

# One Size Doesn't Fit All— Alternative Responses to Mental Health & Other Crises



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City Managers since 1985.***  
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# Your Panel



Moderator

**Karen Pinkos**  
City Manager,  
City of El Cerrito



**Matthew Chidester**  
City Manager,  
City of Half Moon Bay



**Jorge Cisneros**  
Police Chief,  
City of Anaheim



**Marisa Creter**  
Executive Director,  
San Gabriel Valley Council  
of Governments



**Karen Pinkos**  
City Manager,  
City of El Cerrito







**Matthew Chidester**  
City Manager,  
City of Half Moon Bay



# CARES



**Crisis Assistance Response & Evaluation Services**

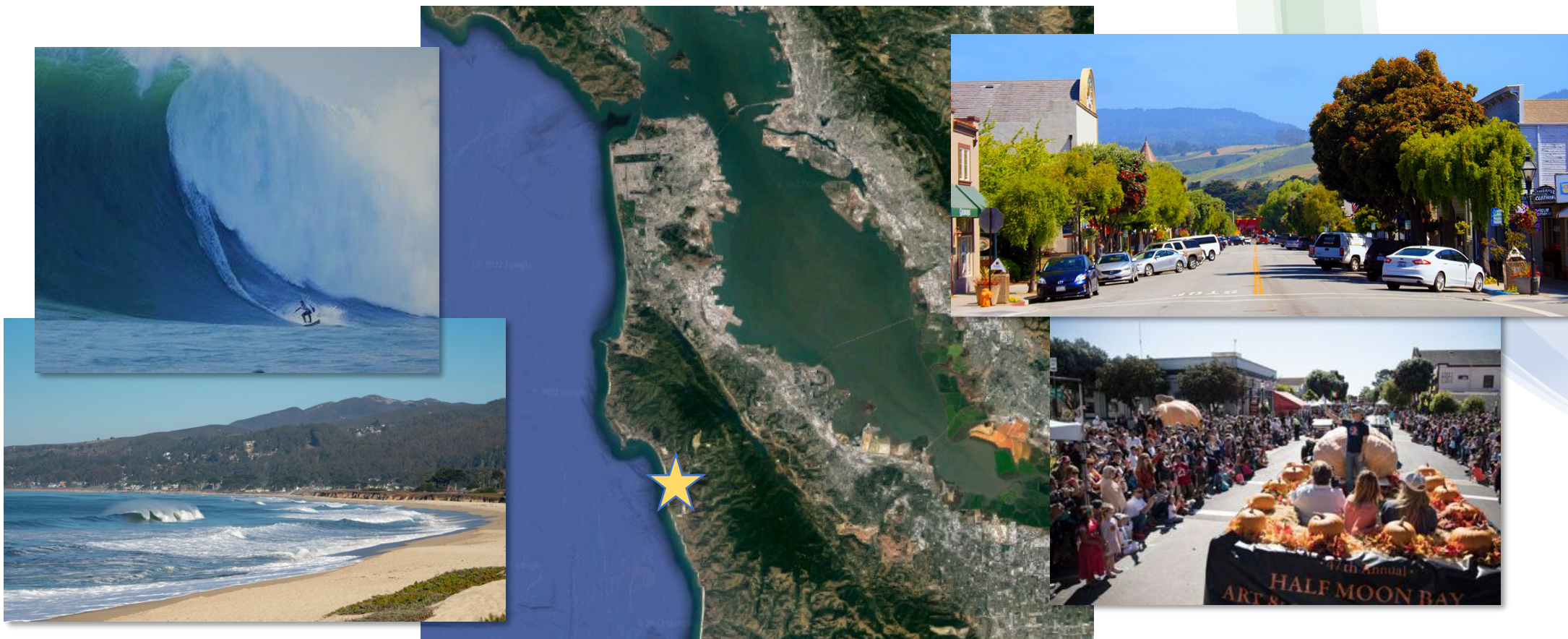




# How did we get here?

Crisis Assistance Response & Evaluation Services

# Half Moon Bay/Coastside





# Yanira Serrano-Garcia

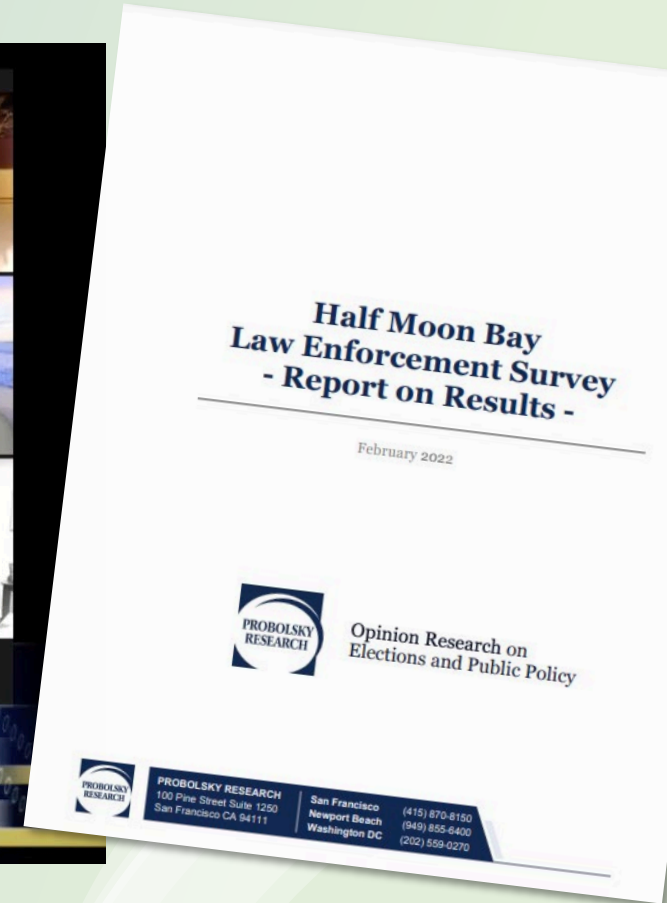


# Sandra Harmon





# Public Safety Research and Outreach





# What alternatives exist?

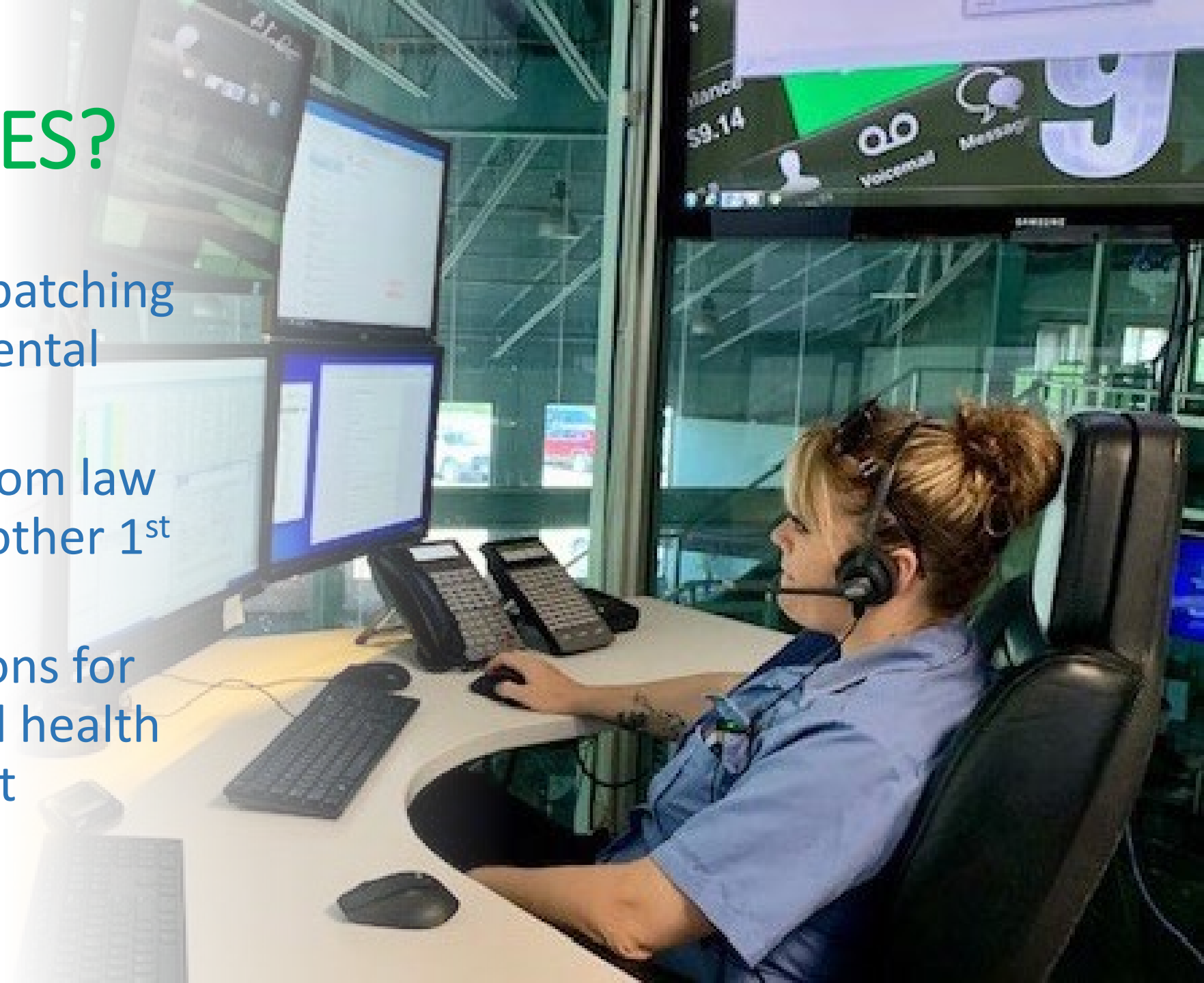
## What is best for our community?





# What is CARES?

- Alternative for dispatching calls involving a mental health crisis
- Redirecting calls from law enforcement and other 1<sup>st</sup> responders
- Provides connections for sustainable mental health care and treatment





# CARES is a partnership



THE CITY OF  
**HALF MOON BAY**  
CALIFORNIA



**El Centro**  
de **Libertad**  
The Freedom Center



**COUNTY** OF  
**SAN MATEO**

# Regional Collaboration



SAN MATEO COUNTY HEALTH  
**BEHAVIORAL HEALTH  
& RECOVERY SERVICES**



Coastside Hope  
*Neighbors Helping Neighbors*

Life**Moves**



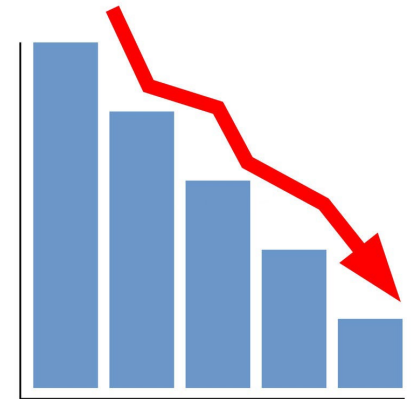
Abundant Grace  
COASTSIDE WORKER

# What's the point?

- Minimize law enforcement dispatch to mental health calls

**Many mental health crisis calls do not need an armed response**

- Diversion from Criminal Justice System
- Interrupt the cycle of mental health crisis within a family
- Lower costs associated with emergency mental health care





# Who is on the CARES Team?

- **Two Crisis Intervention Specialists**
  - Extensive and ongoing specialized training
  - One or both bilingual (Spanish)
  - One or both EMT or medical certification
- Clinical Director (LCSW) supervisor



# How does CARES get dispatched?

1. A member of the community calls 911/988
2. Call is screened by dispatcher: **No weapons, medical emergency, or crime**
3. CARES dispatched on primary law enforcement channel/called directly
4. CARES keeps dispatch and law enforcement updated



# What happens when they arrive?

1. Scene assessment
2. Situation de-escalation and assessment, scene stabilization
3. Motivational interviewing, plan of action, referrals and safety plans





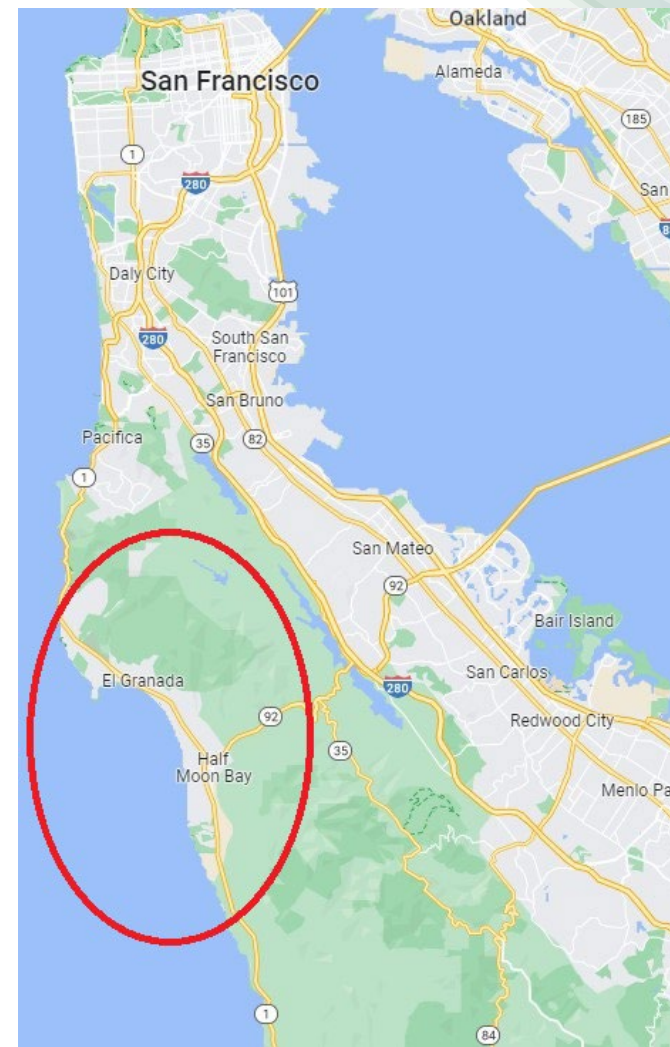
# What if the scene can't be stabilized?

- Transportation to additional services
- Voluntary 5150 holds
- Escalation to Law Enforcement



# When and where will CARES respond?

- Daily - 8:00 am to 6:30 pm\*
- Mid-Coast of San Mateo County, California
- Homes, business, schools, shelters, and homeless encampments - **anywhere**



# What happens after the response?

- Referrals and warm handoffs to partner agencies
- Next day holistic follow up visits
- Ensure connections made between agencies, clients, and the client's support network





# Data collection or outcomes?

- Pilot program focused on collecting data
- Inform program evolution
- Inform desired outcomes
- Sample data:
  - Average response time
  - # visits deferred away from LE/TFR
  - # stabilizations
  - Types of calls received
  - # successful referrals and connections



# How did CARES launch?

1. Agency coordination (Public Safety Communications/911, Sheriff, Emergency Medical Services, Fire)
2. Program design/budget development/funding
3. Infrastructure (vehicles, radios, uniforms, EMT supplies, etc.)
4. Training (CIT, MH First Aid, radio etiquette, etc.)
5. Pilot/field training/playbook development
6. Program evaluation/expansion/institutionalization





# Successes

- Law Enforcement collaboration
- Recruiting mental health professionals
- 988 coordination
- Community support





# Challenges

- Dispatch implementation
- EMS coordination
- Recruiting EMTs/medical professionals



# Inspiration







## City of Half Moon Bay

Matthew Chidester, City Manager

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[www.hmbcity.com](http://www.hmbcity.com)



## El Centro de Libertad

Jeff Essex, Executive Director

(650) 599-9955 • [jessex@elcentro.org](mailto:jessex@elcentro.org)

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**Jorge Cisneros**  
Police Chief,  
City of Anaheim



# ADDRESSING HOMELESSNESS

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**JORGE CISNEROS**  
CHIEF OF POLICE  
ANAHEIM POLICE DEPARTMENT

# HOMELESS SHELTERS

- Over **four years** Anaheim opened **four temporary shelters**.
- Operated by **The Salvation Army**.
- **2.8 acre** open-campus design with **325 beds**.



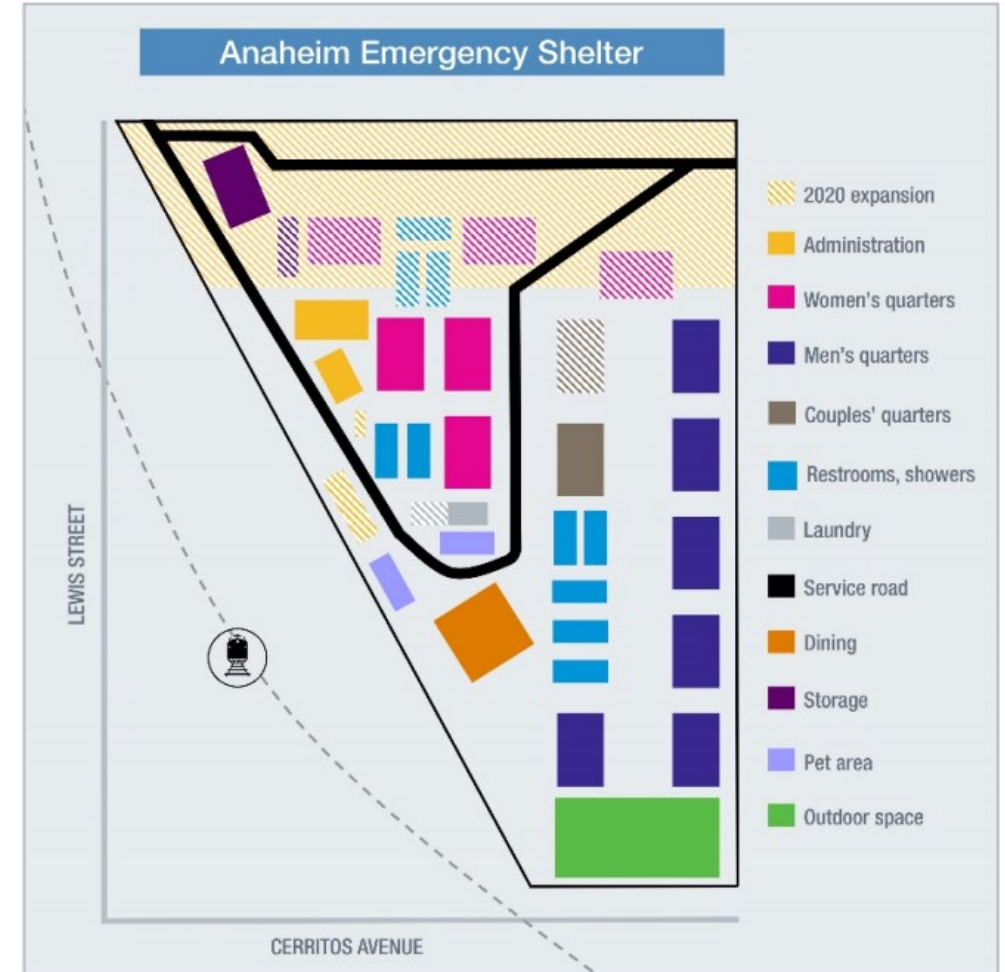
On-site support  
services



Pet area



Recreational  
space





# FUNDING

FUND	EXPENDITURES	Uses
City General Fund	\$6 million annually	Anaheim Emergency Shelter Operations
Federal Funds*	Up to \$6 million annually	Community Programs and Services for Homeless Prevention
State Funds	\$32 million	Affordable Housing, Interim Shelter, and Community Programs and Services
<b>Total</b>	<b>\$59 Million</b>	<b>Serving the Anaheim Community</b>

\*Does not include newly announced federal “All In” Strategic Plan Funds



# OUTREACH - CCRT



- Implemented **January 2020**.
- Responds to **non-emergency** homelessness-related calls.
- Focused on



**PROVIDING SERVICES**



**ADDRESSING MENTAL  
HEALTH**



# MOBILE CRISIS RESPONSE – BE WELL OC

- Implemented **April 2022**.
- Partnership between Anaheim and a non-profit partner, **Be Well Orange County**.
- Responds to **non-emergency** homelessness-related calls.
- Focused on



PROVIDING  
SERVICES



ADDRESSING MENTAL  
HEALTH



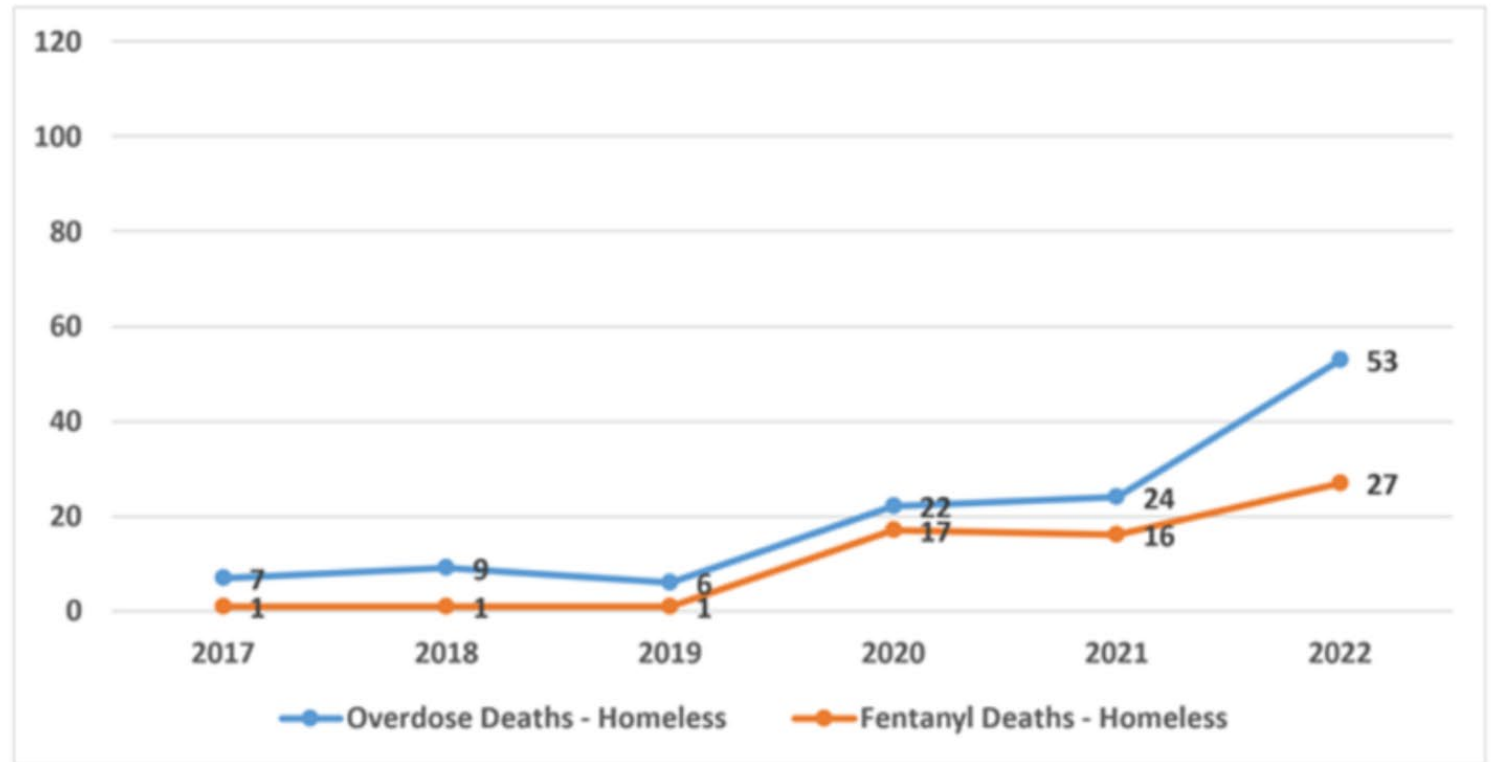


# CO-RESPONSE - PERT



- Established in **2013**.
- Officers paired with a full-time **Orange County Mental Health Clinician**.
- Conducts **follow-up**.

# ACCESS



Note: 500+ cases still not finalized by the County Coroner, which could increase these numbers



# QUESTIONS?







**Marisa Creter**  
Executive Director,  
San Gabriel Valley Council of  
Governments



**SAN GABRIEL VALLEY COUNCIL  
OF GOVERNMENTS**

# San Gabriel Valley Crisis Assistance Response & Engagement Program

February 8, 2023

**SGV CARE**



CRISIS ASSISTANCE  
RESPONSE &  
ENGAGEMENT



CalCities City Manager's Conference

**SGV CARE**



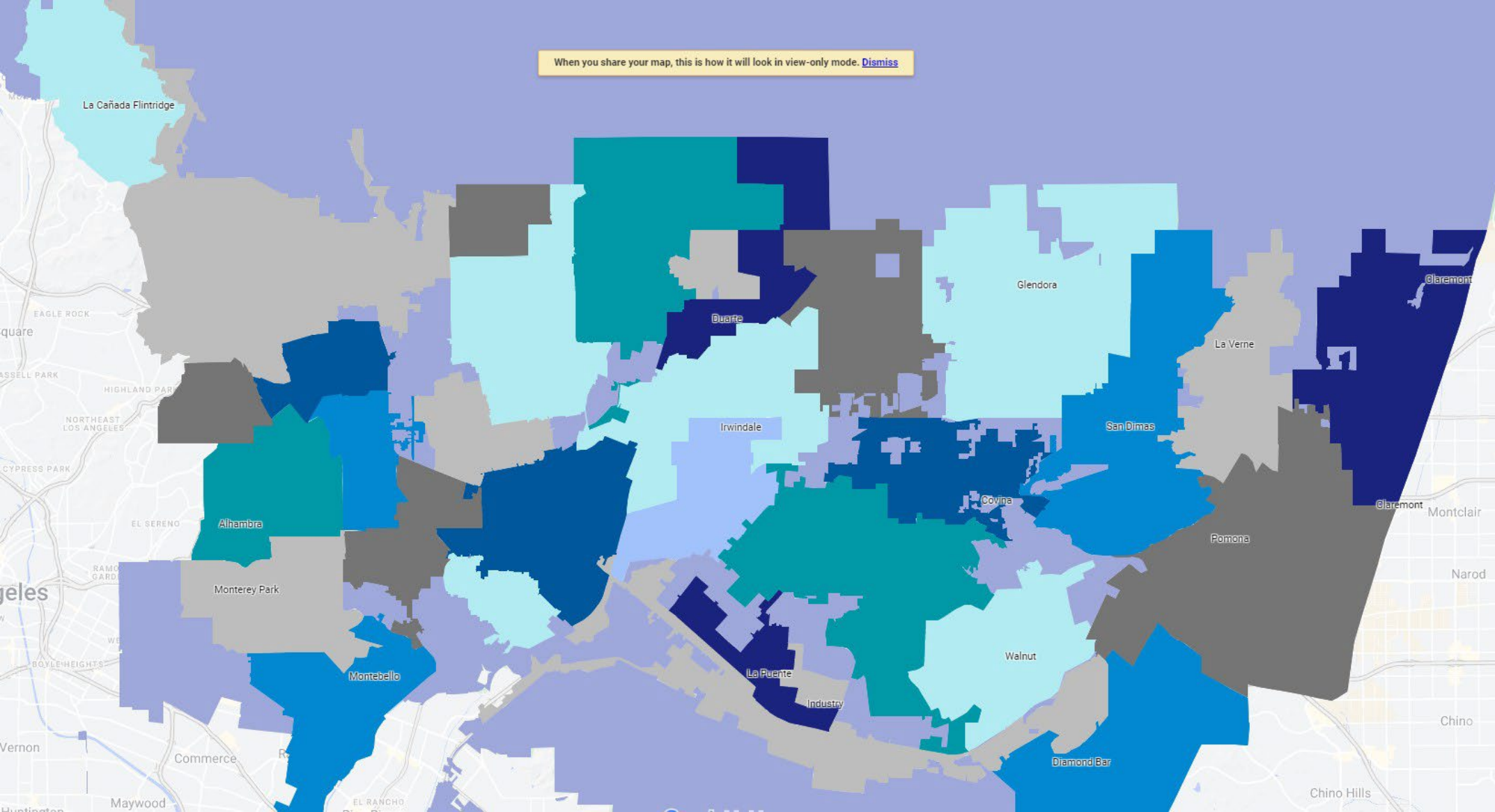
CRISIS ASSISTANCE  
RESPONSE &  
ENGAGEMENT

## Agenda

- 1. SGVCOG Overview**
- 2. SGV CARE Intro**
- 3. Phased Approach**
- 4. Lessons Learned**



# What is the SGVCOG



374 Square Miles

2 million residents

# SGVCOG Mission

Laying the Groundwork for Regional Programming

## ***Listen***

SGVCOG Committee structures provide a forum for identifying common issues occurring in the area.

## ***Assess***

Understanding existing structures & gaps in services is a key part of identifying if and how programming can be regionalized.

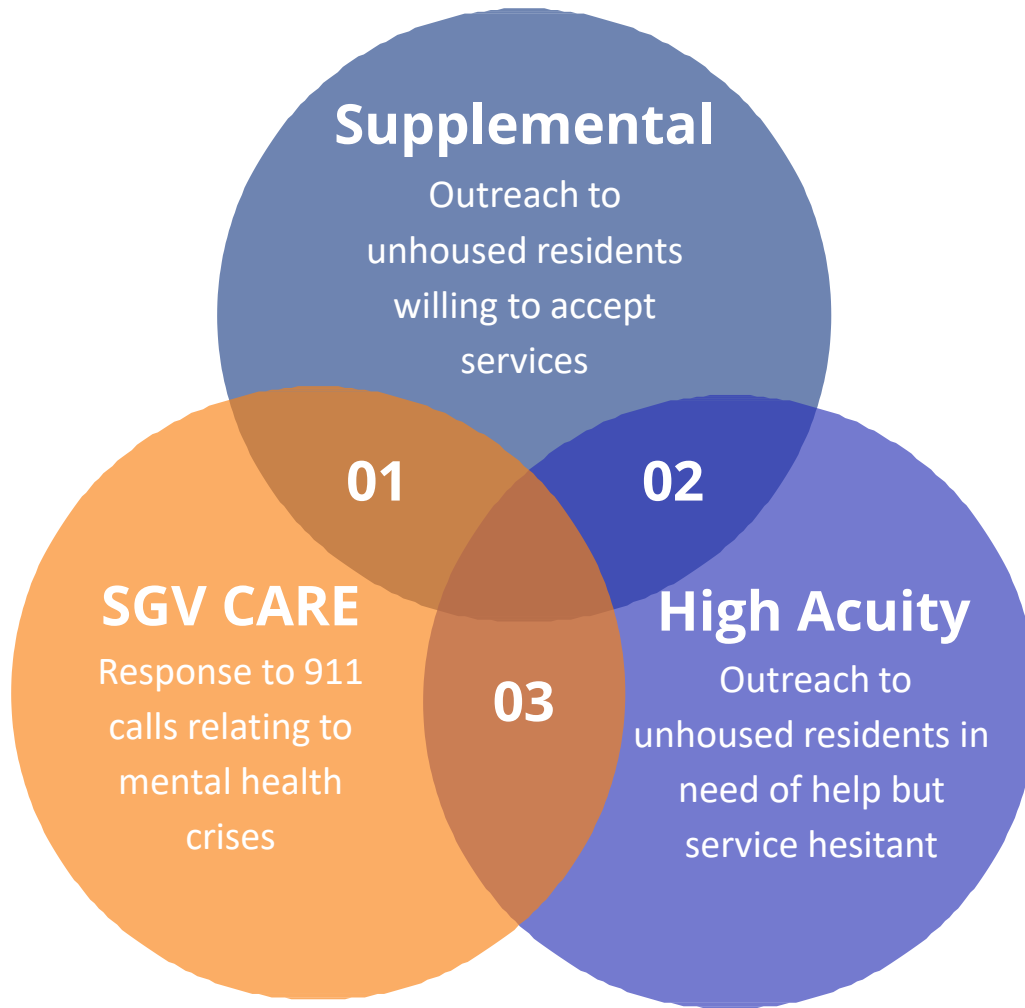
## ***Act Regionally***

No City wants a program imposed on them, but by building a *coalition of the willing* and applying for grant funding or earmarks the resistance threshold is lowered substantially.

In California, people experiencing a behavioral health crisis are increasingly unable to get the care they need. In virtually no corner of the state can they or their families be assured they will get the right care, in the right place, at the right time.

*National Alliance on Mental Health, CA Chapter*





- 01** Welfare check on an unhoused resident initiated by a call to 911 or Police Department
- 02** Initial outreach to unhoused client
- 03** Follow up with an unhoused resident who had experienced a mental health crisis

# Funding

Building multi-jurisdictional consensus

## ***Start-up Costs***

Launched with Measure H Funds

## **Funding Advocacy**

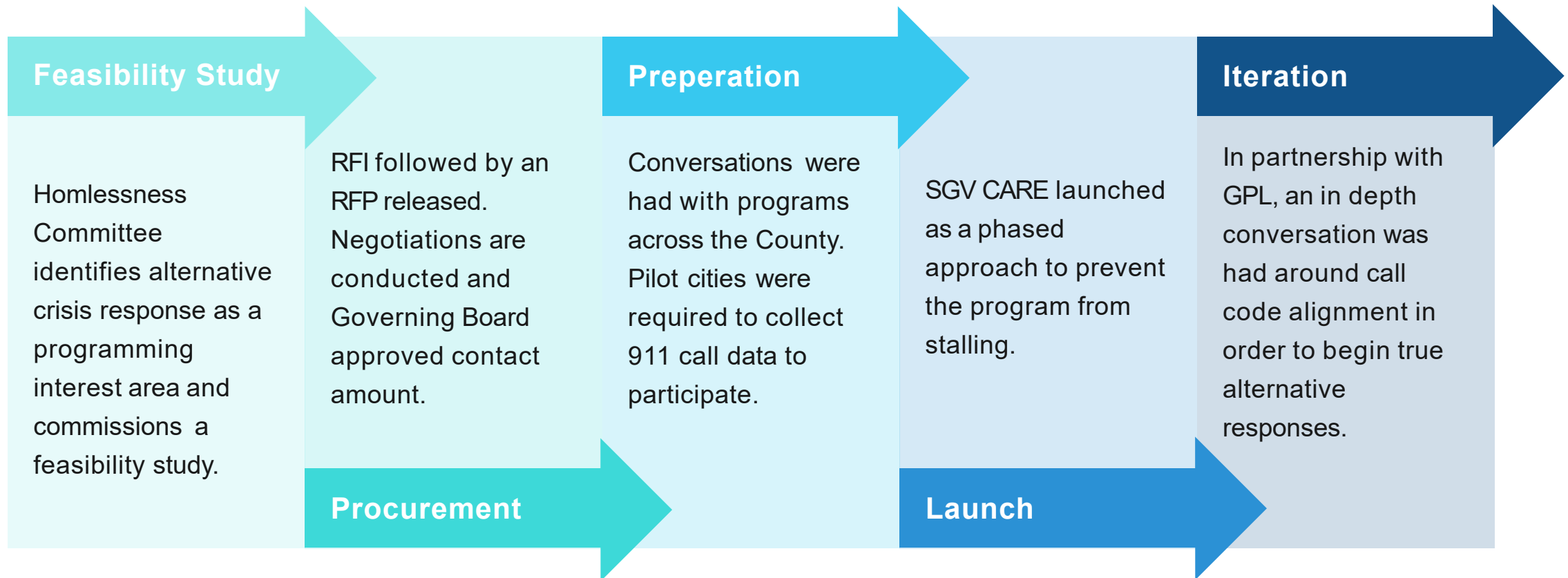
\$850,000 with support from State Senator Portantino

\$1,500,000 with support from Representative Judy Chu and Senator's Dianne Feinstein and Alex Padilla

## ***Partnerships***

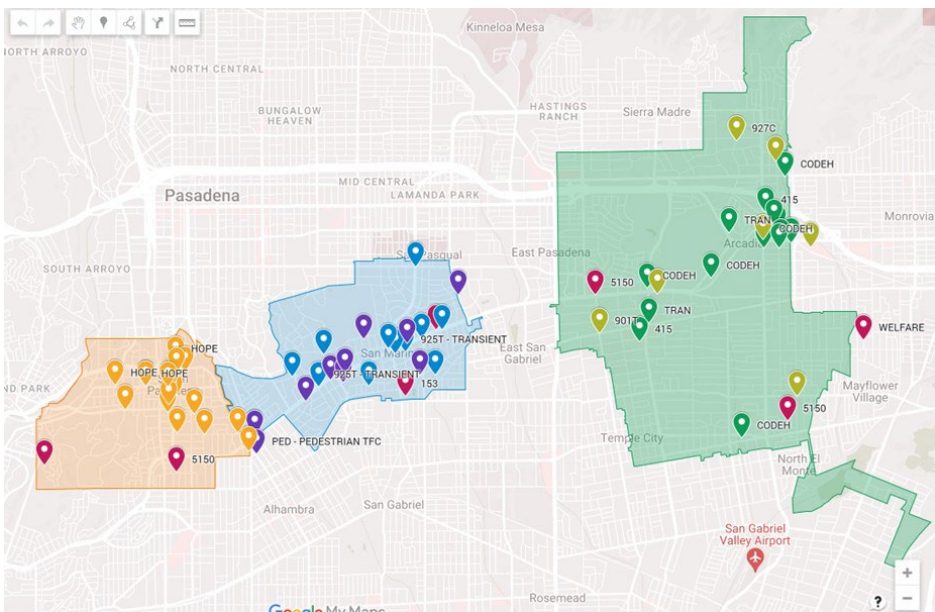
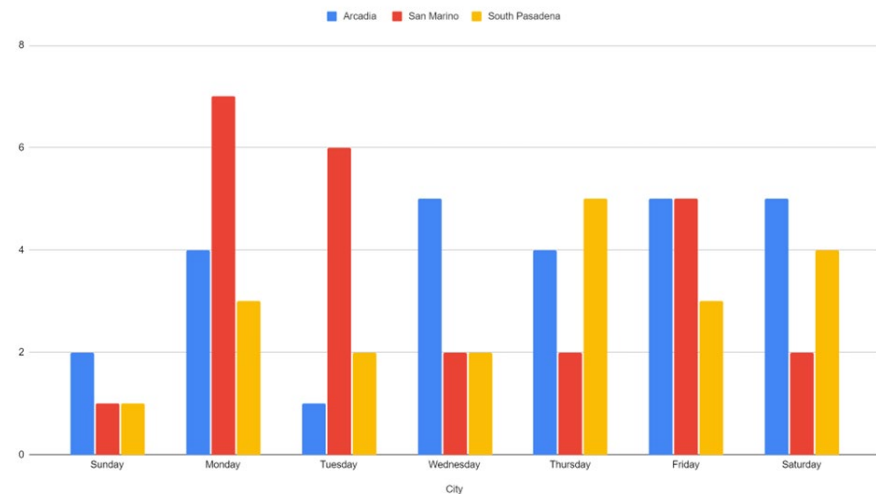
Coordinating with L.A. County DMH to facilitate Medi-Cal reimbursements

# Getting to SGV CARE





# Focus on Data: to Launch



# Focus on Data: Iteration

UNHOUSED  
INDIVIDUALS

TOTAL UNIQUE  
INDIVIDUAL CRISIS  
ENCOUNTERS



62%  
REQUIRED  
TRANSPORTATION

**10min**  
AVERAGE RESPONSE  
TIME

## ***SGV CARE Teams***

Two-person teams:

- Clinician
- Peer Support  
Specialist/EMT

## ***Pilot Cities***

Four cities with a shared passion for improving service:

- Cohort: Arcadia, San Marino, South Pasadena
- Montebellow

## ***Building on Common Agreement***

Phased approach got the pilot off the ground:

- Co-response to start
- Dispatch process
- Loosely defined response to mental health crises

# SGV CARE Overview

Building on Best-Practices & Consensus



# Phased Approach

Building multi-jurisdictional consensus

## ***Phase 1 - Pilot***

Launching as a co-response model in partnership with existing first responders.

## ***Phase 2 - Alternative Reponse***

Identifying which calls calls to respond to was the biggest hurdle and the main reason for taking a phased approach.

## ***Phase 3 - Expansion***

Codifying the program and brining new cities online with a comprehensive program document to sign-on to.



# Phase 1: Call Eligibility & Dispatching Process

## **1. Call Code Alignment**

No two mobile crisis programs are the same, police officers used their discretion to determine which calls to respond to.

## **2. Exclusionary Criteria**

Report or history of weapons, violent calls, criminal activity, servious medical needs.

## **3. Dispatch**

Agreement on alternative reponse couldn't be reached before pilot launch.

SGV CARE

911 Call

Dispatch

Police

CARE  
Team

# Phase 2: Call Eligibility & Dispatching Process

## **1. Call Code Alignment**

An in depth process including dispatchers and Police Chiefs was conducted to identify clearly and precisely which calls the Team will provide alternative response to.

## **2. Exclusionary Criteria**

Report or history of weapons, violent calls, criminal activity, servious medical needs.

## **3. Direct Dispatch**

By identifying a small number of calls that the SGV CARE Team

SGV CARE

911 Call

Dispatch

CARE  
Team

# Lessons Learned

SGV CARE

## **Act Regionally**

By taking a regional approach, cities of all sizes can benefit from this needed programming area.

## ***Call Code Alignment***

Spend time building consensus on the types of calls your program will respond to. No two programs are alike.

## **Phased Roll-Out**

Start small and in a limited way to build successes. Iteration is inevitable.

## ***Limited Service Providers***

Find a partner who is exciting about building this program with you.





# Questions?

## ***San Gabriel Valley Council of Governments***

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Sam Pedersen, Management Analyst

E: [spedersen@sgvcog.org](mailto:spedersen@sgvcog.org)

# Q&A with Panelists



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City Manager,  
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