

MEMORANDUM OF UNDERSTANDING

CR# 33328.1

**Between Washtenaw County Government
and the Washtenaw County Sheriff's Office**

At the request of County Administration in 2012, the Washtenaw County Sheriff's Office ("WCSO") worked collaboratively with representatives from the Washtenaw County Health Organization ("WCHO") and Washtenaw County Public Health to develop a Critical Incident Stress Management (CISM) program proposal. The proposal was approved by the WCHO and WCSO on January 18, 2013. A contract was subsequently executed by all parties on April 9, 2013. WCSO hired a part-time employee in accordance with the contract. Upon completion of services specified and submission of quarterly invoices, WCHO reimbursed WCSO an amount not to exceed \$25,000.00 annually. Refer to Attachment A for a detailed background summary.

As a direct result of team leadership, Washtenaw County has developed a CISM team with improved responsiveness, better training and an increased capability level. The team responds to traumatic death incidents 365 days per year. Including 2018 and 2019 figures, CISM has responded to 56 requests for critical incident debriefing assistance. These requests have been initiated by school districts, healthcare providers, first responders, community centers and local leaders. Given the documented impact of traumatic deaths upon a community, response to such incidents by CISM has become a fundamental aspect of community health and wellness.

As a result of increased demand and cost, this Memorandum of Understanding establishes an agreement between WCSO and Washtenaw County Government to continue this important service by evenly sharing the \$35,000 annual part-time personnel expense.

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| Starting pay | \$25.00 per hour |
| After first year completion of probation | \$30.00 per hour |
| After two years of satisfactory service | \$35.00 per hour |

The WCSO Emergency Services Division will continue to provide in-kind support for staff travel, training and printing expenses up to a maximum of \$5,000 per year.

This Memorandum of Understanding begins on January 1, 2020. It remains in effect until either party provides 30-day written notice of termination to the other party.

ATTESTED TO:

WASHTENAW COUNTY

By: _____
Lawrence Kestenbaum (DATE)
County Clerk/Register

By: _____
Gregory Dill (DATE)
County Administrator

APPROVED AS TO FORM:

WASHTENAW COUNTY OFFICE OF THE SHERIFF:

By: _____
Michelle K. Billard (DATE)
Corporation Counsel

By: Jerry L. Clayton 5/19/2020
Jerry Clayton (DATE)
Sheriff

**CRITICAL INCIDENT DEBRIEFING COORDINATOR
May 12, 2020**

Background

Washtenaw County's two critical incident response teams (Traumatic Events Response Network "TERN" and Washtenaw Critical Incident Stress Management "WCISM") were organized following the crash of flight 255 in 1989. It was recognized that should something similar happen within Washtenaw County, we would not be adequately prepared to respond to the emotional trauma of such an event. Washtenaw Community Mental Health had been providing crisis intervention services generally and on an individual basis. However, there was simply not an adequate structure in place to respond to events that affected large groups of people or public safety and health professionals.

Accordingly, TERN was created to focus on the larger community and WCISM was organized to meet the needs of public safety responders. Two discreet teams were formed because the needs of each specific group were unique. In each case, however, the goal was to help individuals affected by a traumatic event return to a daily functional level and reduce the risk of future mental health needs.

The types of events that have been responded to include on-campus school shootings, completed suicides, natural disasters, accidental deaths (particularly involving children), line of duty deaths, deaths of residents in group homes, staff assault/murder, and plane crashes.

Team members were required (and continue) to be trained in the Critical Incident Stress Management Model developed by the International Critical Incident Stress Foundation. This model includes; Critical Incident Stress Debriefing (CISD), 1-1, Defusing, Crisis Management Briefing (CMB), Demobilization, consultation and education/training.

Between 1989 and 1992, TERN and WCISM were co-sponsored by Washtenaw County's Community Mental Health Department and the Office of Emergency Management. Professional leadership was provided by the CMH Prevention and Community Response Program, and background checks and credentialing were conducted by Emergency Management. This program was eventually moved to the Washtenaw County Public Health Department under a contract with WCHO. This continued until 2007 when it was moved to Community Support and Treatment Services. The timing of this move was unfortunate because of State and County budget issues. Funding was no longer available to continue supporting the staff that coordinated the teams, and all such support ended in 2010 leaving the team without leadership. As the only option available, Emergency Services attempted to provide in-kind team support by utilizing a voluntary coordinator. Conducting the required training, recruitment activities and coordination efforts were much too demanding and the team's capacity gradually diminished.

Discussion

The TERN and WCISM teams help to develop emotional resiliency in our community, whether for those directly affected by a significant trauma or those who responded to a public catastrophe such as the recent opioid crisis and COVID-19 pandemic. It's important to keep in mind that there is a short window of opportunity following a traumatic event when those

affected will be open to crisis intervention. In order to be effective, crisis response team leaders must frequently meet and coordinate with public safety and health organizations, and with a wide range of institutions including schools, universities and businesses before critical incidents occur. In that light, it has been difficult for both teams to maintain a sense of availability and public trust while functioning on a totally volunteer basis. Establishing a paid coordinator, even on a part-time basis, provides consistency and stability to our teams both internally and externally. TERN and WCISM can function efficiently with one (1) part-time coordinator at the helm, serving as liaison to the community at large and as the overall leader of both teams. Such a coordinator would also be best positioned to screen requests for service and determine the appropriate level of response on a 24-hour a day basis to ensure an adequate and effective response.

Team Coordinator Duties

- Assumes overall leadership responsibility including day-to-day operations of the Critical Incident Stress Management and Traumatic Events Response Network teams
- Coordinates the deployment of response team resources when dispatched
- Assures that all team activation documents are completed and submitted to the Emergency Services Division in a timely manner
- Conducts team meetings monthly
- Provides and/or coordinates response team training activities
- Maintains membership rosters, training records and call lists in conjunction with Emergency Services Division personnel
- Acts as liaison between various public safety and health organizations and committees
- Attends bi-monthly meetings and annual conference of the Michigan Crisis Response Association
- Promotes and markets CISM and TERN team utilization in the community
- May coordinate fundraising activities to defray training and operational expenses
- Monitors quality control
- Coordinates response team leadership with the Sheriff's Office executive team and any team deployments with the Emergency Operations Center, when activated

Creates and submits quarterly activity summaries and annual reports to the Washtenaw County Sheriff's Office, Washtenaw County Health Organization and Washtenaw County Public Health Department.

Team Coordinator Qualifications

- Minimum of a bachelor's degree in a human service-related field. A Master's degree in social work or a closely related field is desirable.
- Previous experience as a police officer, paramedic, firefighter, 9-1-1 dispatcher or critical incident counselor is preferred.

- Five years of experience in responding to traumatic events utilizing the International Critical Incident Stress Foundation's (ICISF) intervention tools. Completion of the ICISF Intervention Tools train-the-trainer program is also desirable.
- Ability to initially and periodically pass a background check.
- Completion of Group and 1:1/peer ICISF approved training.
- Possesses and maintains dependable transportation.
- Possesses and maintains a computer with Internet connectivity.
- Ability to create Microsoft Word documents, email correspondence, and PowerPoint presentations.

Anne Daws-Lazar, a founding volunteer member of Washtenaw County's CISM team and a retired Ann Arbor Police dispatcher was subsequently hired for the position. Anne has deeply committed herself to rebuilding our critical incident teams and has been a very effective leader, trainer and even marketing agent. The teams now have improved responsiveness, training, capability and morale. They have also been in high demand since the team was revitalized. Over the past 48 months, our team has responded to a total of 56 requests for critical incident debriefing assistance. These requests have been initiated by school districts, healthcare providers, first responders, community centers and local leaders. Additional statistics are available if needed, however this information is limited to response type, date, and response resources required due to HIPAA regulations.

To retain a qualified staff member to lead the CISM team or to fill the role should it become vacant; it is important to properly compensate the position. A part time pay scale that is fair and scaled over the second and third year of the position will further attract qualified staff and encourage long term commitment to the position.