



Justice Center

THE COUNCIL OF STATE GOVERNMENTS



BJA
Bureau of Justice Assistance
U.S. Department of Justice

Launch of Community-Driven Crisis Response: A Workbook for Coordinators

February 28, 2023 | 2–3:30 p.m. ET

Presentation Outline

I. Introductions

II. Review of the History and Purpose of the Workbook

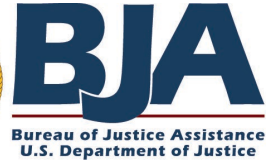
III. Panelist Discussion

IV. Questions and Answers

Speakers

- Felicia Lopez Wright, *Senior Policy Analyst, Behavioral Health, CSG Justice Center*
- Risë Haneberg, *Deputy Division Director, Behavioral Health, CSG Justice Center*
- Earl Miller, *Director, Amherst Community Responders for Equity, Safety and Service (Amherst, MA)*
- Neil Calmjoy, *Arrest and Jail Alternatives Program Manager (Olympia, WA)*
- Nathanael Block, *Arrest and Jail Alternatives Program Supervisor (Olympia, WA)*
- Paul Levy, *President and CEO, Philadelphia's Center City District (Philadelphia, PA)*

What is the Office of Justice Programs?



- The Office of Justice Programs (OJP) provides grant funding, training, research, and statistics to the criminal justice community.
- OJP is one of three grant-making components of the Department of Justice along with the Office on Violence Against Women (OVW) and the Office of Community Oriented Policing Services (COPS).

Office of Justice Programs

BJA - Bureau of Justice Assistance

BJS - Bureau of Justice Statistics

NIJ - National Institute of Justice

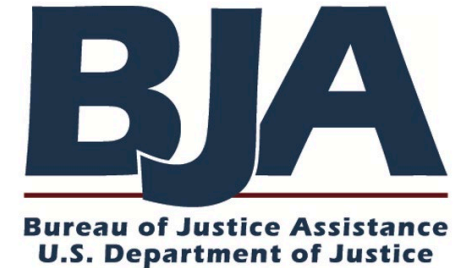
OVC - Office for Victims of Crime

OJJDP - Office of Juvenile Justice and Delinquency Prevention

SMART - Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking

U.S. Department of Justice Bureau of Justice Assistance

Mission: BJA's mission is to provide leadership and services in grant administration and criminal justice policy development to support state, local, and Tribal justice strategies to achieve safer communities. BJA works with communities, governments, and nonprofit organizations to reduce crime, recidivism, and unnecessary confinement, and promote a safe and fair criminal justice system.



www.bja.gov





**BJA Director
Karhlton F. Moore**

Appointed by President Biden in February 2022, Director Moore leads BJA’s programmatic and policy efforts on providing a wide range of resources, including training and technical assistance, to law enforcement, courts, corrections, treatment, reentry, justice information sharing, and community-based partners to address chronic and emerging criminal justice challenges nationwide.

Policy Office	Programs Office	Operations Office	Public Safety Officer Benefits Office
<p>Provides national leadership to criminal justice organizations that partner with BJA to identify effective program models for replication and infuse data-driven, evidence-based strategies into operational models, practices, and programs.</p>	<p>Administers state, local, Tribal, and territorial grant programs. It acts as BJA’s direct line of communication to states, local jurisdictions, territories, and Tribal governments by providing customer-focused grants management support and careful stewardship over federal funds.</p>	<p>Coordinates all communication, formulates and executes the budget, manages contracts, measures grantees’ performance, and provides administrative support to BJA.</p>	<p>Provides death and education benefits to survivors of fallen law enforcement officers, firefighters, and other public safety officers, and disability benefits to officers catastrophically injured in the line of duty.</p>

Five Major Strategic Focus Areas



1. Improving public safety through measures that build trust with the community and ensure an effective criminal justice system
2. Reduction in recidivism and prevention of unnecessary confinement and interactions with the criminal justice system
3. Integration of evidence-based, research-driven strategies into the day-to-day operations of BJA and the programs BJA administers and supports
4. Increasing program effectiveness with a renewed emphasis on data analysis, information sharing, and performance management
5. Ensuring organizational excellence through outstanding administration and oversight of all of BJA's strategic investments



Fund – Invest diverse funding streams to accomplish goals.

Educate – Research, develop, and deliver what works.

Equip – Create tools and products to build capacity and improve outcomes.

Partner – Consult, connect, and convene.

The Council of State Governments Justice Center

We are a national nonprofit, nonpartisan organization that combines the power of a membership association, serving state officials in all three branches of government, with policy and research expertise to develop strategies that increase public safety and strengthen communities.

How We Work

- We bring people together
- We drive the criminal justice field forward with original research
- We build momentum for policy change
- We provide expert assistance

Our Goals

Break the cycle of incarceration

High rates of recidivism increase taxpayer costs, diminish public safety, and tear apart families and communities. We work with partners inside and outside of government to reduce crime and incarceration among youth and adults in contact with the justice system.

Advance health, opportunity, and equity

Efforts to make communities safer and healthier are hampered by insufficient behavioral health services, barriers to economic mobility, homelessness, lack of support for victims, and racial and gender inequity. We bring people from diverse systems and perspectives together to improve policy and practice related to these challenges.

Use data to improve safety and justice

Data holds the power to help us understand and change justice systems for the better. And yet, states and counties still know far too little about how their systems perform. Our work transforms information into meaningful insights for policymakers.

Equity and Inclusion Statement



The Council of State Governments Justice Center is committed to advancing racial equity internally and through our work with states, local communities, and Tribal Nations.



We support efforts to dismantle racial inequities within the criminal and juvenile justice systems by providing rigorous and high-quality research and analysis to decision-makers and helping stakeholders navigate the critical, and at times uncomfortable, issues the data reveal. Beyond empirical data, we rely on stakeholder engagement and other measures to advance equity, provide guidance and technical assistance, and improve outcomes across all touchpoints in the justice, behavioral health, crisis response, and reentry systems.

Justice and Mental Health Collaboration Program

The Justice and Mental Health Collaboration Program (JMHCP) promotes innovative cross-system collaboration and provides grants directly to states, local governments, and federally recognized Indian Tribes. It is designed to improve responses to people with mental health conditions and substance use disorders who are involved in the criminal justice system.

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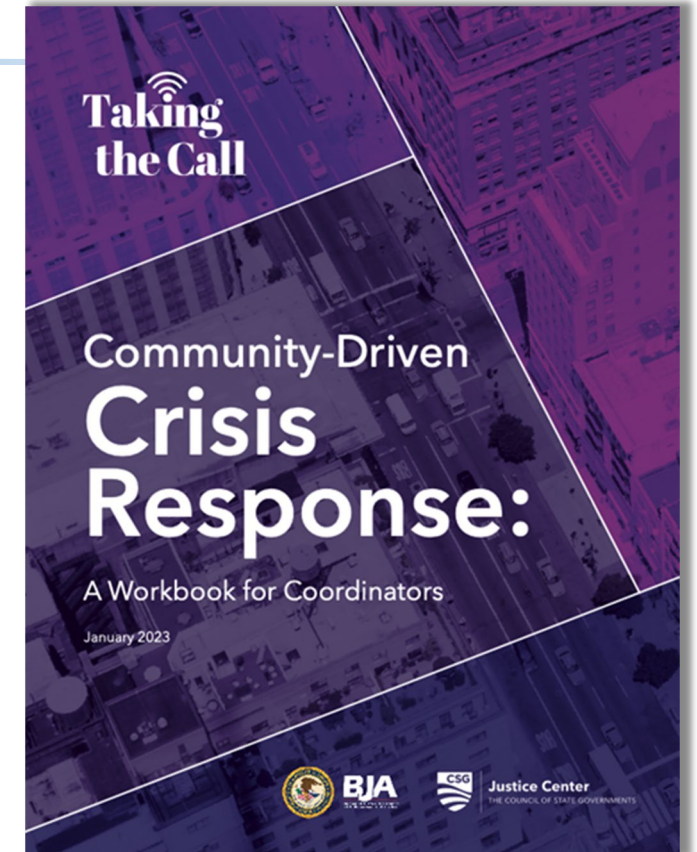
II. Review of the Workbook

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Community-Driven Crisis Response: A Workbook for Coordinators

- Designed to help planning team coordinators facilitate their community's crisis response planning and implementation process
- Initiated from the [Taking the Call Conference](#)
- Aligned with the Expanding First Response Toolkit for Community Responder Programs
- Contains worksheets, charts, discussion questions and relevant resources



Felicia López-Wright and Risè Haneberg, [Community-Driven Crisis Response: A Workbook for Coordinators](#) (New York: The Council of State Governments Justice Center, 2023).

Section 1: Community Engagement and Collaboration with Key Stakeholders

- The planning team needs to reflect the demographics of your community and represent voices of lived experiences with both criminal justice and behavioral health.
- Chart lists name, title, organization/affiliation/expertise and formal roles.
- Important to determine how often you will meet, priorities, how to seek and incorporate feedback from the community/stakeholders and inform the public.

Section 2: Needs Assessment

- Map out the strengths and needs of your community's systemwide crisis response (programs, services, diversion opportunities).
 - Engage your community in this exercise (people with lived experiences, credible messengers, volunteers, Black, Indigenous, and People of Color, etc.).
- Use this information to assess the capacity for fully scaled responses that match the level of need.

Section 3: Conducting Emergency and Non-Emergency Call Triage

- Information sharing across the various crisis line options is essential to leverage and coordinate services.
- Every jurisdiction has a distinct approach to call triage that is determined by various call lines, information available to dispatch, and types of responses available.
- Discuss and establish collaboration across all team members to ensure there is a clear protocol in place for routing calls to the community-driven crisis response.
- Provide cross-training for all emergency and non-emergency line call takers and administrators.

Section 4: Community Responder Program (CRP) Staffing

- A variety of program and staffing options to consider; can tailor it to your community's needs/resources.
- Worksheets included to assist with planning for the CRP design, preparing for hiring and implementation and ongoing CRP program/staff support.
- Identify which call types will be responded to by the CRP and how it impacts staffing, which agency will house the CRP, job descriptions, additional logistics (uniforms, tablets, office space, etc.).

Section 5: Use of Data to Inform Decision-Making

- Access to local crisis-system data is essential for all aspects of planning, implementation, post-implementation needs, including sustainability.
- Planning team members need to routinely collect data on daily functions and activities to evaluate outcomes and identify what is needed to ensure ongoing success.
- Metrics vary from program to program; several metrics are routinely collected; Data Inventory Checklist is included.
- Ensure data collected align with program goals, HIPPA, community/advisory group priorities.

Section 6: Safety Protocols and Wellness for All Individuals

- Safety for everyone involved in a crisis response call must be the highest priority.
- All staff need to be trained on safety protocols, have proper equipment, and have back-up support if needed.
- Conduct post-call follow-up with person who was in crisis and their family, debriefs with staff, and include trauma care in program protocols.
- Identify partners that need to be included to develop safety and wellness protocols for everyone involved in the call response (including the person in crisis).

Section 7: Financial Sustainability for Community-Driven Crisis Response Programs and Services

- Sustainability planning begins at the start of programs/services.
- Investigate options for future funding: federal, state, local, philanthropic/private foundations.
- Leverage quantitative data to demonstrate successful outcomes and qualitative data featuring stories from people who benefitted from services, program evaluations.
 - Identify and collect the data metrics that funders are interested in.

Section 8: Legislation to Support Community-Driven Crisis Response Programs/Services

- Cultivate relationships with key legislators and develop champions and a platform for your work.
 - Legislative changes needed
 - New funding streams
- Discuss the benefits and needs of the community-driven crisis response programs/services with the public.
- Uplift the voices of people with lived experiences in your advocacy for legislation to support crisis programs/services.
- Plan to address opposition/concerns from the community (anticipate the political landscape in your area).

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Amherst, MA, Community Responders for Equity, Safety, and Service (CRESS)

- Third leg of public safety with Fire and Police/Dispatch (not a co-responder model)
- Housed in public safety, with a public health orientation
- Team consists of:
 - Community Safety Working Group
 - Police chief and police captain
 - Fire chief (includes EMS)
 - Assistant DEI director
 - Dispatch supervisor (when needed)
- CRESS Training: 9 weeks, person centered, trauma informed, antiracist

Arrest and Jail Alternatives Program in Olympia, WA

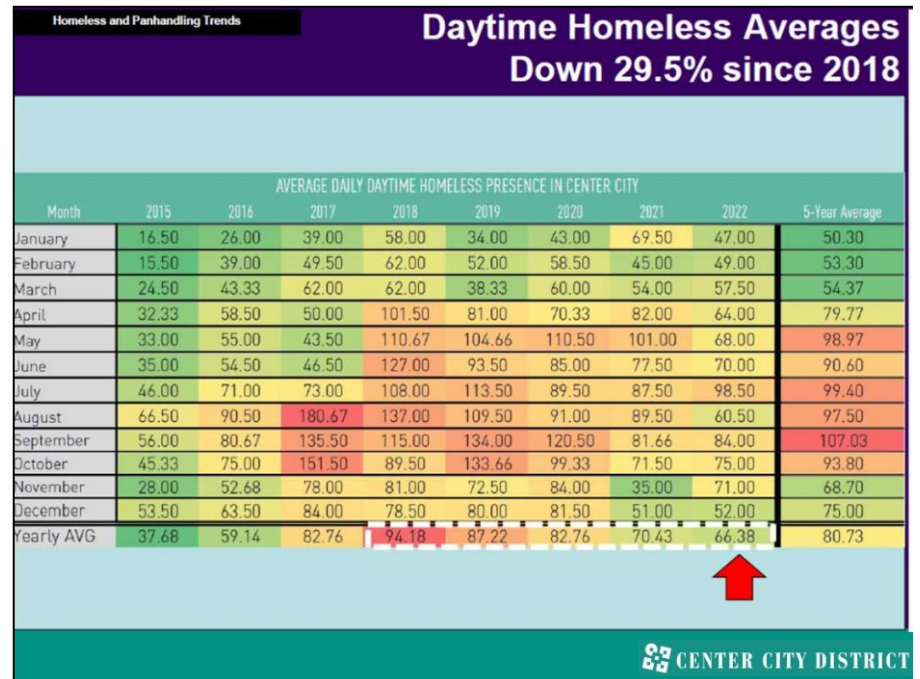
- Program of Catholic Community Services in Olympia, WA
- Provides long-term intensive case management and peer support; will be adding formal behavioral health services department next door
- Serves population at the intersection of houselessness/housing insecurity, behavioral health challenges, and criminal justice involvement
- Embraces philosophies of harm reduction, housing first model, and client-centered services
- Clients generally referred by law enforcement, crisis responders, pretrial services, therapeutic courts, jail, and shelter/housing providers
- Grant-funded, in part by Washington Association of Sheriffs and Police Chiefs

Ambassadors of Hope in Philadelphia, PA

Homeless Outreach Team

- Connects people who are experiencing homelessness to various resources including emergency assistance, housing, shelter, and case management
- Collaborative and coordinated street outreach effort between Project HOME, Center City District, and the Philadelphia Police Department with support and guidance from the Outreach Coordination Center and the Department of Behavioral Health
- Goal of establishing lasting relationships between individuals experiencing homelessness, service providers, and business owners

"Ambassadors of Hope," Project Home, accessed February 9, 2023, <https://www.projecthome.org/ambassadors-hope#:~:text=Ambassadors%20of%20Hope%20is%20a,the%20Department%20of%20Behavioral%20Health>.



Images used with permission from Center City District

Panel Discussion

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Thank You!

Join our distribution list to receive updates and announcements:

<https://csgjusticecenter.org/resources/newsletters/>

For more information, please contact Felicia at fwright@csg.org

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