



CITY MANAGER'S OFFICE MEMORANDUM
#32-2021

DATE: Aug. 16, 2021

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager 

FROM: Rupa Venkatesh, Assistant to the City Manager 
Jessica Hulse, Community Resource Navigator

SUBJECT: Crisis Response Unit Pilot Program Proposal – Follow Up

PURPOSE

To provide City Council with follow-up information on a proposed pilot program, the Crisis Response Unit (CRU).

BACKGROUND

On Aug. 2, 2021, staff presented to Council a CRU pilot program and Council requested follow-up information to include the objectives and outcomes of the program as well as a request for more personnel to allow for weekend coverage and for when employee leave occurs.

Objectives

This is not an exhaustive list of objectives, tactical actions, and outcomes but it will provide Council with an initial action plan. Once CRU personnel are hired, it is important for that team to review and edit these objectives, tactical actions, and outcomes alongside the Assistant to the City Manager, Police Chief, Municipal Court Judge, the Planning & Development Director, and the North Metro Fire Rescue District Chief for team building and ownership since these staff members will be responsible for carrying out the plan.

Objective #1: Improve the health and wellbeing for residents of Northglenn after interactions with the Northglenn CRU

Tactical Actions:

- Provide case management for residents of Northglenn who need assistance in navigating systems (2022, 1st quarter)
- Have trained mental health clinicians respond alongside law enforcement as well as other public-facing City departments to provide crisis intervention support in a timely manner (2022, 1st quarter)
- Implement a systematic way of following up with residents who are navigating systems until the resident is connected with the right resource(s) to help them progress (2022, 1st quarter)
- Implement a powerful referral software that connects organizations to allow them to work directly with one another and share data that otherwise would not be easily shared based on existing system (2022, 2nd quarter)

Objective #2: Create a pathway to self-advocacy for residents of Northglenn

Tactical Actions:

- Provide a self-referral avenue for residents in hardship situations to be able to connect to the CRU (2022, 1st quarter)
- Provide direct referrals between the CRU and public mental health partners (2022, 1st quarter)
- Provide direct referrals between the CRU and organizations that provide financial

assistance (2022, 1st quarter)

Objective #3: Create a service that Northglenn Police can utilize while triaging calls that include crisis response

Tactical Actions:

- Provide education to Northglenn Police on CRU services (2022, 1st quarter)
- Market the CRU program with Northglenn Police and partnering organizations to educate the community about CRU services (2022, 1st quarter)
- Create a systematic way for dispatch to refer community crisis calls to the CRU (2022, 3rd quarter)

Outcomes

If the program objectives are met, the desired outcomes should be to:

- Providing a pathway to alternative support and care options for individuals who are experiencing behavioral health crises that may have led to incarceration or hospitalizations in the past
- Identify opportunities to partner with organizations to provide alternative community-based care
- Ease hardships for residents by connecting them to resources to provide pathways for self-advocacy
- Allow Northglenn Police and Neighborhood Services Officers to return to their primary functions – public safety and health/life safety

BUDGET/TIME IMPLICATIONS

Council asked staff to provide information on other resources the CRU program needs in order to be successful during this pilot period.

As a result, staff came up with the following request:

- 1 Full-Time Program Manager
- 2.5 FTE Co-Responders to allow for weekend coverage
- 1 FTE Community Resource Navigator. The current position is part-time but moving this position to full-time will allow for additional coverage when a Co-Responder is not available.

This increases the budget request from \$330,000 to \$440,000 annually. Previously, Council gave direction to consider funding this program through the City's American Rescue Plan Act (ARPA) allocation. On Aug. 23, Council will consider this program alongside other suggested uses for ARPA funding.

STAFF RECOMMENDATION

Staff is seeking direction from Council on the additional resource requests.

STAFF REFERENCE

If Council members have any questions, please contact Rupa Venkatesh, Assistant to the City Manager, at rvenkatesh@northglenn.org or 720.376.8069.

ATTACHMENT

1. Presentation

CRISIS RESPONSE UNIT PILOT PROGRAM FOLLOW-UP

Study Session

Aug. 16, 2021

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AGENDA

- **What problems are we trying to fix?**
- **Frequently asked questions**
- **Mission, objectives, tactical actions**
- **Outcomes, measuring success**
- **Additional personnel to cover weekends**
- **New budget proposal**
- **Next steps**

WHAT PROBLEMS ARE WE TRYING TO FIX?

- **Increased number of complaints from residents re: homelessness, level of service from PD, and Neighborhood Services**
- **Many of our departments are doing jobs outside their scope and expertise:**
 - Police Department – behavioral health crises and case management expectations for mental health, substance abuse, domestic violence, homelessness
 - Neighborhood Services – conflict resolution, mediation, and resource referrals to help mitigate code violations
 - Economic Development and Parks – homelessness
- **In addition, Court is interested in starting a Restorative Justice program**

FREQUENTLY ASKED QUESTIONS

- **How is CRU different than Victim Advocates?**
 - Victim Advocates assist individuals that are victims of crimes that are covered under the Colorado Victim Rights Act (VRA).
 - Currently, Victim Advocates refer residents that do not fall under the VRA but still experiencing hardship to the Community Resource Navigator for assistance.
 - Northglenn Victim Advocates will utilize CRU to make those referrals.

FREQUENTLY ASKED QUESTIONS

CONT'D

- **Isn't this a social service program and the County's responsibility?**
 - Many cities and towns have been faced with increasing societal challenges that used to be big city problems
 - Residents and businesses are looking to their cities and towns for solutions
 - The demands on cities and towns to provide creative and effective solutions to addressing new challenges have expanded what has been traditionally viewed as a municipal service

FREQUENTLY ASKED QUESTIONS

CONT'D

- **How is CRU not social services?**
 - Social services provide long-term financial programs such as SNAP, Medicaid, TANF, Head Start, old age pension, child protective services and adult protective services. CRU provides crisis intervention in the interest of public safety.
 - CRU falls more in line with public safety and less with providing long-term benefits.
 - An internal program allows for CRU to align with City values and to build trust with officers and the community if they are a part of the city.

FREQUENTLY ASKED QUESTIONS

CONT'D

- **Does Adams County have a CRU?**
- Currently, Adams County does not have a similar program. If they did and there was an IGA, they most likely would only be responding alongside the Police Department. Northglenn CRU is an innovative program that incorporates many points of entry into crisis situations to include law enforcement, municipal court and code enforcement.
- Traditionally, Adams County responds using the Sheriff's Department and their Homelessness Street Outreach Team in unincorporated Adams County.

FREQUENTLY ASKED QUESTIONS

- **Couldn't we just have one regional CRU?** **CONT'D**
- Creating an IGA with a different law enforcement agency would bring us back to the external model, which is not as effective in addressing needs of Northglenn residents directly.
- There are gaps in the system that City residents are already experiencing. If we're part of a regional system, we cannot provide the level of service and customized approach that we desire to provide.
- Our residents – our responsibility.

MISSION

The Crisis Response Unit (CRU) will work to ease hardships for residents of the City of Northglenn by aiding police response and creating a path for self advocacy through the use of an on-scene crisis response team, case management, and conflict resolution.

OBJECTIVES & TACTICAL ACTIONS

Objective #1: Improve the health and wellbeing for residents of Northglenn after interactions with the Northglenn CRU

Tactical Actions:

- **Provide case management for residents of Northglenn who need assistance in navigating systems (2022, 1st quarter)**
- **Have trained mental health clinicians respond alongside law enforcement as well as other public-facing City departments to provide crisis intervention support in a timely manner (2022, 1st quarter)**

OBJECTIVES & TACTICAL ACTIONS

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OBJECTIVES & TACTICAL ACTIONS

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Objective #2: Create a pathway to self-advocacy for residents of Northglenn

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OBJECTIVES & TACTICAL ACTIONS

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PROPOSED OUTCOMES

- **Prevent unnecessary incarcerations and hospitalizations for Northglenn residents**
- **Identify opportunities to partner with organizations to provide alternative community-based care**
- **Ease hardships for residents by connecting them to resources to provide pathways for self advocacy**
- **Allow Police and Neighborhood Services Officers to return to their primary functions – public safety, health/life safety**
- **Residents avoid entry into the criminal justice system upon first contact with law enforcement**

MEASURING SUCCESS

	Year 1	Year 2	Year 3
Police Department	<ul style="list-style-type: none"> Data collection and establish a baseline (CAD data) 10% of M1 holds done by CRU Reduction of responses by PD to households with high frequency of calls for service 	<ul style="list-style-type: none"> Shift from secondary to primary response 50% of M1 holds done by CRU Further reduction of responses by PD to households with high frequency of calls for service 	<ul style="list-style-type: none"> Primary response Close to 100% of M1 holds done by CRU Further reduction of responses by PD to households with high frequency of calls for services
Neighborhood Services	<ul style="list-style-type: none"> Establish metrics of code citations that could be handled by mediation (CRM data) Referrals to mediation Referrals for at risk residents 	<ul style="list-style-type: none"> Reduction in code citations More referrals to mediation with success rate established More referrals for at risk residents 	<ul style="list-style-type: none"> Further reduction in code citations More referrals to mediation with higher success rate More referrals for at risk residents
Juvenile Restorative Justice program	<ul style="list-style-type: none"> Establish program, including what success looks like 3 Court referrals 	<ul style="list-style-type: none"> More Court referrals Referrals from PD to divert from court system 	<ul style="list-style-type: none"> More referrals from Court and PD Expand program to include adults
Residents including people experiencing homelessness	<ul style="list-style-type: none"> Establish Vulnerable Resident sticker program 33% of residents connected w/ resources (NowPow data) Mediation satisfaction survey 	<ul style="list-style-type: none"> Resident survey to incorporate CRU questions 67% of residents connected/ resources Reduction in code citations Mediation satisfaction survey 	<ul style="list-style-type: none"> Close to 100% of residents connected w/ resources Further reduction in code citations Mediation satisfaction survey

REPORTING

- **Progress shared with Council quarterly**
- **Program will be evaluated annually**
- **Metrics will be incorporated into the monthly Police Department Report**
- **Resident survey conducted in 2023 – is this program important to residents?**
- **Program funding is requested through Dec. 31, 2024. Staff will bring forward a discussion on whether or not to continue the program in the FY 25 City Budget.**

PROPOSED CRU SCHEDULE

Position	Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Program Manager	8am-4pm		X	X	X	X	X	
Co-Responder	12pm-10pm			X	X	X	X	
Co-Responder	12pm-10pm		X		X		X	
Co-Responder	12pm-10pm	X	X					X
Community Resource Navigator	8am-4pm		X	X	X	X	X	

FULL BUDGET REQUEST

- **1 Full-Time Program Manager**
- **2.5 FTE Co-Responders (previously 1.75 FTE)**
- **1 FTE Community Resource Navigator (move from current 0.5 FTE to 1 FTE)**

Ongoing total = \$440,000 annually

NEXT STEPS

- **Aug. 23: American Rescue Plan Act discussion**
- **Aug. 30: Post positions, start contract process with NowPow (tracking software)**
- **Sept. 7: Program Manager selection process**
- **Sept./Oct.: Co-Responders, CRN selection process**
- **Oct. 25: Council consideration of 2022 City Budget and Personnel Summary/Pay Plan**
- **November – December: CRU training and soft opening**
- **Jan. 1, 2022: Program is fully operational**
- **CRU data shared as part of Police monthly reports**
- **Quarterly updates at Council meetings**
- **2024: Council to determine whether to continue CRU beyond a pilot program**

QUESTIONS?

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