



In the 2021-2022 budget, the Mayor proposed and City Council approved a pilot program, known as Crisis and Incident Response through Community-led Engagement (CIRCLE), to provide an alternative, unarmed response to non-emergency 911 calls involving people experiencing homelessness (PEH). The pilot is intended to improve the City's interactions with and response to unhoused Angelenos and allow officers to focus on traditional law enforcement efforts.

The nonprofit organization Urban Alchemy (UA) is the program's operator. UA's mission is to transform people and communities at the intersection of extreme poverty, addiction, mental illness, and homelessness through respect and compassion.

## Program Overview

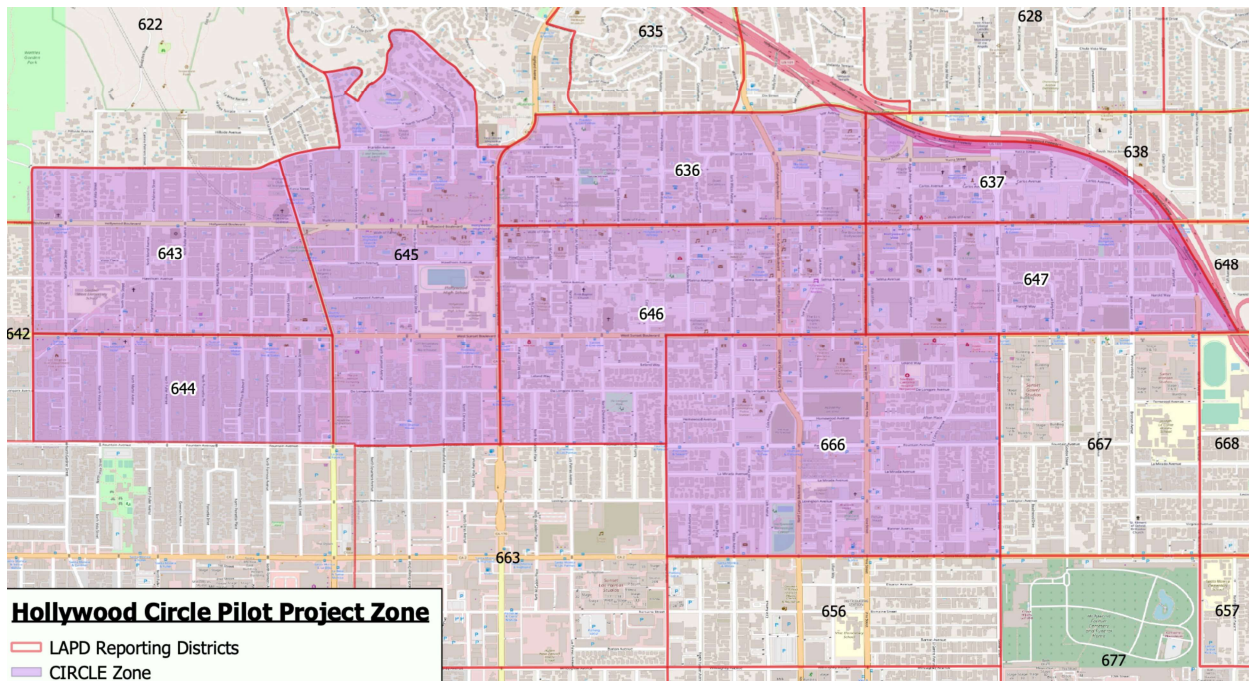
- **24/7 Crisis Response**
  - Crisis Response Teams (CRTs) will be available 24/7 to respond to diverted non-emergency, non-violent 911 calls involving PEH in specific RDs within Hollywood and Venice.
  - CRTs will be composed of 3 members, including a licensed mental or behavioral health clinician and two crisis or homeless outreach practitioners with lived experience.
  - The teams will be directed by CIRCLE dispatch operators and will respond to diverted 911 calls involving PEH, including well-being checks, indecent exposure or lack of clothing, loitering, and noise complaints.
  - Teams will be equipped with vehicles for transport, as well as face masks, sanitizer, first aid equipment, water, snacks, clothing, and Narcan.
  
- **Proactive Embedded Response Teams**
  - The Proactive Embedded Response Teams (PERTs) will be deployed in areas of high need within each pilot area for eight hours a day, seven-days-a-week.
  - The teams will be composed of two homeless outreach practitioners with lived experience.
  - PERTs will proactively de-escalate situations and provide sustained outreach and referrals, light sanitation services, and COVID-19 prevention education and connection to testing and vaccinations.
  
- **Decompression Centers**
  - The CIRCLE Teams will operate a 24/7 decompression center in each pilot area where teams can deploy from and bring unhoused individuals who need a reprieve from the street.

- The Centers will have water, snacks, and a place for individuals to sit and lie down.
- Hollywood Center location: 1710 N. Cherokee Ave., Suite B
- Venice Center location: Westminster Dog Park & Senior Center - 1234 Pacific Ave

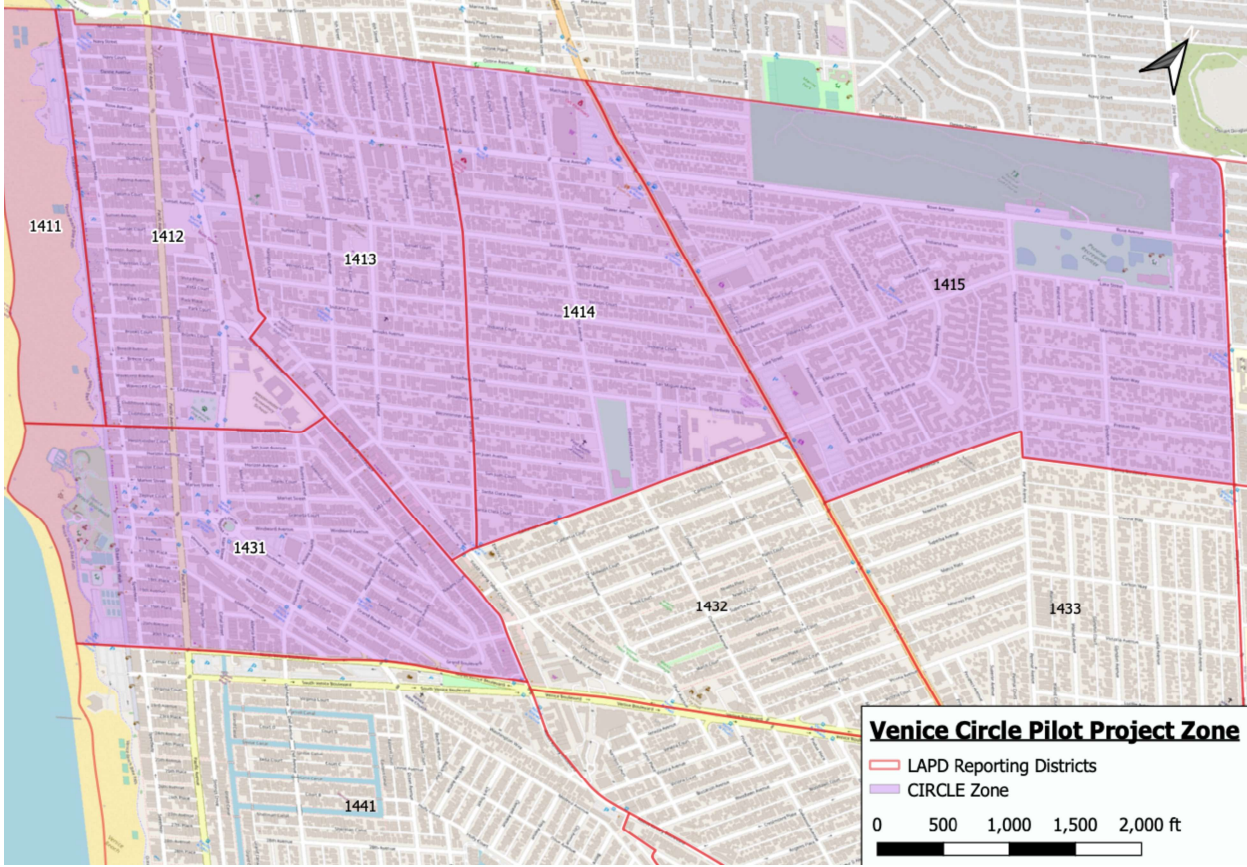
- **Pilot Locations**

- Hollywood Pilot Area
  - Council Districts 4 and 13
  - RDs - 643, 644, 645, 646, 666, 636, 637, 647
- Venice Pilot Area
  - Council District 11
  - RDs: 1411, 1412, 1413, 1414, 1415, 1431.

## Hollywood Pilot Area



# Venice Pilot Area





- Well-being check, when:
  - There is a concern for the quality life for a PEH only. (i.e. a PEH appears to have poor nutrition, limited resources, and/or may suffer from substance abuse).
  - The PEH is possibly suffering from the effects of narcotics and/or alcohol abuse.
  - The PEH does not require medical attention.
  - The PEH is not actively engaging in narcotics and/or ingesting alcohol.
  - There is no ongoing crime.
  - There is no immediate danger, threat, or potential for violence.
  
- Indecent Exposure, when:
  - The PEH is inadequately clothed enough to meet the current climate, including extreme high or low temperatures (i.e. a PEH wearing a tank top and shorts is seen sitting on a bench and shaking during a cold winter night).
  - The PEH is not willfully engaging in lewd conduct.
  - The PEH is not within close proximity of children or a location where children are frequently located (i.e. school, park, day care facility, etc.).
  - There is no ongoing crime.
  - There is no immediate danger, threat, or potential for violence.
  
- Loitering or trespassing, when:
  - The caller is requesting a PEH to be removed from a private property (i.e. a caller is requesting a PEH to leave their property or business, a PEH is blocking the entrance to a business, a PEH is sleeping in the parking lot of an apartment complex, etc.)
  - There is no trespass order on file.
  - There is no ongoing crime.
  - There is no immediate danger, threat, or potential for violence.
  
- Noise complaint, when:
  - The noise is heard from a PEH or encampment (i.e. loud music heard from encampment, PEH is yelling obscenities at passersby, etc.)
  - There is no ongoing crime.
  - There is no immediate danger, threat, or potential for violence.
  
- Syringe disposal, when:
  - The syringe(s) is located on private and/or public property.
  - The syringe(s) is perceived to be empty and does not contain a narcotic substance (i.e. empty syringes found in an alley, used syringe found in the back yard of a caller, etc.).
  - The syringe(s) is not actively being used.
  - There are no children in the area.
  - There is no immediate danger, threat, or potential for violence.
  
- Other Non-Emergency Request for Assistance from a PEH or Third Party, when:
  - There is no immediate danger, threat, or potential for violence.

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## 6 Tips For Maintaining A Positive Attitude

**1. Decide to have a positive attitude.** We are responsible for our own happiness; other people can't make us happy. We need to decide to make ourselves happy then we don't have to wait around for someone else to do it for us.



**2. Surround yourself with positive people.** We become like the people we spend the most time with. When we surround ourselves with negative people, we can become negative. When we surround ourselves with positive people, their attitude is contagious.

**3. Use positive affirmations.** A.L. Kitzelman said, "The words 'I am....' are potent words; be careful what you hitch them to." We need to replace our negative self talk with positive affirmations. Replace "I hate getting up in the morning" with "I am grateful for a new day." Eventually changing our self talk will lead to the changes in our behavior.



**4. Be very selective of the music and news information that you listen to.**  
GARBAGE IN = GARBAGE OUT!

**5. Take time to help other people.** Perform some community service; help a neighbor in need. When we do some service for others, it takes our mind away from our own situation. It also demonstrates to us that we can have a positive impact on our world.

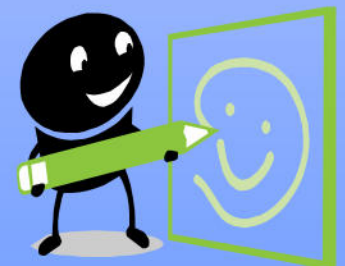


**6. Don't stop; never give up.** Even when we have a positive attitude, we still have days when we don't feel quite so positive. On these days, we may need to take extra time to review the previous six tips and remember to not give in to the negativity around us.

Kathy Eubanks

## 10 Things That a Positive Attitude In The Workplace Can Do

1. Career success
2. Reduce stress
3. Less sick days and better productivity
4. Improve client relations
5. Become a better leader
6. Improve the attitude of other employees or those who report to you
7. Improve teamwork
8. Improve motivation for yourself and others
9. Improve decision-making and overcome challenges
10. Improve Interpersonal Relations





# REFERRAL & RESOUR

## MENTAL HEALTH

East L. A. Mental Health  
2523 W. 7th St.  
Los Angeles, CA. 90057  
213-480-1557

L.A. County Mental Health  
320 W. Temple #9  
Los Angeles, CA. 90012  
213-974-0515

DiDi Hirsch  
672 LaFaye  
Los Angeles  
213-381-36

Gateway Hospital & M.H  
1891 Effie St.  
Los Angeles, CA. 90026  
323-644-2000

Behavioral Medicine Services  
1720 E. Ceasar Chavez Ave.  
Los Angeles, CA. 90033  
323-256-5037

Portals Me  
679 S. New  
Los Angeles  
213-639-02

Mental Health & Counseling Services  
937 Cole Ave. #2  
Los Angeles, CA. 90038  
323-761-2257

SCHARP  
3860 Crenshaw Blvd.  
Los Angeles, Calif. 90008  
(323) 593-5300

Downtown  
529 Maple  
Los Angeles  
213-430-67

Hollywood Mental Health  
1224 Vine St.  
Los Angeles, CA. 90038  
323-769-6100

Mental Health Services  
4601 S. Broadway  
Los Angeles, CA. 90037  
213-223-5922

Oasis (SHAF  
5203 Verm  
Los Angeles  
323-751-26

Kedren (Mental Health)  
4211 S. Avalon  
Los Angeles, CA. 90011  
323-234-0616

Kedren (Health Center)  
4211 S. Avalon Blvd.  
Los Angeles, CA. 90011  
323-233-0425

SCHARP/FS  
8730 Verm  
Los Angeles

## YOUTH & YOUNG ADULT MENTAL HEALTH

Gateways- Youth & Young Adult  
1891 Effie St.  
Los Angeles, CA. 90026  
323-644-2000

East L.A. Mental Health Services  
2523 W. 7th St.  
Los Angeles, CA. 90057  
213-480-1557

Visions Adc  
11101 W. C  
Los Angeles  
310-476-00

Eggleston Behavioral Health  
3001 W. Vermont Ave.

VIBE Young Adult Mental Health  
31862 S, Coast Hwy #100,

Discovery M  
11911 Wa



Los Angeles, CA. 90008  
(626) 480-8107

Laguna Beach, CA 92651  
(949) 499-7504

Whittier, Ca  
(562) 268-5

#### MEDICAL CLINICS

JWCH Downtown  
522 S. San Pedro St.  
Los Angeles, CA. 90013  
562-867-7999

JWC H Mid City  
954 N. Vermont Ave.  
Los Angeles, CA. 90029  
323-454-4850

JWCH PATH  
320 N. Mac  
Los Angeles  
866-733-59

STAR Clinic  
242 E. 6th St.  
Los Angeles, CA. 90014  
213-833-5300

To Help Everyone Clinic  
3834 S. Western Ave.  
Los Angeles, CA. 90062  
323-730-1920

Hollywood  
3324 Sunse  
Los Angeles  
323-660-24

Hollywood Urgent Care  
5717 Melrose Ave.  
Los Angeles, CA. 90038  
323-957-2773

Hollywood Walk-In Clinic  
6430 Selma Ave. 1st Floor  
Los Angeles, CA 90028  
323-237-8732

Saban Clinic  
8405 Bever  
5205 Melrc  
6043 Holly  
137 N. Virg  
6636 Selma  
323-653-19

#### EMERGENCY SHELTERS

Los Angeles Mission  
303 E.5th St.  
Los Angeles, CA. 90013  
213-629-1227  
Co-Ed

Union Rescue Mission  
545 San Pedro St.  
Los Angeles, CA. 90013  
213-347-6300  
Co-Ed

Pathway's 1  
3804 Broad  
Los Angeles  
(323) 389-1

Hawkes Transitional Residence  
1640 Rockwood St.  
Los Angeles, CA. 90026  
213-626-4681  
Women's Domestic Violence

Emmanuel Baptiste Rescue Mission  
530 E 5th St.  
Los Angeles, CA. 90013  
213-260-8035

Joven's Inc.  
1208 Pleasa  
Los Angeles  
323-260-80

Gardner Street Bridge Housing  
1403 N. Gardner St.  
Los Angeles, CA. 90046  
209-340-5990

The Village (People Concern)  
527 Crocker St.  
Los Angeles, CA 90013  
213-488-9559

The Barrack  
522 S. Croc  
Los Angeles  
Veteran ne

El Puente-The People Concern  
711 N. Alameda St.  
Los Angeles, CA. 90012

Covenant House Youth & YA  
1325 N Western Ave.  
Los Angeles, CA. 90027

The Russ  
517 San Jul  
Los Angeles

323-334-9000

First To Serve  
1718 W Vernon Ave,  
Los Angeles, CA 90047  
Margarita Vasquez - (323) 903-5195

DOMESTIC (800)  
VIOLENCE 978-3600

(323) 461-3131

Midnight Mission  
601 San Pedro St.  
Los Angeles, CA. 90013  
Larry Love 213-624-9258

Denise Wal

A Bridge Hc  
100 Sunset  
Venice, CA.

# RCES

Mental Health Services  
The Park Pl. #6  
San Jose, CA. 95057  
2012

Mental Health  
Hampshire Ave.  
San Jose, CA. 95005  
1999

Mental Health  
Ave.  
San Jose, CA. 95013  
2000

RP)  
Mont Ave  
San Jose, CA. 95037  
1977

P  
Mont Ave.  
San Jose, CA. 95044

Adolescent & Out-Patient  
Olympic Blvd.  
San Jose, CA. 95064  
1933

Mood & Anxiety Program  
Washington Blvd,

A 90606

652

1 Clinic

15000 Ste. A  
Los Angeles, CA. 90004  
124

Sunset Free Clinic

15000 Blvd.  
Los Angeles, CA. 90026  
100

3

C

15000 Blvd., L.A. CA 90048  
15000 Ave. L.A. CA 90038  
15000 Wood Blvd. L.A. CA 90028  
15000 Hill Ave. L.A. CA 90004  
15000 Hill Ave. L.A. CA 90028  
190

To Home

15000 Hwy Pl.  
Los Angeles, CA. 90037  
.500

Center

15000 Ant Ave.  
Los Angeles, Ca. 90033  
135

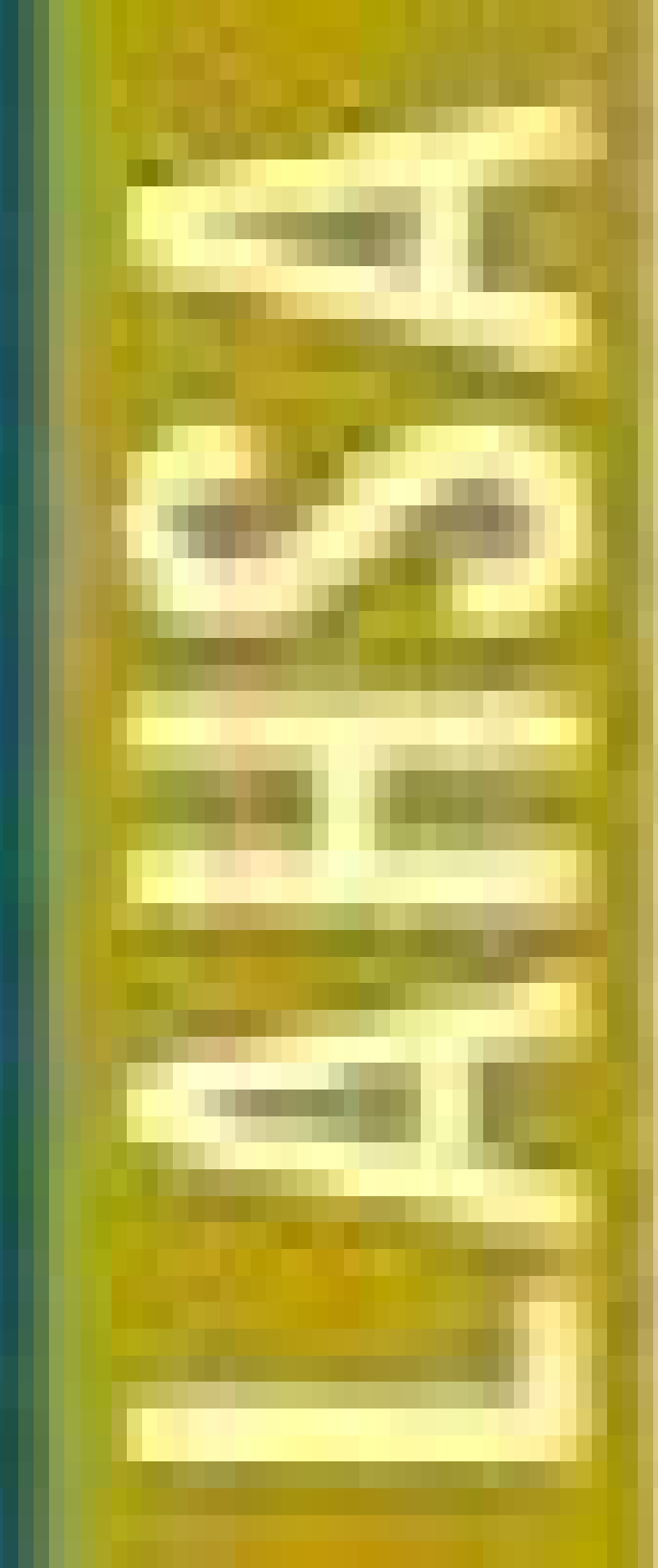
15000 (VOA)

15000 Ker St.  
Los Angeles, CA. 90013  
15000 ed referral from VA

15000 ian

Los Angeles, CA. 90013















Plank White  
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5000LS

310337















Agenda CIRCLE: Urban Alchemy Meeting  
*November 19, 2021*

Materials Sent:

- Phone Numbers: Emergency Number (PD ONLY/NON-PUBLIC) and Non-Emergency Number (PUBLIC)
- Types of Calls
  - o Update with Indecent Exposure
- Types of Dispositions
- Data Capture Items
  - o ZenDesk
    - Can reports be run based off the items we sent?
    - Timeline on when ZenDesk will be ready.
    - Phone number for Urban Alchemy.

Divisional Order

- Updated with the new information.

Dispatch Fundamentals Training Procedures

- Materials Include:
  - o LAPD Mission Statement – Core Values
  - o Interview Techniques
  - o Customer Service Tips for Maintaining a Positive Attitude
- Training Dispatchers
  - o Sit Alongs

Agenda CIRCLE: Urban Alchemy Meeting  
*December 9, 2021 @ 1:00 PM*

Divisional Order

- Waiting for the start date of Urban Alchemy.
- Draft (missing the start date) sent to Commanding Officers

Training

- Will take approx. a week with roll call trainings for PSRs.
- Sit-alongs for UA Operators at CD

Zen Desk

- CD personnel will meet with UA personnel to test out the system Friday, December 10 @ 11:00 AM

Data Capture Items for ZenDesk:

- UA advised they may be able to find out information and run reports on data such as:
  - o How many times a type of incident has happened.
  - o How many times a certain type of disposition was made.
  - o Information
    - During a specific time/date frame.
    - At a specific location.
    - From a specific phone number.
  - o How many times a call was transferred to a specific agency or entity, or transferred back to LAPD.
  - o Response times (Dispatched, Enroute, Arrival, etc.)

# Interview Techniques

## A. Primary assets of a good interview

1. **Patience**
2. **Positive attitude**
3. **Courtesy**
4. **Professional demeanor**

## B. Handling Callers

Callers have a wide range of attitudes and exhibit varying mannerisms on the telephone. They all have one thing in common: A problem that they believe the operator should be able to assist with or fix.

### 1. Technique

There are many techniques for dealing with callers. One of the best would be to treat a caller in the same way you want to be treated if you were to call them for service. Practice being empathetic.

A caller who reaches an operator may have been transferred several times from other extensions or may have received erroneous information. The caller may be upset for any number of reasons, which may or may not be justified.

The first thing an operator should do is **listen** to the caller and find out the problem. Quite often, permitting the caller to explain the situation without challenge or interruption will calm them. However, once it is obvious that you are sending resources, conclude the conversation by telling the caller that you will be dispatching an outreach worker and/or licensed behavioral health clinician.

Operators should be understanding and recognize that problems which seem unimportant to them may be extremely important to the caller. The attitude of the caller must not affect the operator. The caller may have a legitimate need for service.

### 2. Argumentative Callers

Do not argue with the caller. This is time consuming and often generates anger and unnecessary stress for all involved parties. Listen to the caller and avoid sarcasm. Such comments create resentment and ill feelings and may result in a personnel complaint.

Often a caller's problem may be the result of the caller's own making or may be a problem that appears to the operator to be very minor. In such cases, the operator should avoid "talking down" to the caller or talking in a patronizing manner. All callers should be treated equally, with dignity, understanding and consideration.

### **C. Elements of the Interview**

An "interview" refers to the questioning of a person in order to seek and evaluate information.

The operator's main objective is to ask those questions that will quickly and accurately disclose pertinent information.

1. The interview is divided into **three elements**:

**a. Introduction**

This initial contact with the calling party generally sets the stage for the remainder of the interview. It also establishes the subject's attitude toward the situation and the interviewer. The operator shall greet the caller courteously, using established telephone answering procedures.

**b. Main Body**

Identifies the information the caller has in regards to the situation. The basis objective is to ask the type of questions which will disclose what the subject knows about the incident.

**c. Close**

Close the interview courteously and in a businesslike manner regardless of the caller's demeanor or whether or not all information needed was obtained. Statements like "have a nice day," or "thanks for calling," should be avoided when handling any volatile situations. The interview is complete.

### **D. Interview Process**

There are several ways to handle a request for service. The information received during the interview process will determine whether the incident will be dispatched, broadcast as information or transferred to another entity. Certain types of questions can either aid or hinder the interview.

1. **Open-ended**

These types of questions require a lengthy answer constructed in the caller's own words and are used when additional information is required.

**Example:** "Tell me how Urban Alchemy can help you today?"



## 2. Close-ended

A closed-ended question, is a question that could be answered with a one-word answer or a simple “yes” or “no” In theory, a closed-ended question refers to any question in which callers are provided with options to choose a response from.

**Example:** “Do you need homeless shelter information and/or locations?”

To interview effectively, operator’s should keep in mind the following items:

- A. Interview strategies generally refer to the questioning of a person willing to give truthful answers, not an interrogation.
- B. Do not let the caller control the interview.
- C. Speak distinctly, maintaining a firm, but courteous, tone.
- D. Be sensitive to the emotional state of the caller.
- E. Make sure the caller is aware of your intention regarding the call.
- F. If transferring, tell the caller where you are transferring them and why.
- G. Allow the caller time to respond to questions and **LISTEN** to the answers.
- H. Be businesslike and terminate the interview in a positive manner.

# **Mission Statement and Core Values of the Los Angeles Police Department**

## **The Mission Statement of the LAPD**

It is the mission of the Los Angeles Police Department to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

## **Core Values of the LAPD**

The Core Values of the Los Angeles Police Department are intended to guide and inspire us in all we say and do. Making sure that our values become part of our day-to-day work life is our mandate, and they help to ensure that our personal and professional behavior can be a model for all to follow.

- Service to Our Communities
- Reverence for the Law
- Commitment to Leadership
- Integrity in All We Say and Do
- Respect for People
- Quality Through Continuous Improvement

### **Service to Our Communities**

We are dedicated to enhancing public safety and reducing the fear and the incidence of crime. People in our communities are our most important customers. Our motto "To Protect and to Serve" is not just a slogan - it is our way of life. We will work in partnership with the people in our communities and do our best, within the law, to solve community problems that effect public safety. We value the great diversity of people in both our residential and business communities and serve all with equal dedication.

**Reverence for the Law**

We have been given the honor and privilege of enforcing the law. We must always exercise integrity in the use of the power and authority that have been given to us by the people. Our personal and professional behavior should be a model for all to follow. We will obey and support the letter and spirit of the law.

**Commitment to Leadership**

We believe the Los Angeles Police Department should be a leader in law enforcement. We also believe that each individual needs to be a leader in his or her area of responsibility. Making sure that our values become part of our day-to-day work life is our mandate. We must each work to ensure that our co-workers, our professional colleagues, and our communities have the highest respect for the Los Angeles Police Department.

**Integrity in All We Say and Do**

Integrity is our standard. We are proud of our profession and will conduct ourselves in a manner that merits the respect of all people. We will demonstrate honest, ethical behavior in all our interactions. Our actions will match our words. We must have the courage to stand up for our beliefs and do what is right. Throughout the ranks, the Los Angeles Police Department has a long history of integrity and freedom from corruption. Upholding this proud tradition is a challenge we must all continue to meet.

**Respect for People**

Working with the Los Angeles Police Department should be challenging and rewarding. Our people are our most important resource. We can best serve the many and varied needs of our communities by empowering our employees to fulfill their responsibilities with knowledge, authority, and appropriate discretion. We encourage our people to submit ideas, we listen to their suggestions, and we help them develop to their maximum potential. We believe in treating all people with respect and dignity. We show concern and empathy for the victims of crime and treat violators of the law with fairness and dignity. By demonstrating respect for others, we will earn respect for the Los Angeles Police Department.

**Quality Through Continuous Improvement**

We will strive to achieve the highest level of quality in all aspects of our work. We can never be satisfied with the "status quo." We must aim for continuous improvement in serving the people in our communities. We value innovation and support creativity. We realize that constant change is a way of life in a dynamic city like Los Angeles, and we dedicate ourselves to proactively seeking new and better ways to serve.