



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

November 16, 2022

12:00 p.m. CITY COUNCIL WORK SESSION

City Council meetings will continue to be held in hybrid format using in person and virtual meeting technology. Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

**Meeting of November 16, 2022;
Her Honor Mayor Lucy Vinis Presiding**

Councilors

Greg Evans, President
Mike Clark
Randy Groves
Jennifer Yeh

Matt Keating, Vice President
Emily Semple
Alan Zelenka

12:00 p.m. CITY COUNCIL WORK SESSION

1. WORK SESSION: Alternative Response Study

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

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EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Alternative Response Study

Meeting Date: November 16, 2022
Department: Central Services, City Manager's Office
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Kristie Hammitt
Contact Telephone Number: 541-682-5524

ISSUE STATEMENT

This work session will continue the Council discussion of the Alternative Response Study initiated in June 2022 to assess and evaluate current system services. Alternative response services are programs focused on aligning service response with community need. The study includes four phases. The four-phase study will evaluate specific programs and provide recommendations to improve overall system response.

Council will receive an update on the evaluation observations and findings for Phase 2 (*Ambulance Response/ Low Accuity Medical calls*) and Phase 3 (*Community Service Officers, Outreach Teams, Park and Downtown Ambassadors, Neighborhood Service Officers, and Unhoused Response Services, and Downtown Resource Officers*). In addition, staff will also provide additional information specific to Phase 1 (CAHOOTS).

BACKGROUND

The City has a long-standing practice of innovating in aligning service response to community need. The Community Safety Initiative, funded by the City Payroll Tax, is an example of organization wide efforts to shift from traditional systems to alternative programs such as Community Court, Single Roll Fire Service Response, and Community Service Officers. The long-standing partnership for CAHOOTS services is another example of aligning service response with the need to assist individuals in crisis. Alternative service models are also an opportunity to serve the community in a cost-efficient manner while delivering positive outcomes.

Over the course of the past two years, the City has received community feedback in support of alternative response programs and council provided direction to evaluate the current system of services with a specific emphasis on CAHOOTS. Council approved funding to complete the service evaluation in December 2021. In February, staff initiated the evaluation process by defining the scope of work and hiring a consultant. BerryDunn Consulting services was selected to complete this evaluation and assessment.

The BerryDunn team began the service evaluation and assessment in June and provided an overview of the Alternative Response Study to Council on October 10, 2022. The evaluation process includes interviewing stakeholders, collecting and reviewing program data, and assessing

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the strengths, challenges and opportunities for each service area.

BerryDunn has completed more than 70 on-site and virtual interviews with City staff, CAHOOTS staff, and other service system stakeholders. BerryDunn is nearing completion of the phases or program specific evaluation. Each phase of response assessment will be used to develop a system map and comprehensive set of recommendations.

On October 10, 2022 Council Work Session BerryDunn provided initial findings and observations related to Phase 1 – CAHOOTS. BerryDunn met with CAHOOTS and City Staff to gather data, learn about the service model, call volume, operational coordination, and community impact. Input gathered during interviews stressed the importance of addressing the community need for street level mental health crisis response. BerryDunn reported CAHOOTS is a successful and valued community service which has experienced challenges in providing consistent service response. Key findings include:

- Data Challenges - lacking granularity with data collection (City & CAHOOTS).
- Imbalance between demand (volume of work) and capacity.
- Need for monitoring and adjusting service response to optimize availability for critical mental health crisis response.

Council will receive additional program details related to CAHOOTS services at the upcoming work session and recommendations will be included in the final phase of the assessment.

At the November 16, work session BerryDunn will provide Phase 2 and Phase 3 system observations and initial findings. Program service assessment will include the following:

- **Ambulance Response / Low Acuity Calls for Service:**

Since 2010, ESF has experienced an increase of more than 40% in calls for service and the number of ambulance transports has increased 34% over the same time period. During that period, the level of personnel has not kept pace with the increase in service demand.

ESF has continued to review alternative service options to align response with the need. Approximately 7 years ago, ESF piloted a Basic Life Support (BLS) response service. This service change was established to increase capacity at a lower cost of service. In addition, ESF has recently launched a single-roll system in an effort to continue to diversify service response.

BerryDunn will assess the current system programs and will conduct industry research and analysis on Mobile Integrated Health and Community Paramedic programs as part of the evaluation.

- **Community Response Services:**

This portion of the study includes a variety of alternative response systems to include:

- Community Service Officers (CSO)
- Outreach Teams
- Parks and Downtown Ambassadors
- Neighborhood Service Officers

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- Unhoused Response Services (right-of-way and parks cleanup)
- Parks and Downtown Resource Officers

These programs provide a wide array of service response across the city and often partner in response to community needs. BerryDunn is evaluating the specific roles and responsibilities for each of the services, collecting and reviewing data related to calls for service and response, and assessing community impact. BerryDunn is assessing the strengths and challenges across the program areas and opportunities for improved collaboration and coordination to better serve the community.

Through the cumulative analysis and evaluation of all the services in Phases 1, 2 and 3, BerryDunn will provide a report that highlights what is working well for the City and outlines gaps in its service delivery model as well as opportunities for improvement. The report will include the financial implications of alternative service models and guide the City in strategically planning for and implementing the recommendations as a result of this study. The report should be supported by metrics and data and aligned with current best practices in the industry and in comparable municipalities.

The Alternative Response Study is scheduled to be completed in January 2023.

PREVIOUS COUNCIL DIRECTION

[October 10, 2022 City Council Meeting](#)

City Council Received an overview of the Alternative Response Study which included an update on the first phase process and observations related to CAHOOTS services provided.

[May 18, 2022 Budget Committee Meeting](#)

The Budget Committee received an update on the hiring of Berry Dunn to complete the Alternative Response Study.

[December 8, 2021, Budget Committee Meeting](#)

The Budget Committee met and received an overview of the American Rescue Plan Act (ARPA) which included a segment on the Alternative Response Study where they provided feedback and asked questions.

COUNCIL OPTIONS

Information Item Only

ATTACHMENTS

None

FOR MORE INFORMATION

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