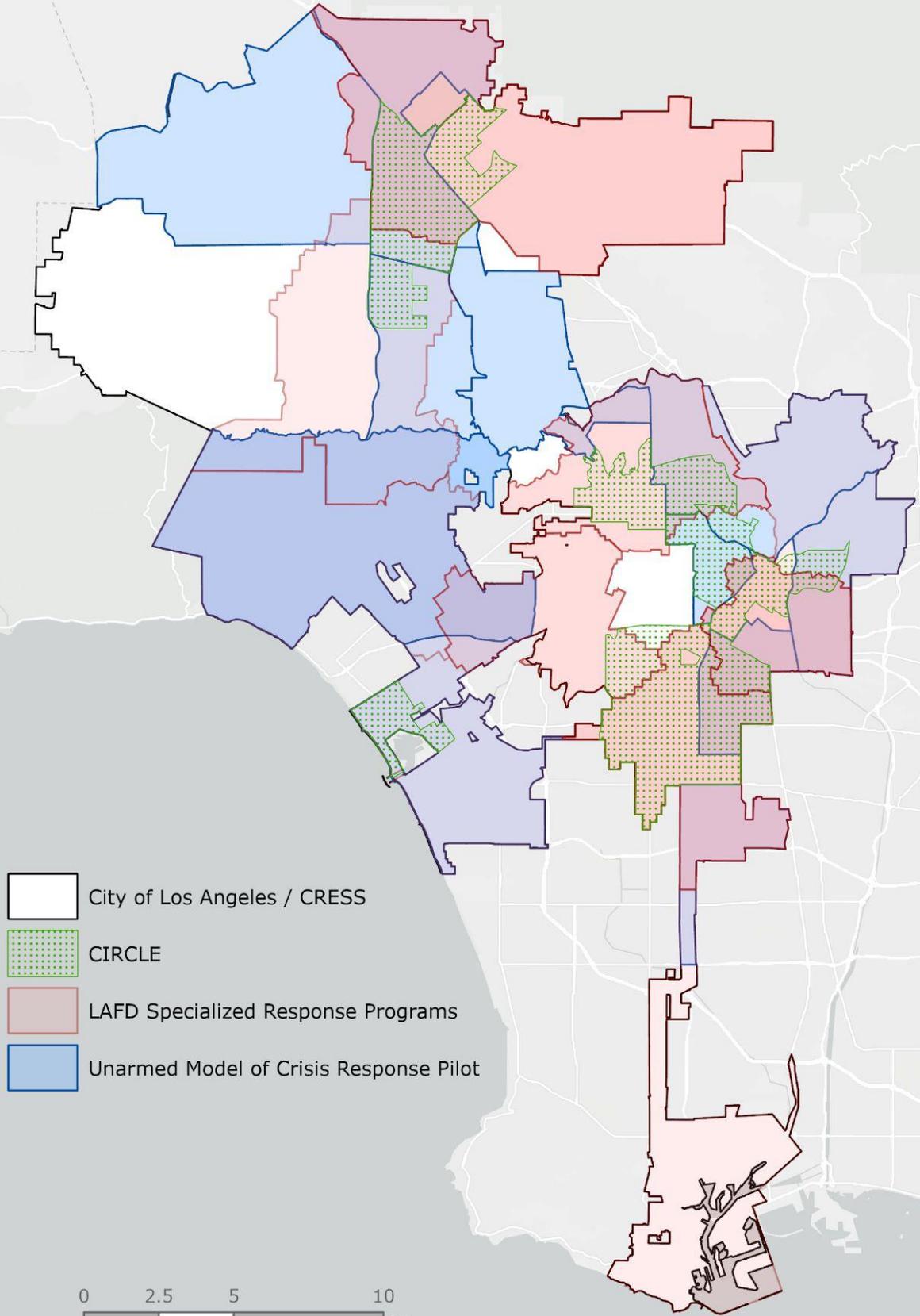


# Recommendations

- That the Mayor and City Council consider and confirm the City's primary objectives for alternative response and the intended purpose of an Office of Unarmed Response, as outlined in this report.
- That the City Council:
  - Instruct the Office of the City Administrative Officer (CAO) to develop a robust performance management and evaluation program for the Unarmed Model of Crisis Response Pilot, if implemented, to monitor and gather key insights from the successes and opportunities from the pilot year.
  - Instruct the CAO, in consultation with the Office of the Chief Legislative Analyst (CLA), the Mayor's Office of Community Safety, the Los Angeles Police Department (LAPD), and other partners to report back within 90 days, on progress to determine which 9-1-1 call types are appropriate to divert to alternative response models.
  - Instruct the CAO, in consultation with the Office of the CLA, the Mayor's Office of Community Safety, LAPD, and other partners to report back with regular updates to the City's alternative response framework based on the shared vision.



# Current Unarmed Crisis Response Service Areas



-  City of Los Angeles / CRESS
-  CIRCLE
-  LAFD Specialized Response Programs
-  Unarmed Model of Crisis Response Pilot



Alternative Response and Community Safety Programs in the City of Los Angeles

Program	Lead	Support	Types of Calls		Hours a day/ Days per week
			Areas Served	Types of Calls	
<b>Unarmed Crisis Response</b>					
Crisis and Incident Response through Community-led Engagement (CIRCLE)	Mayor's Office	Urban Alchemy	Persons Experiencing Homelessness	Hollywood, Venice, Downtown LA, Lincoln Heights, San Fernando Valley, South LA	24 hrs/ 7 days
Call Direction to Ensure Suicide Safety (CRESS)*	LAPD	Didi Hirsch	Suicidal crisis, emotional distress	Citywide (only telephonic services)	24 hrs/ 7 days
Advanced Provider Response Unit (APRU)*	LAFD	-	Non-critical, low-acuity calls, and chronic users of emergency services	LAFD Bureaus: West, Valley, South	10 hrs/ 4 days
Fast Response Vehicles (FRVs)*	LAFD	-	Intervention and triage for acute emergencies, alcohol inebriation and mental health crisis	LAFD Bureaus: Central, West, Valley, South	10 hrs/ 4 days
Sobriety Emergency Response (SOBER) Unit*	LAFD	Exodus Recovery	Alcohol inebriation	Skid Row Community**	10 hrs/ 3 days
Therapeutic Van	LAFD	LA County DMH	Non-violent, mental health crisis	LAFD Bureaus: Central, West, Valley, South	24 hrs/ 7 days***
Unarmed Model of Crisis Response Pilot (C.F. 20-0769)****	CAO	PennyLane	Psychological crisis including substance abuse and suicidal threats	LAPD Divisions: Devonshire, Mission, Van Nuys, North Hollywood	9 hrs/ 7 days
Unarmed Model of Crisis Response Pilot (C.F. 20-0769)****	CAO	Exodus Recovery, Inc.	Welfare checks, alcohol inebriation, conflict resolution, persons experiencing homelessness, suicidal crisis, mental health	LAPD Divisions: Southeast, Hollenbeck, Pacific, West LA, Newton, Northeast, Rampart	24 hrs/ 7 days
Unarmed Model of Crisis Response Pilot (C.F. 20-0769)****	CAO	Alcott Center	Welfare checks, conflict resolution, suicidal crisis, crisis counseling, substance abuse, domestic violence	LAPD Division: West LA	10.5 hrs/ 7 days

\* Pilot initially funded by the Innovation and Performance Commission's Innovation Fund

\*\* Due to Exodus staffing issues SOBER Unit currently operates as an FRV

\*\*\* Excluding County holidays

\*\*\*\* Pending final Council approval and contract execution

Alternative Response and Community Safety Programs in the City of Los Angeles

Program	Lead	Support	Types of Calls	Areas Served	Hours a day/ Days per week
<b>Co-Response</b>					
Systemwide Mental Assessment Response Team (SMART) / Case Assessment Management Program (CAMP)	LAPD	LA County DMH	Mental health crisis	Citywide	24 hrs/7 days
Domestic Abuse Response Team (DART)	LAPD	social service providers	On-scene and follow-up crisis intervention for victims of domestic violence	Citywide	24 hrs/7 days
Crisis Response Team (CRT)	Mayor's Office	LAPD / other service providers	On-scene and referrals for crisis intervention for victims involved in a traumatic incident	Citywide	24 hrs/7 days
<b>Community Safety Programs</b>					
Program	Lead	Support	Types of Services Provided	Areas Served	Hours a day/ Days per week
Gang Reduction and Youth Development (GRYD) Program	Mayor's Office	social service providers	Provides community engagement and programming, gang prevention and diversion services for youth and families, intervention and violence interruption services	23 GRYD Zones in the city	24 hrs/7 days for violence interruption services
Neighborhood Justice Program (NJP)*	City Attorney	volunteer panelists	Diversion program in which certain first-time and other eligible offenders, are given an opportunity to resolve their case and repair the harm they caused through a community-based process, instead of in a courtroom	Citywide	Mon-Fri: 8am-5pm and some evening and weekends by appointment
Dispute Resolution Program (DRP)	City Attorney	mediation volunteers	Provides free voluntary, confidential conflict resolution services for community disputes including: landlord-tenant, neighbor-neighbor, business-customer, and family-domestic; Provides community-police mediation to address complaints of police discourtesy and bias	Citywide	Mon-Fri: 8am-5pm and some evening and weekends by appointment

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