

Term Sheet

Alternative 911 Response

In the months and years since the social outcry for more innovative, culturally competent and reliable delivery of public safety services the City of Seattle has undertaken the important work of re-imagining our entire public safety system. From the moment a community member reaches to call 911, to the completion of the delivery of service, we are striving to ensure that every member of our community has access to the very best that the city has to offer. With the transition of administrations, now is the time to recommit ourselves to this work, and to do so in a spirit of collaboration, comradery, and service.

It is in this spirit that the following terms have been agreed to by the Mayor's office and the Seattle City Council Central Staff.

Project: Alternative 911 Response Policy Development

The Mayor's Office and the City Council's Central Staff have been working cooperatively to develop an action plan and timeline for implementing the City's Alternative 911 Response. Accordingly, this term sheet memorializes our mutual understanding of the near-term steps that both parties will take.

Team Expectations

All parties agree to:

1. Minimize surprises. The parties will endeavor to preview any news about significant policy moves as far in advance as practicable before making public-facing announcements. However, the parties recognize that we work for separately elected officials who may not agree to be bound by this team expectation in all circumstances.
2. Cooperation. The parties will work in good faith to accomplish the stated purpose and goals and endeavor to the extent possible to meet the timelines for actions called out in this term sheet.
3. Evolving work. The parties acknowledge that this work is complex, relies on contributions from multiple departments, and may require substantive cooperation from the City's labor partners. Given that some elements are outside of the control of the parties to this Term Sheet, the timelines are aspirational and likely to require iteration. Any impediments to meeting deadlines, sharing information or otherwise deliver the products listed herein, will be communicated amongst the parties in a timely manner as to maintain good relationships and emphasize collaboration.
4. Labor issues. Consistent with the Seattle Municipal Code and longtime operating procedures, the parties will work through the Labor Relations Policy Committee made up of five Councilmembers and four Executive representatives.

Purpose and Goals

The overall purpose of this collaboration is to:

- 1) Develop a strategy and near-term steps for the City's 911 emergency response that:
 - a. Diversifies the City's emergency response options to better meet the community's need including non-law enforcement response (e.g., Behavioral health crisis calls);

- b. Reduces harm and provides an equitable system of emergency response that serves the City's Black, Indigenous and people of color and most vulnerable underserved populations;
 - c. Preserves first-responder capacity for appropriate emergency responses;
 - d. Increases rate of response and timeliness of responses to 911 Priority 3 and Priority 4 calls.
- 2) Develop a response program in the near term that enables the City to test solutions and learn from experience in the field, to be implemented in 2023.

The parties will develop the following work-products:

- 1) An executive-drafted policy document outlining the framework for permanent alternative response models. The policy document will be informed by a comprehensive analysis of current 911 Response including a risk management analysis, a call type analysis, and information about best practices from other jurisdictions.
- 2) A policy proposal for an alternative response in the near term that can be designed in 2022 and become operational during 2023.
- 3) A policy proposal for Special Event staffing that utilizes commissioned officers only where necessary. Special Event staffing is not directly related to 911 Alternative Response; the parties agree that there could be opportunities to free up scarce sworn staffing resources, but any such changes could involve considerations in the purview of the Labor Relations Policy Committee.
- 4) A communication strategy that informs the public on the general operations of the City's emergency response system, answers frequently asked questions, and provides clarity on how emergency responses are triaged and/or responded to.

Process

The Executive and Council will advance this work in three ways:

- 1. Comprehensive Analysis and Plan – this will be an Executive led process with a Central Staff Analyst at the table working and participating in all phases of analysis and as a partner in strategic planning.**

Key milestones/		Target
Comprehensive Emergency Response Policy Proposal Completed		12/31/2022
1.	Risk Management Demand	
	SPD develops technical matrix	Complete
	SPD develops analysis of matrix	9/7/22
	Briefing of Executive and Council staff on SPD analysis	September
	Public Safety and Human Services Committee Briefing on SPD's risk management demand (RMD) analysis	September
	Further review with workgroup, departments, SME's including external reviewers	October
2.	Call Type Policy Analysis – generate potential solutions	
	Executive and Council review of risk management analysis to inform potential alternative response options	September
	Use best practice research from other jurisdictions to inform solutions	October
	SMEs, department and external partner engagement around solutions	November-December
3.	Analyze and Refine Solutions	
	Continue to review RMD analysis and draft initial recommendations with departments and SMEs	October
	Labor Relations (LR) to review recommendations, provide feedback and create union bargaining strategy, where necessary	November
	City Attorney's Office (CAO) to review recommendation and provide legal analysis	November
	Operational analysis, including where programs would be housed and budget	December
4.	Dispatch Protocols*	
	Develop questions and decision tree needs to be added to CSCC's current CARES/Dispatch Protocol project. This requirement recommendation will be given to third-party vendor to be added to the CSCC Cares Protocol development.	Oct-Nov
	Final Dispatch protocols complete	TBD
5.	Policy Document Development	
	Develop final response recommendations	Nov-Dec
	Review with stakeholders	December
	Summarize into executive drafted policy document outlining the framework for permanent alternative response models	12/31/2022

*The Parties recognize the City will be onboarding a new CSCC Director in the Fall, which will impact and inform the timeline and approach to this work.

Organization	
Executive Sponsor	Senior Deputy Mayor Harrell
Mayor's Office lead staff	Brianna Thomas
Council staff	Ann Gorman (lead) Greg Doss, Esther Handy and others SME as needed
Dept staff	Various. Inclusive but not limited to SPD, SDHR-LR, CSCC, SFD, HSD, and PHSKC.

2. Development of near-term alternative response program ready for implementation in early 2023 (Small Workgroup #1 – the “sprint”)

With an acknowledgment of the urgency of this work, the parties agree to move this work at a pace to have a near-term program conceptualized and agreed upon, with basic costing information by October 14, 2022 to be included for consideration during the Council's Budget Process.

Key milestones		Dates
Pilot Program Proposal Completed		12/22/2022
1.	Inventory	
	Compilation of current City response options and inventory of other jurisdictions alternative response pilots	September
2.	Brainstorm and Development	
	Workgroup convenes to brainstorm potential pilots to address needs, including but not limited to: dual dispatch of mental health crisis response for wellness check and person down calls, alternative response for administrative calls, and any other programs that could achieve program goals.	8/25/22
	Tentatively commit to a specific response gap and recommend program	10/3/2021
3.	Operations	
	Staffing and labor considerations	Oct-Nov
	Identify resource needs and plan	November
	Develop initial/projected cost model	10/14/22
	Develop evaluation reporting and metrics	November
4.	Review	
	Workgroup, SME, Dept, Council, Executive review of proposal	December-January
	Complete proposal after review.	January
5.	Operationalize early 2023	

In order to move quickly on this short-term work, the Executive will provide Central Staff with access to all program-related data and information necessary to analyze potential near-term programs. This includes but is not limited to:

- CSCC Dispatch protocol and operations data

- Operating costs of existing or proposed responses (e.g., DESC mobile crisis van staffing model, CSO staffing costs)
- HSD and/or PHSKC data on mental health provider capacity
- Any other related Department data or information necessary to develop and cost a program in the near-term

Organization	
Mayor’s Office lead staff	Sarah Smith
Council staff	Esther Handy (lead), Ann Gorman, Greg Doss
Dept staff	Jon Ehrenfeld, SFD and other SME from departments drawn on as needed.

3. Development of Special Events staffing proposal (Small Workgroup #2)

Key milestones		Dates
Special Events Staffing Proposal Completed		
1.	Inform and implement	
	Brief workgroup on special event planning, timeline and next steps	8/23/22
	Develop special event staff proposal	September
	Labor Relations analysis and engagement	Oct-Nov
	Potential bargaining with labor partners	TBD
	Proposal ready to implement	TBD

Organization	
Mayor’s Office lead staff	Dan Eder
Council lead staff	Greg Doss

This Term Sheet is agreed upon by senior staff with input from our elected leaders, as of September ____, 2022. All parties recognize the scope and timelines will evolve as the work advances.

 Monisha Harrell
 Senior Deputy Mayor

 Esther Handy
 Council Central Staff Director