Public Safety and Public Health

A new 911 response system

Report for the city of Winnipeg

Appendix: 911 and non-emergencies response models in other cities in Canada and the US

Harvard Bloomberg City Leadership Initiative

Oriol Solé Borràs

Summer Fellow – Harvard Bloomberg City Leadership Initiative

June-August 2020

INTRODUCTION

As explained in the report, this section includes a description of a variety of models adopted by different jurisdictions in the US and Canada to respond to non-emergent calls or part of the calls that we have classified as non-emergent (for the most part, mental health-related cases). We have grouped the different models in four categories: a) crisis diversion teams acting as second responders; b) crisis diversion teams acting as first responders; c) PACT teams (which include first and second responders with different comprehensiveness levels of service provision); d) CAHOOT-like teams (multidisciplinary –without a law enforcement official– that respond to calls related to mental health, homelessness and, sometimes, socially isolated persons); and e) the Albuquerque model, which envisions the creation of a new agency (separate from the three already responding to 911 calls) to provide a community-driven, public health approach to public safety.

1. CRISIS DIVERSION TEAMS ACTING AS SECOND RESPONDERS

The model of crisis diversion teams responding uniquely to mental health-related calls after a referral from a first-responder agency is pretty common both in the US and Canada. Three examples were selected in this report.

1.1 MHMCT (Mental Health Mobile Crisis Team)

Halifax, Nova Scotia. Canada.
Population: 403,000.

- **Service areas:** mental health.
- **Service description**: The MHMCT is a cooperative, co-response model for assisting people who are experiencing a mental health crisis. The program offers telephone intervention and mobile response in areas served by the Halifax Regional Police.
- **Hours of operation**: the crisis line operates 24/7 and MHMCT teams offer a response from 1 p.m. to 1 a.m.
- **Dispatch pathway**: MHMCT are not dispatched directly from 911. They respond to calls from the crisis line and accept referrals from the police service (20-25% of all the calls they respond to).
- **911 First responder**: no.
- **If crime in progress or violence involved:** a regular police unit is dispatched.
- **Team components**: teams are composed by two (2) members: a uniformed police officer and a mental health professional.
- **Organization and funding:** the primary expenditure associated with the MHMCT is the ongoing cost of human resources required to staff the unit. The funding agreement for staffing is outlined in a memorandum of understanding signed by all partners. The Capital Health Mental Health Program provides annual funding for half of the cost of the four police officer positions. The Halifax Regional Police provides the four officers and two unmarked vehicles, including gas and maintenance. As part of the partnership, the MHMCT provides mental health training to Halifax Police Services at no charge.
- **Reported results:** the initiative conducts over 1,000 interventions per month and has reduced the number of police calls for issues related to mental health.

References:

- Mental health crisis support in Halifax [Internet]. Halifax.ca. 2020 [cited 1 August 2020]. Available from: https://www.halifax.ca/fire-police/police/programs-services/mental-health-crisis-support-halifax
- Mental Health Mobile Crisis Team (Synopsis) [Internet]. Publicsafety.gc.ca. 2020 [cited 1 August 2020]. Available from: https://www.publicsafety.gc.ca/cnt/cntrng-crm/plcng/cnmcs-plcng/ndx/snpss-en.aspx?n=59
- Mental Health Mobile Crisis Team (MHMCT) : Central Nova Scotia, NS : eMentalHealth.ca [Internet]. eMentalHealth.ca Resource Directory. 2020 [cited 1 August 2020]. Available from: https://www.ementalhealth.ca/index.php?m=record&ID=10508
- What to do if Someone is in Crisis - Nova Scotia Division [Internet]. Nova Scotia Division. 2020 [cited 1 August 2020]. Available from: https://novascotia.cmha.ca/cast-program/cast-net/what-to-do-if-someone-is-in-crisis/

1.2 MCIT (Mobile Crisis Intervention Team)

Toronto, Ontario. Canada.
Population: 2,731,000.

- **Service areas:** mental health.
- **Service description**: MCITs provide immediate on-site clinical assessment of persons living with mental health conditions in crisis and attempt to stabilize and defuse these episodes. They also assist in removing the individual from serious harm to themselves or others and provide supporting counseling as needed. Finally, they arrange appropriate mental health treatment through referrals to an appropriate agency or apprehension under the Mental Health Act and coordinate and facilitate transportation to the hospital emergency department if further psychiatric and medical assessment is required.
- **Hours of operation**: MCITs operates seven days a week from 12 p.m. to 10 p.m.
- **Dispatch pathway**: MCITs always respond to referrals from regular police units as second responders.
- **911 First responder**: no.
- **If crime in progress or violence involved:** a regular police unit is dispatched.
- **Team components**: MCITs are staffed with teams of two (2) formed by a mental health nurse from the Michael Garron Hospital and a specially trained police officer.
- **Organization and funding:** MCITs are a collaborative partnership between Michael Garron Hospital and Toronto Police Servie.
- **Observations:** The MCIT is part of a broader local program, the Community Crisis Response Program (CCRP), which also includes Mobile Crisis Response Teams and FOCUS Toronto, a collaborative risk-driven approach to community safety and wellbeing that aims at reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.

References:

- FOCUS Toronto [Internet]. City of Toronto. 2020 [cited 1 August 2020]. Available from: https://www.toronto.ca/community-people/public-safety-alerts/community-safety-programs/focus-toronto/
- Community Crisis Response Program (CCRP) [Internet]. City of Toronto. 2020 [cited 1 August 2020]. Available from: https://www.toronto.ca/community-people/public-safety-alerts/community-safety-programs/community-crisis-response-program/
- Mobile crisis response teams [Internet]. Toronto.ca. 2020 [cited 1 August 2020]. Available from: https://www.toronto.ca/311/knowledgebase/kb/docs/private/policies-procedures/mobile-crisis-response-teams.html
- Mobile Crisis Intervention Team (MCIT) | Michael Garron Hospital, Toronto East Health Network (MGH/TEHN) [Internet]. Tehn.ca. 2020 [cited 1 August 2020]. Available from: https://www.tehn.ca/programs-services/mental-health-addiction/mobile-crisis-intervention-team-mcit

1.3 EMCOT (Expanded Mobile Crisis Outreach Team)

Austin, Texas. US.
Population: 978,000.

Summary: mobile crisis intervention unit with no law enforcement official that acts as a 4th dispatchable option (through 911) for calls involving mental health crisis or calls related to persons in a situation of homelessness.

- **Service areas:** mental health and homelessness.
- **Service description**: EMCOT connects people, on a voluntary basis, to treatment appropriate for psychiatric crises (community based, residential or inpatient services) and provides follow-up services for up to 90 days, diverting them from emergency rooms. The service aims to improve the health outcomes of these patients and to ensure that first responders can return to the tasks they are best skilled to perform with a shorter delay.
- **Hours of operation**: EMOCT provides 24/7 service.
- **Dispatch pathway**: EMCOT teams are dispatched directly from the 911 call center together with an EMS ambulance or a regular police unit if there is sense of imminent death or harm to self or others. EMCOT is automatically dispatched just to psych calls that are determined to be priority 5 or lower. They also receive referrals from Central Booking Counseling Staff and Travis County Correctional Complex to connect individuals post-release to services in order to prevent future engagement with the criminal justice system.
- **911 First responder**: yes (if priority of the call is 5 or lower). For the most part, they are dispatched as a co-response with EMS and the police department –when there is uncertainty about the risk the situation may entail–.
- **If crime in progress or violence involved:** a regular police unit is dispatched together with an EMCOT team.
- **Team components**: teams are composed by two (2) mental health counselors. .
- **Organization and funding:** EMCOT
- **Reported results:** EMCOT has reported a diversion arrest rate of 98.7%, an involuntary placement diversion rate of 93.3% and a reduction of 75.1% of emergency room admissions and ambulance transports in the group of people they serve. The team was dispatched 3,182 times in 2019.

References:

- Depth N. 'If the Police Aren't Needed, Let's Leave Them Out Completely' - New Mexico In Depth [Internet]. New Mexico In Depth. 2020 [cited 10 August 2020]. Available from: http://nmindepth.com/2020/06/24/if-the-police-arent-needed-lets-leave-them-out-completely/
- Mobile Crisis Outreach Team. Integral Care Crisis Services. Government of Austin -Texas. [Internet]. New Mexico. 2020 [cited 10 August 2020]. Available from: https://www.austintexas.gov/edims/document.cfm?id=302634
- Bernd C. 911 Services That Dispatch Mental Health Counselors, Not Cops, Gain Traction [Internet]. Truthout. 2020 [cited 10 August 2020]. Available from: https://truthout.org/articles/911-services-that-dispatch-mental-health-counselors-not-cops-gain-traction/

2. CRISIS DIVERSION TEAMS ACTING AS FIRST RESPONDERS

2.1 RIGHT Care

Dallas, Texas. US.
Population: 1,343,000.

Summary: mobile crisis intervention unit with a law enforcement official that acts as a 4th dispatchable option (through 911) for calls involving mental health crisis or non-emergent issues affecting persons in a vulnerable situation.

- **Service areas:** non-emergent calls related to mental health (for the most part), other health issues, and substance abuse, intoxications, socially isolated persons and homelessness.
- **Service description**: RIGHT Care aims at providing a comprehensive response to calls involving behavioral health issues (specially, for socially isolated persons and individuals in vulnerable situations). The goals of the program are to reduce 911 calls and to save ambulances for the most urgent calls.
- **Hours of operation**: RIGHT Care operated 16 hours per day, seven days a week.
- **Dispatch pathway**: RIGHT Care teams are dispatched directly from the 911 call center. A Parkland mental health clinician is housed in the 911 call center to triage and serve as a liaison to the program.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a regular police unit is dispatched instead and a RIGHT Care team may respond as second responder.
- **Team components**: teams are composed by three (3) members: a specially trained police officer, a paramedic and a mental health professional.
- **Organization and funding:** RIGHT Care is a program from Dallas Fire Rescue Department in partnership with The Meadows Mental Health Policy Institute, Dallas Police Department and Parkland Health and Hospital System.
- **Observations:** RIGHT Care is an expansion of the Community Paramedic program in the city, that showed a 82% reduction of 911 calls from patients EMS used to visit at home. This program employs Dallas Fire Rescue community paramedics to focus on chronically ill patients and those recently discharged from a local hospital. Paramedics evaluate medical needs, teach enrolled patients ways to better manage their health and provide them with referrals to necessary services.

References:

- News & Updates | Parkland Health & Hospital System [Internet]. Parklandhospital.com. 2020 [cited 12 August 2020]. Available from: https://www.parklandhospital.com/news-and-updates/right-care-team-responds-to-mental-health-crisis-c-1488
- Dallas launches coordinated response program for behavioral health calls. [Internet]. Texasstateofmind.org. 2020 [cited 12 August 2020]. Available from: https://www.texasstateofmind.org/wp-content/uploads/2018/04/01.22-RIGHTCareTeam_PressRelease_FMT_FINAL2.pdf
- Memorandum – Right Care Pilot Program[Internet]. Dallascityhall.com. 2020 [cited 12 August 2020]. Available from: https://dallascityhall.com/government/Council%20Meeting%20Documents/pscj_3_right-care-pilot-program_combined_121117.pdf
- Right Care Program to Help Mentally Ill in Dallas [Internet]. NBC 5 Dallas-Fort Worth. 2020 [cited 10 August 2020]. Available from: https://www.nbcdfw.com/news/local/right-care-program-to-help-mentally-ill-in-dallas/16499/
- Dallas forms multidisciplinary teams to respond to 911 calls[Internet]. Results4america.org. 2020 [cited 10 August 2020]. Available from: https://results4america.org/wp-content/uploads/2018/12/DallasCaseStudy_FINAL-1.pdf
- Right Care Program to Help Mentally Ill in Dallas [Internet]. NBC 5 Dallas-Fort Worth. 2020 [cited 10 August 2020]. Available from: https://www.nbcdfw.com/news/local/right-care-program-to-help-mentally-ill-in-dallas/16499/
- Dallas MIH-CP Program Reduces Enrolled Patients' Calls by 82% [Internet]. EMS World. 2020 [cited 10 August 2020]. Available from: https://www.emsworld.com/article/12207169/dallas-mih-cp-program-reduces-enrolled-patients-calls-by-82
- Dallas Fire and Rescue Touts Community Paramedicine Program [Internet]. EMS World. 2020 [cited 10 August 2020]. Available from: https://www.emsworld.com/news/12069163/dallas-fire-and-rescue-touts-community-paramedicine-program

2.2 MCRRT (Mobile Crisis Rapid Response Teams)

Hamilton, Ontario. Canada.
Population: 748,000.

Summary: mobile crisis intervention unit with a law enforcement official that acts as a 4th dispatchable option (through 911) for calls involving mental health crisis or persons living with a mental health condition.

- **Service areas:** mental health, substance abuse and intoxications.
- **Service description**: MCRRT teams offer mental health assistance and counseling to persons in a situation of crisis. Police officers are part of the team "to keep those at the call safe and present different ways to approach and defuse the problem, allowing mental health professionals to use their skills and expertise appropriate).
- **Hours of operation**: MCRRT teams operate seven days a week, from 10 a.m. to 1 a.m.
- **Dispatch pathway**: MCRRT teams are dispatched directly from the 911 call center as first responders if the call is related to a mental health crisis or involves a person living with a mental health condition, intoxicated or dealing with substance abuse.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a regular police unit is dispatched instead and an MCRRT may respond as second responder.
- **Team components**: teams are composed by two (2) members: a uniformed police officer and a mental health worker.
- **Organization and funding:** The MCRRT program is a collaboration between St. Joseph's Healthcare Hamilton and Hamilton Police.
- **Reported results:** the teams responded to 2,549 people in crisis in 2019. Of those, 722 were taken to a hospital. Before MCRRT, the apprehension rate was 75.4%, which dropped to 22% in 2019.
- **Observations:** MCRRT teams, as opposed to COAST (Crisis Outreach and Support Teams) teams (also present in the city and in the regional municipality of Halton), are dispatched directly from 911 as first responder. The COAST program, which is a partnership between Halton Regional Police and the Canadian Mental Health Association –and is funded by the Ministry of Health– provides a response to calls on the crisis line (and referrals from other agencies in the city –mostly 911 firs-responders–) that involve persons living with a mental health condition in a situation of crisis. The COAST mobile team, that operates 24/7, consists of a crisis intervention worker and a specially trained, plain-clothed police officer. They assess the situation, provide a mental health status exam and develop a follow-up plan that may include linking the individual with additional community organizations, as well as and 3 to 5 days active support.

References:

- Mobile Crisis Rapid Response Team | News [Internet]. St. Joseph's Healthcare Hamilton. 2020 [cited 23 July 2020]. Available from: https://www.stjoes.ca/our-stories/news/~1536-Mobile-Crisis-Rapid-Response-Team
- Crisis Outreach and Support Team (COAST) [Internet]. Haltonpolice.ca. 2020 [cited 23 July 2020]. Available from: https://www.haltonpolice.ca/services/coast/index.php
- COAST Program - Crisis Outreach and Support Team [Internet]. Connexontario.ca. 2020 [cited 23 July 2020]. Available from: https://www.connexontario.ca/mental-health-service-oakville-18134
- Peel police and crisis workers partner on rapid response team for mental health emergencies [Internet]. thestar.com. 2020 [cited 23 July 2020]. Available from: https://www.thestar.com/news/gta/2020/02/04/peel-police-and-crisis-workers-partner-on-rapid-response-team-for-mental-health-emergencies.html
- Hamilton's mobile crisis response unit data gap an open question [Internet]. thespec.com. 2020 [cited 23 July 2020]. Available from: https://www.thespec.com/news/hamilton-region/2020/07/16/hamiltons-mobile-crisis-response-unit-data-gap-an-open-question.html
- Hamilton police send mental health pros to the front lines with cops | CBC News [Internet]. CBC. 2020 [cited 23 July 2020]. Available from: https://www.cbc.ca/news/canada/hamilton/headlines/hamilton-police-send-mental-health-pros-to-the-front-lines-with-cops-1.3024000

2.3 Car 87, AOT (Assertive Outreach Teams) and ACT (Assertive Community Treatment) teams
Vancouver, British Columbia. Canada.
Population: 631,000.

Summary: mobile crisis intervention unit with a law enforcement official that acts as a 4th dispatchable option (through 911) for calls involving mental health crisis or persons living with a mental health condition and/or substance abuse.

- **Service areas:** mental health and substance abuse.
- **Service description**: Car 87 provides on-site assessment and management of situations involving a mental health crisis and decides about the most appropriate action, which may include referrals for community-based mental health follow-up or emergency intervention. AOT and ACT are aimed at reducing harm to persons living with a mental health condition and to the community, as well as at reducing these persons' involvement with the criminal justice system, law enforcement and emergency health services. AOT teams provide short-term transitional support for clients with moderate to severe substance abuse and/or mental health issues as they go from hospital or jail to a community service provider. The persons they serve are often experiencing challenges living in the community and have a history of police involvement. ACT teams are full-service mental health programs providing "wrap-around" care. Their goal is to provide longer-term psychological support to prepare clients for a successful transition to community-based care.
- **Hours of operation**: crisis line operates 24/7.
- **Dispatch pathway**: Car 87 can be reached via the Access and Assessment Centre's 24's hours crisis line or via 911.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a regular police unit is dispatched and Car 87 may act as a second responder.
- **Team components**: car 87 is staffed with a team of two (2) formed by a police officer and a registered nurse.
- **Organization and funding:** car 87 is a partnership between the Vancouver Police Department and Vancouver Coastal Health's Access and Assessment Centre's Crisis Response Team. The Vancouver's Police Department's Mental Health Unit (an umbrella for AOT and ACT teams) is a partnership between the Vancouver Police Department and Vancouver Coastal Health Authority.
- **Reported results:** the initiative reports to have reduced the average stay of patients in mental health facilities and emergency room visits of patients living with mental health conditions.
- **Observations:** In addition to Car 87, the Access and Assessment Centre operates a telephone crisis line where nurses assist callers in crisis, provide information pertaining to resources and triage situations to the appropriate resources: Car 87, ambulance or police as requires.

References:

- Assertive Community Treatment and Assertive Outreach Treatment. [Internet]. Cchl-ccls.ca. 2020 [cited 25 July 2020]. Available from: https://www.cchl-ccls.ca/document/1125/BCLM_Slides_Jan_30_2015_Seethapathy.pdf
- Mental Health Unit | Vancouver Police Department [Internet]. Vancouver.ca. 2020 [cited 25 July 2020]. Available from: https://vancouver.ca/police/organization/investigation/investigative-support-services/youth-services/mental-health.html
- Car 87 (Vancouver Police Department) - BC Schizophrenia Society [Internet]. BC Schizophrenia Society. 2020 [cited 25 July 2020]. Available from: https://www.bcss.org/family-advocacy/car-87-vancouver-police-department/
- Pathway to Wellness: Vancouver Police and health care team up to help people living with mental illness | Vancouver Police Department [Internet]. Mediareleases.vpd.ca. 2020 [cited 25 July 2020]. Available from: https://mediareleases.vpd.ca/2018/06/28/pathway-to-wellness-vancouver-police-and-health-care-team-up-to-help-people-living-with-mental-illness/

3. PACT MODEL

PACTs (Police Crisis Response Teams) are included as a different category in this classification for three main reasons: a) there is heterogeneity regarding the dispatch pathway in each city: some PACT teams act as first responders and some others as second responders; b) all of them include a police officer as part of the team (which differentiates them from some mental crisis units previously described); and c) the PACT model has been implemented in many cities in Canada under this acronym.

3.1 PACT Saskatoon (+ Mobile Crisis Service)

Saskatoon, Saskatchewan. Canada.
Population: 246,000.

Summary: mobile unit with a law enforcement official that acts as a 4th dispatchable option for some 911 calls related to mental health crisis and substance abuse. They also accept referrals from regular police units and respond to calls to the mental crisis line.

- **Service areas:** mental health, intoxications, drug consumption.
- **Service description**: PACT Saskatoon help direct individuals with mental health issues to the appropriate services. They serve individuals with mental health issues and provide real-time response to mental health crisis events. Follow-ups are often conducted to ensure the recipient is no longer in crisis or in a situation that may trigger a crisis.
- **Hours of operation**: from 7.00 a.m. to 1 a.m., 7 days a week.
- **Dispatch pathway**: dispatched to 911 (through the Police Service) for those calls related to mental health crisis. They accept referrals from the Saskatoon Police Service and the Saskatoon Crisis Intervention Center.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a regular law enforcement unit is dispatched instead.
- **Team components**: teams of two (2) made up of a uniformed police officer (who has received some extra training regarding mental health and first aid) and a crisis worker from the provincial health authority.
- **Funding and organization**: PACT Saskatoon is a partnership between the Saskatoon Police Service, the Saskatoon Crisis Intervention Service and the Saskatoon Health and Region's Mental Health and Addiction Services.
- **Reported results:** the program respond to an average of five calls a day and has reported to reduce the number of arrests for disturbances due to a psychosocial crisis, to decrease the volume and length of avoidable mental health emergency-room visits, to strengthen the community supports of PACT recipients and to increase the proportion of persons living with mental health conditions with the appropriate caregivers.
- **Observations**: apart from PACT teams, in Saskatoon there is also a Mobile Crisis Service that offers in-person mobile assistance to persons in mental health crisis. These teams are formed by a mental health professional and a crisis worker (with no law enforcement official).

References:

- Police and Crisis Team (PACT) [Internet]. Saskatoonpolice.ca. 2020 [cited 5 July 2020]. Available from: https://saskatoonpolice.ca/pact/
- 24 Hour Mobile Crisis [Internet]. Saskatoon Crisis Intervention Service. 2020 [cited 5 July 2020]. Available from: https://saskatooncrisis.ca/services/24-hour-mobile-crisis/
- New PACT to benefit Saskatoon mental health patients [Internet]. Global News. 2020 [cited 5 July 2020]. Available from: https://globalnews.ca/news/1419243/new-pact-to-benefit-saskatoon-mental-health-patients/
- See Support document 7: Western Canada PACT Teams.

3.2 PACT Regina

Regina, Saskatchewan. Canada.
Population: 215,000.

Summary: mobile crisis unit with a law enforcement official that acts as a second responder to referrals related to mental health crisis and substance abuse.

- **Service areas:** mental health and substance abuse.
- **Service description**: PACT Regina aims to help create a better outcome for individuals and families who live with a mental health condition. They respond to situations requiring immediate attention, provide consultation to patrol members and offer connection services to individual attended by regular patrols and, sometimes, assist and attend to emergency rooms for people in crisis. They also provide information and assist in accessing community services and resources: PACT Regina teams offer advice on how to obtain a mental health warrant, how to get a youth detoxification warrant and how to navigate the healthcare system.
- **Hours of operation**: 8 a.m. to 8 p.m. seven days a week (2 teams).
- **Dispatch pathway**: PACT Regina teams respond to referrals from the police service or calls from the crisis line (direct number to PACT teams). They also attend calls from detention centers and community partners.
- **911 First responder**: no.
- **If crime in progress or violence involved:** no PACT unit is dispatched. A regular unit of the Regina Police Service deals with the call instead.
- **Team components**: teams of two (2) made up of a uniformed police officer and a health region registered social worker or mental health professional.
- **Funding and organization**: PACT Regina is a partnership between the Regina Police Service and the Saskatchewan Health Authority.
- **Reported results**: PACT receives 140 to 190 calls a month. In 2019, PACT was involved in 1783 cases and referred 380 persons to mental health services (67 to the hospital, 154 were diverted from the emergency room and 44 diverted arrest as a result of PACT's involvement).

References:

- Service R, Division C. PACT [Internet]. Regina Police Service. 2020 [cited 6 July 2020]. Available from: http://reginapolice.ca/about-us/community-services/pact/
- 'The right response at the right time': How the PACT Unit is helping police manage mental health calls [Internet]. Regina. 2020 [cited 6 July 2020]. Available from: https://regina.ctvnews.ca/the-right-response-at-the-right-time-how-the-pact-unit-is-helping-police-manage-mental-health-calls-1.4786883
- PACT is the Real Deal [Internet]. Rqhealth.ca. 2020 [cited 6 July 2020]. Available from: http://www.rqhealth.ca/news-items/pact-is-the-real-deal
- See Support document 7: Western Canada PACT Teams.

3.3 PACT Edmonton and Edmonton Crisis Diversion Team

Edmonton, Alberta. Canada.
Population: 972,000.

Summary: mobile crisis unit with a law enforcement official that acts as a 4th dispatchable option for some 911 calls related to mental health crisis and substance abuse (and also for calls reaching the crisis line). The Crisis Diversion Team (CDT) is a mobile unit that does not include a law enforcement officer that respond to non-emergent calls as a second responder (from police and EMS) and as a first responder when dispatched by 211.

- **Service areas:**
  - **PACT:** mental health and substance abuse.
  - **CDT:** non-emergent issues affecting persons living in a situation of vulnerability (mostly homelessness).
- **Service description**:
  - PACT Edmonton responds to calls related to patients in mental health crisis or with substance abuse problems. They provide in-person assistance and do mental health warrants if available.
  - The CDT responds to a wider variety of calls, but mostly related to homelessness, offering in-person assistance, assessing the needs of the individuals and connecting them with the proper services.
- **Hours of operation**: PACT: working hours and evenings; CDT: 24/7.
- **Dispatch pathway**: PACT Edmonton teams (6) receive calls from 911, the Edmonton Police Service and the crisis line. They triage and prioritize their own calls. The CDT receives referrals from the agencies responding to 911 calls and is being dispatched by 211.
- **911 First responder**: yes (PACT). The CDT acts as a 211 first responder.
- **If crime in progress or violence involved**: a regular police unit is dispatched.
- **Team components**: PACT teams of two (2) made up of a uniformed police officer and a mental health professional, a social worker or a psychiatric nurse. Members of the CDT have different backgrounds and work either at Boyle Street Community Services or HOPE Mission Edmonton.
- **Funding and organization:** PACT Edmonton is a partnership between Alberta Health Services and The Edmonton Police Service. The Crisis Diversion Team is a partnership between Boyle Street Community Service, the Canadian Mental Health Association (211 Program), HOPE Mission and REACH Edmonton.
- **Reported results**: PACT teams have reported to divert 70% of the calls that used to arrive at ERs.

References:

- 24/7 Crisis Diversion – REACH Edmonton [Internet]. Reachedmonton.ca. 2020 [cited 7 July 2020]. Available from: https://reachedmonton.ca/initiatives/24-7-crisis-diversion/
- Mental Health [Internet]. Edmontonpolice.ca. 2020 [cited 7 July 2020]. Available from: https://www.edmontonpolice.ca/CommunityPolicing/FamilyProtection/MentalHealth
- 'This isn't about being in trouble, this is, how can we help?': EPS unit pairs officers with mental health workers [Internet]. Edmonton. 2020 [cited 7 July 2020]. Available from: https://edmonton.ctvnews.ca/this-isn-t-about-being-in-trouble-this-is-how-can-we-help-eps-unit-pairs-officers-with-mental-health-workers-1.5000756
- Edmonton Police Services (EPS) Police and Crisis Team (PACT) helps treat those affected with mental health illnesses [Internet]. Edmonton Sun. 2020 [cited 7 July 2020]. Available from: https://edmontonsun.com/2014/06/20/edmonton-police-services-eps-police-and-crisis-team-pact-helps-treat-those-affected-with-mental-health-illnesses
- See Support document 7: Western Canada PACT Teams.

3.4 PACT Calgary (+Alphahouse Calgary)

Calgary, Alberta. Canada.
Population: 1,285,000.

Summary: mobile crisis unit with a law enforcement official that acts as a second responder to referrals related to mental health crisis and substance abuse.

- **Service areas:** mental health and substance abuse.
- **Service description**: PACT Calgary teams (4) assist persons with serious mental health issues who have come into contact with the law. PACT typically responds to incidents involving people experiencing a mental health, addiction or psychosocial crisis and when they are a danger to themselves or others.
- **Hours of operation**: 6 a.m. to 1 a.m. seven days a week.
- **Dispatch pathway**: PACT Calgary, fort the most part, respond to Calgary Police Service requests to assist on calls that are mental health related. PACT also have a direct phone line and also respond to referrals from addiction and mental services and shelter services.
- **911 First responder**: no.
- **If crime in progress or violence involved:** no PACT unit is dispatched. The Calgary Police Service deals with the call instead.
- **Team components**: teams of two (2) made up of a uniformed police officer and a mental health worker, a social worker or a nurse.
- **Funding and organization**: PACT Calgary is a partnership between the Calgary Police Service and Alberta Health Services.
- **Reported results**: PACT Calgary refers that in 73% of dispatches, the individual in crisis is successfully linked with the appropriate services.
- **Observations:** Alpahouse in Calgary, a program independent from PACT teams offer different outreach services aimed at engaging persons in vulnerable situations into services, but also at reducing the impact of intoxication and homelessness on the broader community and public systems. Alpahouse runs the Downtown Outreach Addictions Partnership (DOAP) Team (a mobile diversion response service to street intoxications), the Encampment Team (that help people in a situation of homelessness to access shelter, detox and housing services) and the Needle Response Team (that cleans up needle and needle debris on public and private property).

References:

- Vulnerable persons in Calgary [Internet]. Calgary.ca. 2020 [cited 8 July 2020]. Available from: https://www.calgary.ca/cps/community-programs-and-resources/vulnerable-persons/vulnerable-persons.html
- PACT Teams in Calgary [Internet]. Calgary.ca. 2020 [cited 8 July 2020]. Available from: http://bcm.connexontario.ca/Resource%20Library/Policing/Crisis%20Program%20Models/Calgary%20Police%20and%20Crisis%20Team%20(PACT)%202011-05.pdf%20%20https://alphahousecalgary.com/how-we-help/outreach/
- See Support document 7: Western Canada PACT Teams.

3.5 PACT Kelowna

Kelowna, British Columbia. Canada.
Population: 142,000.

Summary: mobile crisis unit with a law enforcement official that acts as a second responder to referrals related to mental health crisis and substance abuse.

- **Service areas:** mental health and substance abuse.
- **Service description**: PACT Kelowna teams act as crisis intervention units that provides an enhanced community response to people experiencing a mental health and/or a substance use crisis.
- **Hours of operation**: 8 hours a day, 5 days a week.
- **Dispatch pathway**: PACT teams patrol the street and respond to calls direct to their phone line and to referrals from regular police units.
- **911 First responder**: no.
- **If crime in progress or violence involved:** no PACT unit is dispatched. The Kelowna Police Service deals with the call instead.
- **Team components**: teams of two (2) made up of a uniformed police officer and a psychiatric nurse.
- **Funding and organization**: PACT Kelowna is a partnership between the Kelowna Police Service and Interior Health.

References:

- New Police and Crisis Team for Kelowna. [Internet]. Interiorhealth.ca. 2020 [cited 8 July 2020]. Available from: https://www.interiorhealth.ca/AboutUs/MediaCentre/NewsReleases/Documents/New%20police%20and%20crisis%20team%20for%20Kelowna.pdf
- Kelowna now has a mobile police and crisis team [Internet]. KelownaNow. 2020 [cited 8 July 2020]. Available from: https://www.kelownanow.com/watercooler/health/news/Health/17/03/28/Kelowna_now_has_a_mobile_police_and_crisis_team/
- Kelowna RCMP team up with psychiatric nurse for mental health calls | CBC News [Internet]. CBC. 2020 [cited 8 July 2020]. Available from: https://www.cbc.ca/news/canada/british-columbia/kelowna-rcmp-team-up-with-psychiatric-nurse-for-mental-health-calls-1.4046746

4. CAHOOTS MODEL

4.1 CAHOOTS (Crisis Assistance Helping Out On The Streets)

Eugene, Oregon (and Eugene-Springfield Metro area). US.
Population: 172,000.

Summary: mobile crisis intervention unit with no law enforcement official that acts as a 4th dispatchable option (through 911) for calls involving mental health crisis or calls related to persons in a situation of homelessness.

- **Service areas:** mental health and homelessness.
- **Service description**: CAHOOTS provides stabilization in case of urgent medical need or psychological crisis, assessment, information, referral, advocacy and, in some cases, transportation to the next step in treatment. The range of services includes crisis counseling, suicide prevention, conflict resolution and mediation, grief and loss, substance abuse, housing crisis and first aid and non-emergent medical care. CAHOOTS responders can't force anyone to accept their aid and can't arrest anyone.
- **Hours of operation**: CAHOOTS provide 24/7 service.
- **Dispatch pathway**: dispatched through the Eugene police-fire-ambulance communication center – 911 call center– (CAHOOTS act as a dispatchable option to 911 calls) and through a non-emergency number.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a CAHOOTS team and a law enforcement unit are dispatched simultaneously. Warm referrals between Eugene Police Department and CAHOOTS also take place. However, less than 1% of calls responded by a CAHOOTS team needed assistance from police (150 of 24,000 calls). None of CAHOOTS responders has ever been hospitalized from an injury on the job.
- **Team components**: teams are composed by two (2) members: a medic (either a nurse or an EMT) and a crisis worker who has completed 500 hours training in medical care, conflict resolution and crisis counseling. CAHOOTS staff are not armed, and their uniform is "civilian-like".
- **Funding:** as of 2018, the cost of the program was $800,000-a-year. Funding is provided by both the city and Lane County. The city funds the program through a contract between Eugene Police Department and CAHOOTS. The program accepts external donations as well.
- **Infrastructure:** 3 vans and 6-8 workers.
- **Organization:** partnership between police department and a non-profit. The CAHOOTS program is a partnership between Eugene Police Department and "White Bird Clinic", a non-profit, grassroots organization that provides mental health services to the community.
- **Reported results:** in 2018, CAHOOTS teams responded to 24,000 calls –20% of public safety calls in the area– (17% in 2017). CAHOOTS report that the program saves the city about $8.5 million in public safety costs every year, plus another $14 million in ambulance trips and ER costs[1].

[1] Costs should be adjusted by country differences in wages and infrastructure. Medical costs can hardly be extrapolated or compared due to the differences in the two healthcare systems.

4.2 Crisis Response Unit (CRU) and "Familiar Faces" program
Olympia, Washington. US.
Population: 52,000.

Summary: mobile crisis intervention unit with no law enforcement official that patrols the streets and acts as a 4th dispatchable option –through 911 and through referrals from other agencies– for calls involving mental health crisis or calls related to persons in a situation of homelessness. They also provide follow-up to vulnerable persons and connect frequent 911 callers to the available resources.

- **Service areas:** mental health, homelessness and miscellaneous problems affecting frequent 911 callers and individuals resistant to social services and resources already in place.
- **Service description**: the Crisis Response Unit provides assistance to persons living with mental health and addiction conditions or in a situation of homelessness. They respond to calls from other agencies and 911 dispatchers and patrol the streets during the day. They provide: crisis counseling, conflict resolution and mediation, grief and loss, substance abuse, housing crisis, harm reduction, first aid and non-emergency medical care, resource connections and referrals and transportation to services. The "Familiar Faces" program assists individuals with complex health and behavioral problems who have frequent and persistent contact with the Olympia Police Department's Walking Patrol. When the CRU identifies individuals who have frequent run-ins with law enforcement, the "Familiar Faces" program pairs them with peer navigators that will connect them with the resources they need.
- **Hours of operation**: 7 a.m. – 9 p.m., 7 days a week.
- **Dispatch pathway**: calls may come a) from a CRU member on patrol (~60); b) from social service providers (~20%), c) as a referral from police or fire crews (~10%); or d) from 911 dispatchers (~10%).
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a crisis response team and a law enforcement unit are dispatched simultaneously.
- **Team components**: teams of two (2) comprised of a mental health and substance use disorder professional and a non-emergency medical professional. Staff members are not armed and their uniform is "civilian-like".
- **Funding**: annual cost of $497,000 (plus $110,100 in startup costs) funded through a public safety levy (passed in the city in 2017).
- **Organization:** partnership between police department and a non-profit (Recovery Innovations International).
- **Reported results:** the program was launched in April 2019. From April to June 2019, the crisis response unit made over 500 contacts with members of the community. The "Familiar Faces" program served 26 individuals during this period and is expected to serve 100 persons per year.
- **Observations:** [fragment of an article in references]: "*Most of their job is problem-solving for people with few good options: the elderly woman with dementia who keeps trying to hitch-hike away from her shelter; the woman with mental illness convinced a motel manager has stolen her luggage; the kid who keeps getting kicked out of treatment; the older man who won't stop calling 91".*

CAHOOTS References:

- An alternative to police: Mental health team responds to emergencies in Oregon [Internet]. Cbsnews.com. 2020 [cited 20 June 2020]. Available from: https://www.cbsnews.com/news/mental-health-team-responds-to-emergencies-oregon-alternative-to-police-2019-10-23/
- Journal Z. When Mental-Health Experts, Not Police, Are the First Responders [Internet]. WSJ. 2020 [cited 20 June 2020]. Available from: https://www.wsj.com/articles/when-mental-health-experts-not-police-are-the-first-responders-1543071600
- Calling the cops on someone with mental illness can go terribly wrong. Here's a better idea. [Internet]. Vox. 2020 [cited 20 June 2020]. Available from: https://www.vox.com/future-perfect/2019/7/1/20677523/mental-health-police-cahoots-oregon-oakland-sweden
- Scottie Andrew C. This town of 170,000 replaced some cops with medics and mental health workers. It's worked for over 30 years [Internet]. CNN. 2020 [cited 20 June 2020]. Available from: https://edition.cnn.com/2020/07/05/us/cahoots-replace-police-mental-health-trnd/index.html
- Smith A, Schwartz M, Pauly M. There's already an alternative to calling the police [Internet]. Mother Jones. 2020 [cited 20 June 2020]. Available from: https://www.motherjones.com/environment/2020/06/theres-already-an-alternative-to-calling-the-police/
- Does Every Emergency Call Require Police Response? [Internet]. Governing.com. 2020 [cited 20 June 2020]. Available from: https://www.governing.com/next/Does-Every-Emergency-Call-Require-Police-Response.html?fbclid=IwAR0y7-6PPrTNwpt9DJlvkloVLTV4h67l_hLMQEFgmuMCgL0N6qHHN8O38J0
- Cahoots [Internet]. Facebook.com. 2020 [cited 20 June 2020]. Available from: https://www.facebook.com/cahoots.wbc/posts/133544745072317
- Crisis Assistance Helping Out On The Sreets.[Internet]. Whitebirdclinic.org. 2020 [cited 20 June 2020]. Available from: https://whitebirdclinic.org/wp-content/uploads/2020/06/CAHOOTS-Media-Guide-20200626.pdf

CRU and "Familiar Faces" References:

- Olympia has "crisis responders" and a "Familiar Faces" program [Internet]. The Bethlehem Gadfly. 2020 [cited 22 June 2020]. Available from: https://thebethlehemgadfly.com/2020/08/08/olympia-has-crisis-responders-and-a-familiar-faces-program/
- Crisis Response & Peer Navigators [Internet]. Olympiawa.gov. 2020 [cited 22 June 2020]. Available from: http://olympiawa.gov/city-services/police-department/Crisis-Response-Peer-Navigator.aspx
- This City Stopped Sending Police to Every 911 Call [Internet]. The Marshall Project. 2020 [cited 22 June 2020]. Available from: https://www.themarshallproject.org/2020/07/24/crisisresponders
- Olympia's crisis response team had nearly 700 calls in the first two months [Internet]. The Olympian. 2019 [cited 22 June 2020]. Available from: https://www.theolympian.com/news/local/article230718039.html
- City of Olympia Police Department Crisis Response Team. [Internet]. Olympiawa.gov. 2020 [cited 20 June 2020]. Available from: http://olympiawa.gov/~/media/Files/AdminServices/RFP_RFQ/Olympia%20Police%20Department%20Crisis%20Response%20Team%20RFP_2018.pdf?la=en

4.3 Support Team Assisted Response (STAR)
Denver, Colorado. US.
Population: 727,000.

Summary: mobile crisis intervention (in a six months pilot program) with no law enforcement officials that acts as a 4th dispatchable option (being dispatched to 911 calls) for calls related to wellbeing checkups, mental health and drug consumption and homelessness.

- **Service areas:** substance abuse, mental health and homelessness.
- **Service description**: the STAR team attends mental health crisis and non-criminal complex situations and responds to calls related to drug overdose and wellbeing checkups, providing free medical care, first aid and mental health support, performing an assessment of the services needed by the caller and connecting the individual with the proper social services.
- **Hours of operation**: 10 a.m.- 6 p.m. Monday-Friday.
- **Dispatch pathway**: dispatched through the 911 call center and Denver's non-emergency line if the reason for the call is related to mental health emergencies, drug overdose or a request for wellbeing check.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a law enforcement unit is dispatched instead.
- **Team components**: teams of two (2) comprised by a paramedic and a mental health clinician who do not wear uniforms nor carry weapons.
- **Funding**: $200,000 of tax-payers money approved when the city passed the Caring for Denver ballot initiative, plus a grant from Caring for Denver Foundation to prove its effectiveness.
- **Infrastructure:** one unmarked van, one full-time clinician and two paramedics who rotate shifts.
- **Organization:** STAR is a non-profit founded in 2018 when the city passed the Caring for Denver ballot initiative. It is operated by Mental Health Centers of Denver and Denver Health paramedics in partnership with Denver's 911 dispatch center.
- **Reported results:** the program is still in a six months pilot phase. Some of the current indicators being studied are: a) number of calls diverted from the police; b) percentage of persons in crisis receiving long-term care and support after their encounter with STAR; and c) overall perception of safety in the community. The STAR team responds to an average of 12 calls a day in the Downtown area.

References:

- A long-planned program to remove police from some 911 calls launched as Denver's streets erupted in police brutality protests [Internet]. Denverite. 2020 [cited 23 June 2020]. Available from: https://denverite.com/2020/06/08/a-long-planned-program-to-remove-police-from-some-911-calls-launched-as-denvers-streets-erupted-in-police-brutality-protests/
- The STAR Van Offers an Alternative to Police - 5280 [Internet]. 5280. 2020 [cited 23 June 2020]. Available from: https://www.5280.com/2020/06/the-star-van-offers-an-alternative-to-police/ https://www.thedenverchannel.com/news/local-news/new-program-diverts-some-911-calls-from-police-to-a-mental-health-team
- News & Updates | Caring for Denver Foundation [Internet]. Caring For Denver. 2020 [cited 1 September 2020]. Available from: https://caring4denver.org/about/updates/
- Press Release: Launch of STAR Program [Internet]. Denver Alliance for Street Health Response. 2020 [cited 23 June 2020]. Available from: http://dashrco.org/index.php/2020/06/08/press-release-launch-of-star-program/2/

4.4 Mobile Assistance Community Responders (MACRO)

Oakland, California. US.
Population: 390,000.

Summary: mobile crisis unit (in a pilot phase) with no law enforcement official that acts as a 4th dispatchable option for 911 calls related to mental health crisis. It will replace the MET, an Oakland Police Department program that used teams formed by a police officer and a mental health professional to respond to mental health-related 911 calls.

- **Service areas:** mental health and homelessness.
- **Service description**: the goal of MACRO is to help attend people in distress without generating traumatic situations and avoid unnecessary hospitalizations, and to connect people in need with mental health support programs and housing resources. They also transport the individuals they interact with to the places they will be able to receive the services they need.
- **Hours of operation**: from 8.00 a.m. to 3.30 p.m.
- **Dispatch pathway**: dispatched through 911 for those calls related to mental health crisis that do not involve a violent situation or a crime in progress.
- **911 First responder**: yes.
- **If crime in progress or violence involved:** a law enforcement unit is dispatched instead.
- **Team components**: a counselor and an EMT (emergency medical technician): Unarmed. Staff is recruited from the communities MACRO works with –so they share cultural understanding with the people they serve–. There is a proposal to recruit responders from Alameda County's EMS Corps training program for young men. The program is also open to using non-licensed mental health professionals (according to MACRO, to improve cost-effectiveness), and to hire non-traditional applicants.
- **Funding**: $1.35 million. City Council voted in May 2020 the allocation of taxpayers' funds to the MACRO pilot.
- **Observations:** the MACRO program will replace the MET (Mobile Evaluation Team) program, launched in Oklahoma city in 2014. Even though the organization of the two programs was quite similar, MET teams used to act as second responders most of the times and consisted of a uniformed police officer and a mental health professional without a uniform that used an unmarked police car.

References:

- Dubrovsky A, Gurevich N. Combining clinicians and cops, Oakland's response program helps those in mental crisis [Internet]. Oakland North. 2020 [cited 25 June 2020]. Available from: https://oaklandnorth.net/2019/12/18/combining-clinicians-and-cops-oaklands-response-program-helps-those-in-mental-crisis/
- Call 911 for a counselor? Oakland will pilot one alternative to police [Internet]. The Oaklandside. 2020 [cited 25 June 2020]. Available from: https://oaklandside.org/2020/06/29/call-911-for-a-counselor-oakland-will-pilot-an-alternative-to-police/
- Oakland's Mid-cycle Budget Cuts $14.3 Million from Police Budget,… [Internet]. City of Oakland. 2020 [cited 25 June 2020]. Available from: https://www.oaklandca.gov/news/2020/oaklands-mid-cycle-budget-cuts-14-3-million-from-police-budget-invests-additional-50-million-to-address-racial-disparities

5. THE ALBUQUERQUE MODEL

Community Safety Department
Albuquerque, New Mexico. US.
Population: 915,000.

Albuquerque's proposal of creating a Community Safety Department –that will deliver a civilian-staffed, public health approach to safety– has been announced but has yet to be implemented. Experts say it may be the first of its kind. The proposal envisions the creation of a 4th agency (apart from police, fire and medical emergencies) than can respond to 911 calls. This new division will attend those issues related to inebriation, homelessness, substance abuse, mental health and socially vulnerable and isolated persons and would be staffed with social workers, housing and homelessness specialists, and violence prevention coordinators. After two years of preliminary work, the city is working with community members, experts and city councilors to map out the details of the department, which will reallocate millions of dollars. These efforts will bolster expanded investments in violence intervention, diversion programs and treatment initiatives. This approach goes far beyond The Mobile Crisis Teams already present in Albuquerque, which is staffed with a trained police officer and a behavioral clinician, that provide specialized response to 911 calls involving a behavioral element (for the most part, persons living with mental health conditions).

References:

- Amid calls to defund the pólice, Albuquerque creates an alternative department. Internet]. The Washington Post. 2020 [cited 14 August 2020]. Available from: https://www.cabq.gov/mayor/news/mayor-tim-keller-to-refocus-millions-in-public-safety-resources-with-first-of-its-kind-civilian-response-department
- Mayor Tim Keller to Refocus Millions in Public Safety Resources with First-of-Its-Kind Civilian Response Department [Internet]. City of Albuquerque. 2020 [cited 14 August 2020]. Available from: https://www.cabq.gov/mayor/news/mayor-tim-keller-to-refocus-millions-in-public-safety-resources-with-first-of-its-kind-civilian-response-department
- Mobile Crisis Teams [Internet]. Bernco.gov. 2020 [cited 10 August 2020]. Available from: https://www.bernco.gov/Department-Behavioral-Health-Services/mobile-crisis-teams.aspx
- Counselors B. Behavioral Health 9-1-1 Calls Will Dispatch Professional Counselors [Internet]. City of Albuquerque. 2020 [cited 10 August 2020]. Available from: https://www.cabq.gov/family/news/behavioral-health-9-1-1-calls-will-dispatch-professional-counselors
- Albuquerque to Establish Community Safety Department to Handle Non-Violent 911 Calls [Internet]. The Daily Beast. 2020 [cited 10 August 2020]. Available from: https://www.thedailybeast.com/albuquerque-to-establish-community-safety-department-to-handle-non-violent-911-calls

OTHER EXAMPLES

Other cities, especially in the US, have started conversations to implement similar programs to deal with part of the non-emergent calls currently channeled through 911 from a community-driven public health perspective. Some of these cities are: New York City, Chicago, Los Angeles, San Francisco, Portland and Minneapolis.

References:

- Portland Street Response – a campaign by Street Roots Advocacy [Internet]. Portlandstreetresponse.org. 2020 [cited 1 August 2020]. Available from: https://portlandstreetresponse.org
- Roots S, Sand K. Portland Street Response is funded, and its success is up to all of us [Internet]. Streetroots.org. 2020 [cited 1 August 2020]. Available from: https://www.streetroots.org/news/2020/06/18/portland-street-response-funded-and-its-success-all-us
- Portland Street Response, homeless first responders, to start in 2020 after council OK's proposal [Internet]. oregonlive. 2020 [cited 1 August 2020]. Available from: https://www.oregonlive.com/news/2019/11/portland-street-response-homeless-first-responders-to-start-in-2020-after-council-oks-proposal.html
- Correct Crisis Intervention Today. [Internet]. Ccitnyc.org. 2020 [cited 1 August 2020]. Available from: http://www.ccitnyc.org
- Tell the Mayor and City Council to Prioritize #MentalHealthCareNotPolice! [Internet]. Actionnetwork.org. 2020 [cited 1 August 2020]. Available from: https://actionnetwork.org/letters/tell-the-mayor-and-city-council-to-prioritize-mentalhealthcarenotpolice?source=direct_link&
- If not jail, hospital, then what? Portland aims to dispatch better first responders for some homelessness calls [Internet]. oregonlive. 2020 [cited 1 August 2020]. Available from: https://www.oregonlive.com/portland/2019/09/portland-aims-to-dispatch-better-first-responders-for-homelessness-calls.html
- Jaquiss N. Portland Moves One Step Closer to A More Rational Emergency Response to Homeless People [Internet]. Willamette Week. 2020 [cited 1 August 2020]. Available from: https://www.wweek.com/news/city/2019/09/19/portland-moves-one-step-closer-to-a-more-rational-emergency-response-to-homeless-people/