# Calls for Service Research: Understanding Alternative Responses in Winston-Salem, NC

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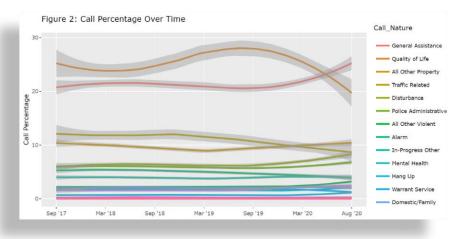


### Project Work to Date

- Phase I: Understanding the Context
  - Analysis of calls for service data
  - Focus groups with officers
- Phase II: Scan literature and field of practice to identify alternative response strategies
  - Two Alternative Response Overviews
  - Alternative Response Technical Summaries
- Phase III:
  - Potential Pilots: Co-response, third party community-based responses
- Other project activities:
  - Inventorying of Resources Plan

# Phase I: Understanding the Context

### Context: CFS Analysis



RTI analyzed about 578,338 resident-initiated events and 187,437 police-initiated calls over 3 years:

• Traffic-Related

- Suspicious Activity
- Property-Related
- Deeper dive as pilots move forward

### Context: Focus Groups

RTI Conducted focus groups with members of the Winston-Salem Police Department:

- Feedback
  - Mental Health Calls
  - Unique CIT program
- Recommendations
  - Expand formal CIT training
  - Additional Mental Health Training
  - Adopt a co-response model



#### EXECUTIVE SUMMARY

R1I International conducted focus groups with patrol officers and detectives of varying ranks and levels of experience to better understand the types of calls for service (CFS) that officers respond to while performing their dutles. Each group was asked to describe the types of calls that they respond to and to provide their perspective on several aspects of police response. Specifically, officers were asked to describe the types of calls that (1) they feel could be more appropriately handled by other entities or (2) they feel under-equipped to respond to because of lack of training or other resources. The officers also shared insights an how alternative response models for response to crisis CFS would be received by officers and impact effectiveness. The main takeaways from the focus groups are as follows:

- Officers feel they receive many calls that they may not be the best resource to handle, such as animal control calls or calls that are civil in nature.
- Officers reported that additional training regarding posttraumatic stress disorder (PTSD) and other mental health issues could be beneficial.
- The Crisis Intervention Team (CIT) operates differently in the Winston-Salem Police
- Department (WSPD) than in other police departments, reauiring more hospital waiting

# Phase II: Identifying Alternative Responses

### Alternative Strategies: Customized Approach

**Overview:** There is no one-size-fits-all approach to implementing alternative responses that exist in other jurisdictions.

**Purpose:** The purpose of a customized approach is to tailor an alternative response (that was developed to meet the specific needs of another jurisdiction) to meet local needs.

**Call Natures Appropriate for Alternative Response:** Flexible and dependent on outcomes of interest.

### Summarizing Alternative Response Approaches

Alternative Response	Objective
CAHOOTS	Community-based public safety system to provide first response for individuals in crisis related to mental illness, homelessness, and addiction.
HOME Team	Reduce the use of EMS by high-frequency users by engaging them in long-term solutions that addressed their primary need.
CAMP	Focus on high-risk individuals and link them to mental health services before an untreated mental health issue escalated.
LEAD	Prevent criminalization of those with behavioral health problems.
Crisis Intervention Teams	40-hour training developed with the National Alliance on Mental Illness and community providers to help officers understand different types of mental illnesses.

### Alternative Strategies: Co-responder Model



#### PURPOSE

These technical overviews are designed to give jurisdictions relevant information on specifi programs that can serve as an alternative response to certain types of 911 calls.

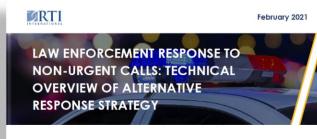
#### BACKGROUND

The co-responder model pairs a police officer with a civilian mental health clinician, a social worker, or a crisis worker who has a background in a related field. This model is the dominant response **Overview:** Pairs police officers with civilians who are mental health clinicians or social workers. Police officer provides safety assessment; civilian performs mental health assessment.

**Purpose:** The purpose of the co-responder model is to reduce arrests, injuries, and involuntary commitments.

**Call Natures Appropriate for Alternative Response:** Coresponders are responding on-scene via 911, as secondary responders, or can focused on follow-on support after initial 911 call (or both).

### Alternative Strategies: Non-Critical Call Diversion



#### PURPOSE

These technical overviews are designed to provide jurisdictions with relevant information or specific programs that can serve as an alternative response to address certain types of 911 calls.

#### BACKGROUND

Law enforcement agencies are tasked with responding to a wide range of incidents ranging from the critical, such as in-progress violent calls, to far less urgent calls for situations like shoplifting or minor **Overview:** Alternative responses to non-urgent calls have taken the form of an in-person civilian response, remote MPH responses, telephone response units, and online reporting.

**Purpose:** Diverting non-urgent calls reduces the law enforcement workload and reduces the number of in-person police-public interactions.

**Call Natures Appropriate for Alternative Response:** Non-urgent calls, minor traffic accidents, calls that don't require law enforcement action.

### Defining and Identifying Mental Health CFS

February 202	1
DEFINING, IDENTIFYING, AND	
RESPONDING TO MENTAL HEALTH CALLS	1
FOR SERVICE: DEVELOPING AND PILOTING	

A STRATEGY FOR BETTER MEASUREMENT

#### PURPOSE

This technical overview is designed to provide jurisdictions with information about ways to improve the documentation and tracking of mental health-related calls in the 911 computer-oided dispatch (CAD) system.

#### BACKGROUND

A call to 911 generates a description of the call's nature, either by the call taker or by the systematic program used to ask questions of the caller. Classifying certain types of calls, such as those concerning mental health, can be difficult because of the dynamic nature of certain situations and the limited amount of time to collect relevant details. However, either of two anonanches. There are two approaches for better measuring the proportion of calls related to mental health:

- Retrospectively review the unstructured text in the 911 call notes field to identify calls involving a person experiencing mental health symptoms
- **Potential pilot**: modify existing practices to implement the CAD technology in a way that allows for the better capture and documentation

### Inventorying Service Provider Resources

#### Inventorying Alternatives to Enforcement Resources: Plan for Identification & Documentation of Public Safety & Public Health Services

The implementation of alternatives to traditional law enforcement responses is dependent on local resources that would make the strategy value. Therefore, it is critical to know what resources currently exist (or could exist) within a community. It is also important to develop a comprehensive understanding of the demand for resources; it is possible that there is strong public develop and for resources that do not exist. The analysis of 911 call for service data is a central part of understanding community demand for public safety and public heaht resources, and the associated response, but further contextual information is also needed. Inventioning public and community-based resource providers, cataloguing useful complimentary information. This plan describes the methods that will be used to accomplish the adformentioned tasks.

#### Data Collection Plan

Three methods would be employed to inventory existing public safety and public health resources in a community. The first data collection method would involve collating existing resource lists and **Overview:** The implementation of alternatives to traditional law enforcement responses is dependent on local resources that would make the strategy viable. It is critical to know what resources currently exist (or could exist) within a community. It is also important to develop a comprehensive understanding of the demand for resources.

**Purpose:** Inventorying public and community-based resource providers, cataloguing the types of services they provide, and understanding community needs they are encountering.

## Next Steps in Winston-Salem

### $\circ$ Phase III: Pilot Implementation

- Select which pilots will be implemented
- Implement selected pilots
- Phase IV: Pilot Evaluation
  - Develop implementation plan
- Potential Next Steps
  - Scale promising pilots into permanent program
  - Full scale program evaluation

