

Meadows Mental Health Policy Institute

Statement of Work and Expectations

1) Project Overview

- a) The City of Galveston through the Galveston Police Department and the Galveston Fire Department will provide services to support, launch and operate Multi-Disciplinary Response Teams (MDRT) from the primary hub of Gulf Coast Center. The MRDT will include a full-time (1.0 FTE) commissioned peace officer from Galveston Police Department (GPD), a full-time (1.0 FTE) paramedic from Galveston Fire Department (GFD), and a full-time (1.0 FTE) behavioral health professional employed by Gulf Coast Center (GCC). Two of each position will be provided for full program operation.
- b) The primary goals of this project are to: 1) be the primary response to mental health emergency calls in the City of Galveston during team assigned duty hours, 2) provide immediate response, stabilization, diversion from hospital and jail when appropriate, and a relief from burden of law enforcement response for persons in need of mental health crisis care and 3) enhance the ability of law enforcement to respond to public safety needs in a timely, effective, and efficient manner while affording citizens with emergent behavioral health care needs a medical model response. Additionally, the City of Galveston will implement an additional service at the 911 answering point and add a virtual person-centered triage into the 911 call center by changing the answering script to “police, fire, EMS or mental health”.

2) Project Objectives

- a) Reduce the number of GPD patrol units and GFD first responder units which respond to mental health emergency calls;
- b) Reduce hospitalization, emergency department visits, and jail bookings for person with mental health emergency care needs;
- c) Reduce repeat mental health emergencies for people living with chronic care needs in the Galveston community;
- d) Reduce reliance on public safety as the mental health care case coordination provider and increase public safety time for Galveston Police staff resources and medical emergency response resource availability for GFD; and,
- e) Reduce use of force on calls with a mental health care element.

3) Work Product and Expectations

In furtherance of the Project objectives set forth above, the Subgrantee shall conduct the activities and produce the deliverables for the Project described below.

- a) **Subgrantee will:**

- i) Be participating members of a multidisciplinary response team (MDRT) as defined in the Pew National Trust Texas Snapshot attached as (Appendix A).
- ii) Provide services for public safety mental health related calls for service to the Galveston 911 communications center to alleviate the call burden to the police department including calls which may present with moderate public safety risk.
- iii) Develop a call answering protocol to address risk to civilian team members.
- iv) Galveston Fire Department Medics will complete a detailed medical and physical preliminary screening assessment when safe to do so for patients on calls subject to the Galveston Compassionate Open Access to Services & Treatment (COAST) Team.
- v) Leverage community partnerships to ensure continuity of care following stabilization, hospital transport, or emergency detention.
- vi) Provide proactive prevention and intervention services for persons who chronically use emergency services to ensure access to reduce the risk of reliance on emergency services.
- vii) Make recommendations for developing or procuring necessary staffing and functionality to support a cohesive team environment;
- viii) Ensure adequate staffing to complete outreach and follow-up activities as well as attend critical case staffing with mental health community partners;
- ix) Assign equipment, housing and duty shifts in accordance with the mutually agreed upon staffing schedule attached as (Appendix B)
- x) Each department administrative representative and shift supervisor will notify the COAST Team operational and administrative supervisor immediately with shift vacancies and provide alternative staff for the shift.
- xi) Maintain records and provide data for program evaluation.
- xii) Ensure all assigned staff follow mutually agreed upon policies and procedures to achieve program goals and outcomes attached as (Appendix C).
- xiii) Support the development of quality assurance and evaluation plans; and,
- xiv) Support the development of data collection and storage plans.

4) Activities, Support, and Milestones

a) Organizational, development, and budget preparation:

- i) Prepare and approve program budget annually by August 1st.
- ii) Monitor budget expenditures monthly and prepare a modified budget as needed with no expectation of additional funding but goal setting for fund raising or municipal investment.
- iii) Provide staffing recommendations for all non-field in kind functional areas: program supervisor, fiscal, and administrative functions;

- iv) Support streamlining of job posting/hiring process or recruiting and assigning staff for key positions necessary for program development;
- v) Complete training plan for all positions within the COAST Team as provided in (Appendix C);
- vi) Determine regulatory requirements, develop materials and processes, and support implementation for community-based treatment, prevention, intervention, outreach, hospital and jail diversion;
- vii) Develop program policies which will prioritize public safety call answering, treat in place, prevention, intervention, outreach, and hospital and jail diversion;
- viii) Develop peace officer standard operating procedures and apprehension by a peace officer without a warrant decision tree;
- ix) Develop or attach to standard operating procedures paramedic medical protocols adopted by the City of Galveston;
- x) Develop paramedic field stabilization protocols and scene management protocols,
- xi) Determine Call Center standard operating procedures in collaboration with Gulf Coast Center for the clinical positions to include staff coverage for Call Center ensuring no fewer than 16 hours of coverage per day for 7 days per week;
- xii) Develop team follow-up protocols and productivity standards ensuring 60% of team time is spent face-to-face with a client; and
- xiii) Ensure team is fully staffed and operational at all times.

b) Project Development and Structure

With public, client, team, and officer safety as a continuous primary objective the COAST Team shall serve as the primary response for mental health emergency calls, which do not present a severe threat of immediate violence, received by the City of Galveston 911 call center during COAST Team deployment hours.

i) Subgrantee's Project development will include the following:

(1) COAST Team Development and Operation

- (a) The city of Galveston will provide two (2) full-time police officers for the operation of the COAST team.
- (b) The police officers will be in good standing with the Galveston Police Department, have advanced mental health training, and at least 5 years continuous full-time police experience or 5 years cumulative experience working with inmates in a correctional facility combined with full-time police experience. Note that the Meadows Institute does not recommend utilizing an officer with less than 5 years continuous full-time police service.

- (c) The officer will provide services as described in the Pew National Trust MDRT policy brief, project objectives, and standard operating guidelines.
 - (d) Galveston Police Department will ensure continuous program staffing in accordance with the mutually agreed upon schedule attached as (Appendix B)
 - (e) Galveston Police Department will maintain records in such a way to allow data retrieval for program evaluation.
 - (f) The City of Galveston will provide two (2) full-time paramedics for the operation of the COAST team.
 - (g) The medics will be in good standing with the City, have mental health training, and at least 5 years continuous full-time medic experience.
 - (h) The medic will provide services as described in the Pew National Trust MDRT policy brief, project objectives, and standard operating guidelines.
 - (i) The city of Galveston through Galveston Fire Department will ensure continuous medic program staffing in accordance with the mutually agreed upon schedule attached as (Appendix B)
 - (j) Galveston Fire Department will maintain records in such a way to allow data retrieval for program evaluation
- (2) Call Center Development and Operation
- (a) The Call Center clinician and supervisor will serve as the primary triage for COAST Team calls when available;
 - (b) The Galveston Police Department will develop standard operating procedures for the Galveston Police Department to determine a level of response which will include:
 - (c) Assessment of risk of violence
 - (i) COAST Team alone
 - (ii) COAST Team plus 1 patrol unit
 - (iii) COAST Team plus 2 patrol units
 - (iv) COAST Team plus 3 patrol units
 - (v) COAST Team on standby while scene is cleared by existing response protocol;
 - (d) The Call Center clinician will conduct primary triage for all COAST team calls, when available;
 - (e) The Call Center Clinician will have a skill set that includes rapid decision making, an ability to effectively work in high pressure environments, knowledge of the field of law enforcement and public safety and proficiency in crisis resolution;
 - (f) Call logging and coding data will be collected in such a manner that impact of the clinician on appropriate call assignment can be researched.

(3) Overtime Pool

- (a) An approved overtime (OT) pool may be used for the positions when:
 - (i) Galveston Police Department and Galveston Fire Department are at critical staffing levels as determined by departmental leadership;
 - (ii) All OT participants have been approved by the program supervisor and demonstrated ability to be a consistent and reliable member of the COAST Team;
 - (iii) The OT pool contains a finite group of staff, meeting above criteria, and assigned with predictability to the COAST Team;
 - (iv) The use of an OT pool does not require additional grant funding nor reduce the operating hours stipulated within this agreement.

c) Provide Data

- i) Subgrantee shall develop and maintain monthly statistical data in collaboration with the Gulf Coast Center and provide upon request:
 - (1) COAST Team Data as attached as (Appendix D) including:
 - (a) Total number served;
 - (b) Unduplicated number served;
 - (c) Unduplicated hospital diversion;
 - (d) Unduplicated jail diversion;
 - (e) Total and Unduplicated number of outreach calls;
 - (f) Total and Unduplicated number of follow up calls; and
 - (2) Assisted by Gulf Coast Center complete a study to demonstrate officer time spent on mental health emergency calls to include:
 - (a) Number of patrol units dispatched to, and individual officer time spent on, mental health emergency calls:
 - (i) Pre-deployment;
 - (ii) 60 days post-deployment;
 - (iii) 90 days post-deployment;
 - (iv) 180 days post-deployment; and
 - (v) One year post-deployment.
 - (3) Call Center Data attached as (Appendix E)
 - (a) Total number of mental health emergency calls received
 - (b) Number of calls answered by the COAST team as the primary unit
 - (c) Number of calls answered by the COAST team as a support or assisting unit
 - (d) Number of emergency detentions decided and conducted by the COAST Team officer

- (e) Number of emergency detentions decided and conducted by non-COAST officer when COAST team was present
 - (f) Number of arrests on warrants
 - (g) Number of hospital diversions as determined by clinician judgment
 - (h) Number of repeated calls
 - (i) Number of calls to which a mental health nature code was added as a secondary code
 - (j) Number of Mental Health Service Requests
 - (k) Number of mental health calls for service with a specific request for police
 - (l) Number of calls officer requesting crisis line consult
 - (m) Number of calls diverted from a law enforcement response
 - (n) Number of calls sent to Mobile Crisis Outreach Team (MCOT)
 - (o) Number of calls sent to EMS
 - (p) Number of calls sent to crisis-line for diversion
 - (q) Number of calls routed back to dispatch from the crisis-line for an emergency response
 - (r) Number of actual diversions
 - (s) Number of calls which included a mental health component to which police were dispatched due to a public safety risk
 - (t) Number of injuries to first responder personnel while answering a mental health call for service which does not include the COAST team as a responding unit
 - (u) Number of injuries to non-first responder personnel during a mental health call for service which does not include COAST team as a responding unit
 - (v) Number of injuries to first responder personnel, including COAST team members, while answering a mental health call for service which does include the COAST team.
 - (w) Number of injuries to non-first responder personnel while answering a mental health call for service which does include the COAST team.
 - (x) Number of mental health calls for service which a weapon is identified at communications center level
 - (y) Number of mental health calls for service which a weapon is identified by responding units
- ii) Each fiscal year subcontractor will provide an expenditure report reflecting actual program expenditures no later than 90 days following the close of the fiscal year.

5) Expected Deliverables and Schedule of Delivery

a) Year 1

- i) **March, 2023: Full program launch.**

- ii) May 15, 2023: Midyear organizational development and budget completed.
- iii) August 1, 2023: Year 2 organizational development and budget completed.
- iv) August 15, 2023: Preliminary year one report due per Exhibit A Sections 6.a.i; Exhibit A Section 6.a.ii; Exhibit A Section 6.a.iii (Provide Data)
- v) December 15, 2023: Preliminary year one report including officer time saved analysis due per Exhibit A Sections 6.a.i; Exhibit A Section 6.a.ii; Exhibit A Section 6.a.iii (Provide Data)
- vi) February 1, 2024: Report due year one report due per Exhibit A Sections 6.a.i; Exhibit A Section 6.a.ii; Exhibit A Section 6.a.iii (Provide Data)
- vii) March 30, 2024 Year 1 Fiscal Expenditure Report due with actual expenditures.

b) Year 2

- i) May 15, 2024: Midyear organizational development and budget completed.
- ii) August 1, 2024: Year 3 organizational development and budget completed.
- iii) August 15, 2024: Preliminary year one report due per Exhibit A Sections 4.c.i; Exhibit A Section 4.c.ii; Exhibit A Section 4.c.iii (Provide Data)
- iv) December 15, 2024: Preliminary year two report including officer time saved analysis due per Exhibit A Sections 4.c.i; Exhibit A Section 4.c.ii; Exhibit A Section 4.c.iii (Provide Data)
- v) February 1, 2025: Report due year two report due per Exhibit A Sections 4.c.i; Exhibit A Section 4.c.ii; Exhibit A Section 4.c.iii (Provide Data)
- vi) March 30, 2025 Year 2 Fiscal Expenditure Report due with actual expenditures.

6) Application of Subgrant Funds, Payment Schedule, and the Subgrantee's Contributions

The Subgrantee is expected to contribute to the Project through the leveraging of resources and in-kind contributions. Such contributions may include, but not be limited to: (i) any in-kind contributions from the Subgrantee which are required for implementation of the Project; and (ii) contributions from local community and private stakeholders (e.g., from area hospitals and mental health providers).

- a) Application of the Subgrant Funds to be paid by the Meadows Institute and the expected contributions of the Subgrantee to the Project for Year 1 of the Project are as follows:
 - i) Year One
 - (1) Up to and not to exceed \$450,000 of Subgrant Funds from the Meadows Institute;

- (2) Up to \$200,000 of in-kind and cash match for each Police and Fire Department contribution from the subgrantee for successful program development and implementation.
 - (3) The timing of the Meadows Institute’s payments to the Subgrantee shall be as follows:
 - (a) Payment of \$250,000 will be made upon completion of successful launch of the COAST Team having satisfied deliverables in Exhibit A Sections 3.a; 4.a; 4.b.1. Subgrantee will invoice Meadows Institute by email to AP@mmhpi.org. Meadows Institute will remit payment to Subgrantee within 30 days of the date of each invoice.
 - (4) Organizational development and budget completion; and completion of Standard Operating Procedures.
 - (a) Payment of \$200,000 will be made upon receipt of all year one deliverables and final fiscal expenditure report. Subgrantee will invoice Meadows Institute by email to AP@mmhpi.org. Meadows Institute will remit payment to Subgrantee within 30 days of the date of each invoice.
- ii) Year 2
- (1) Provided the funding Year 2 fund raising goals are met, the application of the Subgrant Funds to be paid by Meadows Institute and the expected contributions of the Subgrantee to the Project for Year 2 of the Project are as follows:
 - (a) Up to and not to exceed \$450,000 of Subgrant Funds from Meadows Institute;
 - (b) Up to \$200,000 of in-kind and cash match for each Police and Fire Department contribution from the subgrantee for successful program development and implementation.
 - (2) The timing of Meadows Institute’s payments to the Subgrantee shall be as follows:
 - (a) Payment of \$250,000 will be made upon completion of successful launch of the COAST Team having satisfied deliverables in Exhibit A Sections Exhibit A Sections 3.a; 4.a; 4.b.1. Subgrantee will invoice Meadows Institute by email to AP@mmhpi.org. Meadows Institute will remit payment to Subgrantee within 30 days of the date of each invoice.
 - (3) Organizational development and budget completion; and completion of Standard Operating Procedures.
 - (a) Payment of \$200,000 will be made upon receipt of all year two deliverables and final fiscal expenditure report. Subgrantee will invoice Meadows Institute by email to AP@mmhpi.org. Meadows Institute will remit payment to Subgrantee within 30 days of the date of each invoice.

