

# SPD Reimagining Executive Order - Final Report Summary

Council Briefing – July 27, 2021



City of Seattle

# Executive Order to Reimagine Policing and Community Safety in Seattle

Established an interdepartmental team to:

- Conduct community engagement and outreach
- Analyze current SPD functions and practices
- Explore alternative models of community policing and response



# Work Beyond the Executive Order

- HSD conducted RFP to invest \$10.4 million into community safety capacity building
  - The RFP resulted in over 70 applications for more than three times the available funds
  - these investments mostly work on upstream prevention and restoration efforts and it is unlikely that these investments will become emergency response options in the near term
- What Works Cities sprint: Staff from MO, Council, Central Staff, SPD, SFD, OIG, HSD, and service providers participated in a six-week sprint to learn more about alternative emergency responses that have been successful in other cities
- External Engagements
  - NICJR
  - Accenture



# Community Outreach Summary

- **Community is not a monolith.** Recommendations and priorities were different with different constituent groups. As we develop new strategies, we must include feedback from a broad coalition of constituents and continue to center and uplift Black and brown voices when reviewing responses.
- **Public safety extends beyond policing.** Stakeholders strongly supported expanded or new funding opportunities for youth violence prevention, youth employment, homeless outreach services, affordable housing (particularly tiny house villages), and mental health resources. SPD patrol officers are often ill-equipped to help residents make connections to these resources.
- **People want a more visible patrol presences.** Residents shared a desire for SPD to return to “foot beats” and build opportunities for neighborhoods to develop deeper relationships with the officers that serve them. This recommendation became more prevalent when staffing shortages required that Community Police Team officers be redeployed to patrol operations.
  - This is not currently possible given present staffing constraints.



# Key Findings

- SPD staff shortages in the past 17 months translate to an estimated loss of over 300,000 officer hours a year
- Per the NICJR analysis and SPD internal analysis up to 12% of calls for service can be responded to without SPD involvement **in the near-term**
- With further analysis, it is likely that additional calls can be diverted without compromising safety for both responders and subjects
- **Person down calls** and **Priority Three welfare checks** have been identified as the first tranche of calls with the potential to be diverted from a sworn response
  - These types of calls accounted for over 23,000 service hours between 2017 and 2019.
- *There is an immediate need to identify an alternative response that can take non-criminal calls to alleviate the strain on SPD sworn staffing resources.*



# SPD Staffing and Fiscal Analysis

- SPD is currently net negative 188 officers between 2020 and 2021 (286 separations and 89 hires)
- These separations translate to over 300,000 lost service hours, annually
- For 10 out of the past 11 months, SPD has not met the 7-minute performance metric for emergency (Priority 1) calls or the 15-minute metric for urgent calls (Priority 2) in any month
- In 2021, SPD has been on Priority Status at some point more than 5 days a week on average
- Transferring responsibilities and developing alternative responses is necessary to ensure that calls receive responses and SPD can prioritize their over-stretched staff time appropriately

# Considerations for NICJR Report

- NICJR analysis did not take into consideration local legal limitations (i.e., RCW requirements) or labor implications when determining what can and cannot be offloaded
- Special events hours included off-duty work hours logged by Patrol Officers, these hours do not pull from on-duty resources but must be logged for officer safety and deconfliction
- Seattle is obligated to ensure safety for all responders and ensure there is no reason to anticipate potential harm for both responder and subject, NICJR did not conduct these analyses

*“The concept of risk, however, is missing from the NICJR analysis. It is overly simplistic – both conceptually and analytically – to arbitrarily group calls into different response tiers based on their general textual description...certain call characteristics are correlated with risky or dangerous situations. The broad concept of a tiered response model should be enhanced by layering a risk lens – grounded in data – to help ensure cities are not increasing their liability by sending individuals to situations where prior knowledge would have suggested a reasonable person to anticipate potential harm – for both the responder and the subject.”*

- Dr. Henry P. Alpert



# NICJR Call Analysis (2017-2019)

- NICJR conducted a review of calls and identified 174 call types as “Tier 1” or candidates for alternative responses without sworn officers
  - These 174 call types represent 689,245 dispatch events and **850,157 officer service hours** between 2017 and 2019
- SPD further examined the Tier 1 calls and confirmed that of the 174 identified by NICJR, 28 call types may not need SPD response
  - These 28 call types represents 12% of total calls (143,780 calls) and 6% of total officer service hours (141,884 hours)
  - **This includes some person-down and welfare check calls**
  - Person-down calls alone accounted for 23,427 hours between 2017-2019
- SPD agrees that some portion of the 101 other call types could be appropriate for alternative responses on a longer time horizon – given that both statutory and labor issues will need to be addressed
- Some groupings of calls – specifically traffic stops – are already being reviewed in collaboration with the Office of the Inspector General, and SPD believe this broader, Seattle-specific work should inform any redesign of the approach to these call types.



# New Alternate Response Triage Model Proposal

- NICJR and SPD analysis of SPD calls indicated that 12% of current calls for service could be diverted to an alternate response in the near-term
- Community outreach indicated that people are supportive of developing alternate responses
- HSD RFP did not surface any proposals that could implement a community-led emergency response in the near-term, Seattle needs to be responsive and develop interim alternative responses for person-down and welfare check calls while these community responses are scaled up

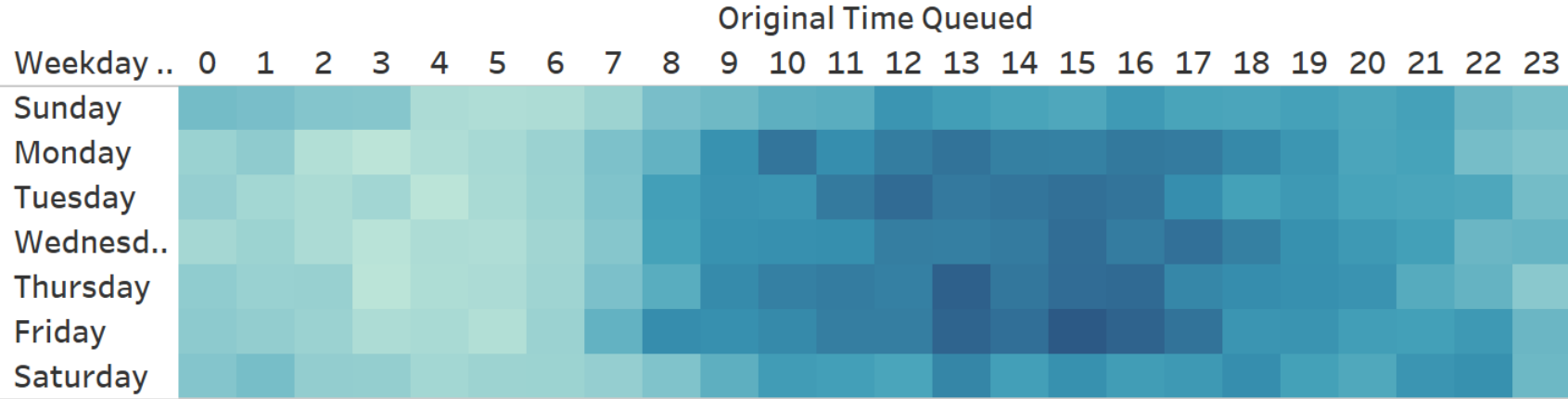
Proposal: ***Develop an alternate response option to triage some non-criminal non-health emergency calls currently***

# Health One vs. SPD Crisis Team vs. Triage Model

	Health One	SPD Crisis Team	Triage Model
Dispatch	FAC, SFD Operations, self-dispatch	Respond when available upon request of patrol to small and with limited hours for dispatch via CSCC	CSCC (primary), FAC/SPD/SFD Operations (secondary)
Staff	SFD firefighters and HSD case managers	One CIT Certified Sworn Officer and one Mental Health Professional	TBD: including outreach workers, MHPs, peer support/navigators
Call Nature	Primarily lower acuity with co-morbidities: depression, anxiety, general SI, intoxication, SUD crisis, chronic mental health	Support SPD patrol when higher level of crisis is exhibited and a likely need for court or service provider interaction. Priority 1 Welfare Checks	Assessment of Low to moderate acuity individuals with <b>NO</b> imminent medical concern, violence, weapons, or active criminality. Priority 3 Welfare Checks
Length of Engagement	On-scene response, plus follow-up and short-term case management	Mid-term level of engagement to stabilize and redirect to service providers, make DCR referrals, tailor response plans, triage all crisis calls	Immediate on-scene response and assessment to determine best secondary response: MIH, Health One, CRT, SFD, SPD referrals, etc.
SPD Involvement	Infrequent. Periodically for involuntary detention, crisis response	Responds to patrol requests for support and tracks all outcomes and dispositions for SPD Crisis calls	Likely more frequent: criminal trespass, involuntary detention, co-response for safety concerns

# Person-down & Welfare Check Calls

- For 2018-2020 SPD averaged 2770 priority three (lowest) welfare check requests
- For the same time period, SPD averaged 4,110 person down calls per year.
- Most of these calls (60%) resulted in a final disposition of "assistance rendered"
- Less than ten percent resulting in a final disposition that indicates an officer was needed and only two percent resulted in any type of arrest



# Anticipated Staffing Structure

- Civilian forward, with proficiency/experience in:
  - Crisis response and de-escalation
  - Homeless outreach and chemical dependency
  - Social service / healthcare system navigation
  - Peer support / lived experience
- Robust links with existing teams: Mobile Crisis Team, Crisis Response Unit, Health One, CSOs, DSA, etc.
- Initial build-out: city employees, with future opportunities to contract with or incorporate community-based partners



# Operations

- Primarily dispatched via CSCC and/or the fire alarm center
- Focus on on-scene non-medical triage, non-criminal intervention, and system navigation
- Because most clients will have longer-term need for follow-up and referral, back-end case management is key.
  - This is a proven strategy for low-acuity health calls handled by Health One
- Initial focus on daytime/early evening hours, when most of these calls occur
- Working with labor, SFD and SPD, but initial focus on “person down” and welfare check calls, with possibility for later expansion and refinement

# CSCC Dispatch Protocol System

- Proposal would fund an IT project to build out a criteria-based dispatch system.
  - \$340K to build out the system
- Develop protocol in collaboration with labor for call takers to assist in decision making on which resources should be dispatched.
- Provide a baseline tool for refinement of dispatch as more resources come online for alternate response models.

# Additional Investments in Community Safety

- **Regional Peacekeepers Collective:** Investing \$2 million into a pilot program to address the steep rise in gun violence using a public health approach
- **Community Service Officer Expansion:** Adding an additional CSO unit to increase the number of hours that CSOs are available as well as provide more support to patrol officers with increased coverage and availability
- **Health One Expansion:** Q4 – anticipated late Nov. '21

# Questions?