

Regional Crisis Response (RCR) Agency  
2025-2026 Budget Retreat  
May 15, 2024

9:00 AM – 11:00 AM  
Bothell City Hall  
18415 101st Ave NE, Bothell, WA 98011  
Room 107-108

*--Hybrid option available--*

[Microsoft Teams link](#)

Meeting ID: 211 923 034 473

Passcode: ua657R

- 1) Call to Order
- 2) Roll Call
- 3) Introductions
- 4) Presentation of the Draft 2025-2026 “Steady State” Budget
- 5) Review of Policy Questions that Inform Potential Alterations to 2025-2026 Budget
  - a. Reserves: Review 2024 Estimated Ending Fund Balance and Potential Distribution into Rate Stabilization Fund
  - b. Grants: Review Current and Potential Grant Awards for 2025-2026
  - c. Discussion of RCR Headquarter Facilities Needs
  - d. Staffing: Review of Potential Adjustments to Address Levels of Service
  - e. Potential Addition of a New Principal Agency
- 6) Adjournment

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Michael Olson, RCR Board Treasurer/Kirkland Director of Finance & Administration  
Elizabeth Adkisson, Kirkland Administrative Services Manager, Finance & Administration

**Date:** May 13, 2024

**Subject:** Draft RCR 2025-2026 "Steady State" Budget

## RECOMMENDATION:

The RCR Executive Board review the Draft 2025-2026 "Steady State" Budget and identify any questions or additional information needed.

## BACKGROUND DISCUSSION:

### 2023-2024 RCR Biennial Budget

The 2023-2024 RCR Biennial Budget, was adopted by the Executive Board through R-2023-06 and amended through R-2023-16. The adopted budget includes operational expenses for a 13 FTE program in an approximate amount of \$5.4M; and assumes over \$1.1M in grant revenue, as well as \$4.3M in member agency contributions.

### 2025-2026 "Steady State" Budget:

The draft RCR 2025-2026 "Steady State" Budget (Table 1) has been prepared utilizing the same assumptions as the 2023-2024 Budget; estimating operational expenses for a 13 FTE program in an approximate amount of \$6.2M, assuming \$1.5M in grant revenue, as well as over \$4.7M in member agency contributions. For the May 15, 2024, RCR Budget Retreat, the following assumptions will be reviewed in detail:

#### Revenues

1. Grants
2. Principal Agency Contributions

#### Expenditures

1. Personnel
2. Professional Services and Training
3. Clothing and Equipment
4. IT, Supplies, and Furniture
5. Vehicle and Transportation
6. Recovery Support, Insurance, Dues, and Network Access
7. Replacement Reserves
8. Fiscal Agent Services and Charges

Fund Balance and Reserves

1. Operating Expense and Contingency Reserves
2. Equipment Replacement Reserve
3. Rate Stabilization Reserve

Table 1

<b>REGIONAL CRISIS RESPONSE AGENCY 2025-2026 PRELIMINARY "STEADY STATE" BUDGET EXECUTIVE BOARD REPORT</b>				
<b>OPERATIONS</b>				
<b>REVENUE</b>	<b>2023-2024 Base Budget</b>	<b>2025-2026 Base Budget</b>	<b>% Increase/ (Decrease)</b>	<b>\$ Variance Over (Under)</b>
MIDD	\$872,000	\$872,000	0%	\$ -
WASPC (Kirkland Pass-Through)	\$80,000	\$259,919	225%	\$ 179,919
AWC (ART Grant Program) (Kirkland Pass-Through)	\$70,500	\$0	-100%	\$ (70,500)
DOJ	\$144,800	\$335,127	131%	\$ 190,327
OTHER / USE OF FUND BALANCE	\$0	\$0	0%	\$ -
<b>GRANTS/OTHER/USE OF FUND BALANCE</b>	<b>\$1,167,300</b>	<b>\$1,467,046</b>	<b>26%</b>	<b>\$ 299,746</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$3,843,963</b>	<b>\$4,728,824</b>	<b>23%</b>	<b>\$ 884,861</b>
<b>TOTAL REVENUE</b>	<b>\$5,011,263</b>	<b>\$6,195,870</b>	<b>24%</b>	<b>\$ 1,184,607</b>
<b>OPERATIONS</b>				
<b>EXPENDITURE</b>	<b>2023-2024 Base Budget</b>	<b>2025-2026 Base Budget</b>	<b>% Increase/ (Decrease)</b>	<b>\$ Variance Over (Under)</b>
Personnel	\$4,125,780	\$5,046,351	22%	\$ 920,571
Professional Services & Training	\$112,876	\$334,518	196%	\$ 221,642
Clothing & Equipment	\$7,613	\$8,678	14%	\$ 1,065
IT, Supplies, and Furniture	\$22,330	\$82,103	268%	\$ 59,773
Vehicle & Transportation	\$1,015	\$1,076	6%	\$ 61
Recovery Support/Insurance/Dues/Network Access	\$117,334	\$71,168	-39%	\$ (46,166)
Replacement Reserves	\$48,513	\$88,415	82%	\$ 39,902
Fiscal Agent Services & Charges	\$575,802	\$563,561	-2%	\$ (12,241)
<b>TOTAL EXPENDITURE</b>	<b>\$5,011,263</b>	<b>\$6,195,870</b>	<b>24%</b>	<b>\$ 1,184,607</b>

**Revenues**

The revenue picture overall anticipates a 26 percent growth in grants and a 23 percent increase in Principal contributions over the 2023-2024 Biennium. RCR Staff continues to pursue and consider opportunities to secure additional grant funds.

Table 2

REVENUE	OPERATIONS			
	2023-2024 Base Budget	2025-2026 Base Budget	% Increase/ (Decrease)	\$ Variance Over (Under)
MIDD	\$872,000	\$872,000	0%	\$ -
WASPC (Kirkland Pass-Through)	\$80,000	\$259,919	225%	\$ 179,919
AWC (ART Grant Program) (Kirkland Pass-Through)	\$70,500	\$0	-100%	\$ (70,500)
DOJ	\$144,800	\$335,127	131%	\$ 190,327
OTHER / USE OF FUND BALANCE	\$0	\$0	0%	\$ -
<b>GRANTS/OTHER/USE OF FUND BALANCE</b>	<b>\$1,167,300</b>	<b>\$1,467,046</b>	<b>26%</b>	<b>\$ 299,746</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$3,843,963</b>	<b>\$4,728,824</b>	<b>23%</b>	<b>\$ 884,861</b>
<b>TOTAL REVENUE</b>	<b>\$5,011,263</b>	<b>\$6,195,870</b>	<b>24%</b>	<b>\$ 1,184,607</b>

1. Grants

The 2025-2026 Preliminary “Steady State” Budget was developed including awarded grants and those for which discussion with the Grantor indicate a high likelihood of award. The grants included are as follows:

- a. King County - Mental Illness and Drug Dependence (MIDD<sup>1</sup>): This grant was provided in the 2023-2024 Biennium and staff anticipate continuation of this grant at the same funding level of \$436,000 per year. The grant supports general operations and would offset overall costs to Principal agencies. Should the grant not be received, Table 3 below shows the impact to Principal agencies:

Table 3

<b>REGIONAL CRISIS RESPONSE AGENCY</b>
<b>2025-2026 PRELIMINARY BUDGET</b>
<b>IMPACT TO CONTRIBUTIONS - MIDD GRANT DISCONTINUANCE</b>

	BOTHELL	KENMORE	KIRKLAND	LFP	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
2025	All costs all \$ 87,635	\$ 42,573	\$ 173,676	\$ 23,932	\$ 108,184	\$ 436,000
2026	All costs all \$ 87,635	\$ 42,573	\$ 173,676	\$ 23,932	\$ 108,184	\$ 436,000
<b>TOTAL 2025</b>	<b>\$ 175,271</b>	<b>\$ 85,146</b>	<b>\$ 347,351</b>	<b>\$ 47,864</b>	<b>\$ 216,368</b>	<b>\$ 872,000</b>

- b. Washington Association of Sheriffs and Police Chiefs (WASPC): This grant was awarded in 2024 and includes funding through June 30, 2025, in a projected amount of \$259,919, supporting the equivalent of three Limited-Term Employees (LTE). Agency staff are exploring the possibility of a grant continuation for the term of July 1, 2025, through June 30, 2027.

<sup>1</sup> <https://kingcounty.gov/en/legacy/depts/community-human-services/mental-health-substance-abuse/midd.aspx>

- c. Department of Justice (DOJ): This grant is federally funded and ends September 30, 2026. The total award of \$500,000 will be spent beginning in 2024. For the 2026-2026 Biennium, \$335,127 has been budgeted and includes an anticipated subaward of \$206,080. The remainder will support agency staffing and contract administration.

2. Principal Agency Contributions

Per the RCR Interlocal Agreement (ILA), the contributions for the 2025-2026 biennium are based on a per capita allocation of costs utilizing the Washington Office of Financial Management (OFM) population estimates for April 2024. These estimates are scheduled for release on June 28, 2024. Fiscal agent staff have estimated growth assumptions based on previous year’s growth changes. These estimates will be updated once the OFM published estimates are available. Overall, population growth is expected to be four percent. The resulting estimated growth rates for each Principal are shown in Table 4 below:

Table 4

<b>REGIONAL CRISIS RESPONSE AGENCY</b>						
<b>CHANGE IN POPULATION COUNTS USED IN CONTRIBUTION CALCULATION</b>						
<b>2025-2026 PRELIMINARY VS 2023-2024</b>						

CHANGE IN POPULATION	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
Population (April 2022 Revised OFM)	48,940	24,090	93,570	13,620	60,320	240,540
Change	1,227	281	5,851	80	1,610	9,049
% CHG	3%	1%	6%	1%	3%	4%

a. Preliminary 2025-2026 Contributions vs ILA 2025-2026 Projection

The Preliminary 2025-2026 contributions are projected at a total of \$4,728,824. This is a seven percent increase over the ILA projection provided in advance of finalization of the agreement. This increase is attributed to anticipated inflationary factors and other cost increases, as well as the anticipated receipt of grant revenues that offset the cost to Principals. Table 5 below shows the individual Principal contributions and a comparison to the ILA Projection for each fiscal year of the biennium. These allocations are based on the adjustment to the initial allocation in the 2023-2024 Biennium, in which the City of Kirkland agreed to a higher allocation of costs, roughly 44 percent compared to the 39.83 percent per capita in Table 5 below.

Per the 2023-2024 Budget Cover Sheet, dated December 19, 2022, paragraph titled “Member Agency Contributions:”

*The five member agencies agreed to split the one-time start-up costs equitably among the cities on a per-capita basis. The 2023-2024 on-going costs are shared among the cities, too, but using a different formula. When the original RADAR program expansion was proposed, City of Kirkland was unable to justify increased contributions to RADAR in addition to its on-going, higher investment in the new Kirkland-only Community Responder program. However, if Kirkland chose not to participate in the RADAR expansion, the financial feasibility of expansion for the other*

member cities may have been difficult due to Kirkland having the largest population and, therefore, the largest proportional share of the expenses. Instead, Kirkland proposed merging and further expanding the two programs with Kirkland covering total costs for 3.5 FTEs and two vehicles, roughly \$550,000 in the first biennium, with remaining program costs allocated equitably on a per-capita basis among all five cities. During interlocal agreement negotiations, the five cities agreed to use this allocation formula for 2023-2024 and transition to sharing all program costs equitably on a per-capita basis starting in 2025-2026.

For the 2025-2026 Biennium, contributions will return to the per capita allocation for all Principals.

Table 5

<b>REGIONAL CRISIS RESPONSE AGENCY PARTICIPANT AGENCY CONTRIBUTIONS 2025-2026 PRELIMINARY VS ILA 2025-2026</b>						
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	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>STEADY STATE BUDGET OPTION PER CAPITA CONTRIBUTION</b>						
2025 All costs allocated per capita	\$ 464,798	\$ 225,798	\$ 921,137	\$ 126,931	\$ 573,782	\$ 2,312,445
2026 All costs allocated per capita	\$ 485,688	\$ 235,946	\$ 962,538	\$ 132,636	\$ 599,571	\$ 2,416,379
<b>TOTAL 2025-2026</b>	<b>\$ 950,486</b>	<b>\$ 461,744</b>	<b>\$ 1,883,675</b>	<b>\$ 259,566</b>	<b>\$ 1,173,353</b>	<b>\$ 4,728,824</b>

<b>ILA PROJECTION</b>						
2025 All costs allocated per capita	\$ 432,727	\$ 213,003	\$ 827,344	\$ 120,428	\$ 533,348	\$ 2,126,850
2026 All costs allocated per capita	\$ 463,286	\$ 228,046	\$ 885,772	\$ 128,932	\$ 571,014	\$ 2,277,050
<b>TOTAL 2025-2026</b>	<b>\$ 896,013</b>	<b>\$ 441,049</b>	<b>\$ 1,713,116</b>	<b>\$ 249,360</b>	<b>\$ 1,104,362</b>	<b>\$ 4,403,900</b>

<b>VARIANCE</b>						
2025 All costs allocated per capita	\$ 32,071	\$ 12,794	\$ 93,793	\$ 6,503	\$ 40,434	\$ 185,595
2026 All costs allocated per capita	\$ 22,402	\$ 7,900	\$ 76,766	\$ 3,703	\$ 28,557	\$ 139,329
<b>TOTAL 2025-2026</b>	<b>\$ 54,474</b>	<b>\$ 20,695</b>	<b>\$ 170,559</b>	<b>\$ 10,206</b>	<b>\$ 68,991</b>	<b>\$ 324,924</b>

<b>% CHANGE</b>	<b>6%</b>	<b>5%</b>	<b>10%</b>	<b>4%</b>	<b>6%</b>	<b>7%</b>
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b. Preliminary 2025-2026 Contributions vs 2023-2024

Table 6 below shows the comparison of the budgeted biennial contributions for each Principal agency. The City of Kirkland greater initial allocation for 2023-2024 is the driver of the variances between biennia. This assumption was built into the ILA Projection.

Table 6

<b>REGIONAL CRISIS RESPONSE AGENCY PARTICIPANT AGENCY CONTRIBUTIONS 2025-2026 VS 2023-2024</b>						
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		BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)		50,167	24,371	99,421	13,700	61,930	249,589
% of Total		20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>STEADY STATE BUDGET OPTION PER CAPITA CONTRIBUTION</b>							
2025	All costs allocated per capita	\$ 464,798	\$ 225,798	\$ 921,137	\$ 126,931	\$ 573,782	\$ 2,312,445
2026	All costs allocated per capita	\$ 485,688	\$ 235,946	\$ 962,538	\$ 132,636	\$ 599,571	\$ 2,416,379
<b>TOTAL 2025-2026</b>		<b>\$ 950,486</b>	<b>\$ 461,744</b>	<b>\$ 1,883,675</b>	<b>\$ 259,566</b>	<b>\$ 1,173,353</b>	<b>\$ 4,728,824</b>

<b>2023-2024 CONTRIBUTION</b>							
2023	All costs allocated per capita	\$ 333,578	\$ 164,199	\$ 1,201,007	\$ 92,835	\$ 411,144	\$ 2,202,763
2024	All costs allocated per capita	\$ 312,532	\$ 153,839	\$ 1,107,700	\$ 86,978	\$ 385,205	\$ 2,046,254
<b>TOTAL 2023-2024</b>		<b>\$ 646,110</b>	<b>\$ 318,038</b>	<b>\$ 2,308,707</b>	<b>\$ 179,813</b>	<b>\$ 796,349</b>	<b>\$ 4,249,017</b>

<b>VARIANCE</b>							
All costs allocated per capita		\$ 131,220	\$ 61,599	\$ (279,870)	\$ 34,096	\$ 162,638	\$ 109,682
All costs allocated per capita		\$ 173,156	\$ 82,107	\$ (145,162)	\$ 45,658	\$ 214,366	\$ 370,125
<b>TOTAL VARIANCE</b>		<b>\$ 304,377</b>	<b>\$ 143,706</b>	<b>\$ (425,033)</b>	<b>\$ 79,754</b>	<b>\$ 377,004</b>	<b>\$ 479,807</b>

<b>% CHANGE</b>	<b>47%</b>	<b>45%</b>	<b>-18%</b>	<b>44%</b>	<b>47%</b>	<b>11%</b>
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c. Incremental Impact of Every \$100k Increase in Total Contributions

As consideration is given to increases or decreases in agency operational budget, Table 7 below shows what the impact of an additional \$100k in total contributions would have on individual Principal contributions.

Table 7

<b>REGIONAL CRISIS RESPONSE AGENCY PARTICIPANT AGENCY CONTRIBUTIONS INCREMENTAL IMPACT OF EVERY \$100K INCREASE IN TOTAL COST</b>						
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		BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)		50,167	24,371	99,421	13,700	61,930	249,589
% of Total		20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>							
2025	All costs allocated per capita	\$ 20,100	\$ 9,764	\$ 39,834	\$ 5,489	\$ 24,813	\$ 100,000

**Expenditures**

Overall, expenditures are anticipated to increase 24 percent in 2025-2026 over 2023-2024.

Table 8

EXPENDITURE	OPERATIONS			
	2023-2024 Base Budget	2025-2026 Base Budget	% Increase/ (Decrease)	\$ Variance Over (Under)
Personnel	\$4,125,780	\$5,046,351	22%	\$ 920,571
Professional Services & Training	\$112,876	\$334,518	196%	\$ 221,642
Clothing & Equipment	\$7,613	\$8,678	14%	\$ 1,065
IT, Supplies, and Furniture	\$22,330	\$82,103	268%	\$ 59,773
Vehicle & Transportation	\$1,015	\$1,076	6%	\$ 61
Recovery Support/Insurance/Dues/Network Access	\$117,334	\$71,168	-39%	\$ (46,166)
Replacement Reserves	\$48,513	\$88,415	82%	\$ 39,902
Fiscal Agent Services & Charges	\$575,802	\$563,561	-2%	\$ (12,241)
<b>TOTAL EXPENDITURE</b>	<b>\$5,011,263</b>	<b>\$6,195,870</b>	<b>24%</b>	<b>\$ 1,184,607</b>

Assumptions and Explanation of Variances

1. Personnel

As RCR employees operate under the personnel policies of the City of Kirkland, salary and benefit costs are based on Kirkland’s negotiated settlements with individual labor unions. All RCR employees are either members of the AFSCME union, or the City’s Management and Confidential (MAC) group, which is unrepresented management staff. At this point, the city does not have an agreed settlement with the AFSCME union for 2025 or 2026 and so salary costs are based on early assumptions. For 2025, the city does have an agreement with the Teamsters union which grants 2.5 percent increases for 2025. Based on this, the city is currently assuming a 3.5 percent salary increase for 2025, which represents 2.5 percent in cost-of-living increases, and 1 percent related to steps and longevity payments. This same assumption is being used for 2026.

Benefits are divided into two categories. The first, referred to as variable benefits, are those which are a percentage of salaries – including retirement contributions. These are projected to grow at the same rate as salaries. Fixed benefits are those that are paid as a dollar amount and do not vary with salary. These benefits include medical, dental, and vision insurance. Kirkland is self-insured and has historically had lower increases than the general market, however, for 2025 fixed benefit costs are projected to rise 11.7 percent. This number is projected to be a little lower in 2026 at around 8 percent.

Personnel costs for 2025-2026 reflect the staffing of 13 Full Time Employees (FTE) (on-going) and 3 Limited Term Employees (LTE) which are grant-funded positions (through June 30, 2025). Assumptions for increases in salary and benefits follow the City of Kirkland policy as outlined above. The budget assumes the reclassification of two Crisis Responder positions to Crisis Responder – Lead positions. The variance between the 2023-2024 and the 2025-2026 Budget is \$920,571 for the biennial period. Table 9 below summarizes the specific variances:



Table 9

Summary of Personnel '23-'24 vs '25-'26 Biennial Budget Variance	
Current Level Staffing	\$858,624
WASPC Grant - 2025	\$259,919
Background Checks	(\$7,196)
On-Call + OT	(\$190,776)
<b>Total</b>	<b>\$920,571</b>

Current staffing levels include the additional cost associated with the reclassification of the crisis responder positions (10) from a lower job classification to the current classification. Most incumbents are at top step and budgeted as such, where the current biennium assumed lower hired-in steps.

At the April 21, 2023, meeting, the RCR Executive Board authorized the creation of Crisis Responder I and II positions and approved the fiscal agent's proposed policy for merging staff from the Kirkland Community Responder and RADAR Navigator programs into the new step that was closest to their existing salary without decreasing their salary in the Crisis Responder I or II classification. This strategy was created in large part due to the Board's interest in retaining existing employees with different qualifications and ensuring the merger was equitable.

In addition, creation of Crisis Responder I and II bands was thought to support the agency's goals of recruiting new employees who may or may not have their independent license. The Crisis Responder I classification is reserved for those with an associate license and the Crisis Responder II classification for those who hold an independent license. A Crisis Responder I will transition to a Crisis Responder II, and move to the step in classification II's salary band that is higher than their current salary, when they successfully obtain their independent license. Position variances are outlined in the following Table 10:

Table 10

Summary of Personnel '23-'24 vs '25-'26 Biennial Budget Variance (by Position)	
Executive Director	\$89,973
Supervisor	\$45,741
Admin. Assistant	\$36,673
Crisis Responder - Lead (2 FTE)	\$174,370
Crisis Responder (8 FTE)	\$511,867
<b>Total</b>	<b>\$858,624</b>

The cost of background checks was reduced in part due to actual cost estimates and the anticipated reduction in volume. Staff anticipates a lower staffing turnover rate and therefore a reduced cost for this service overall.

No assumptions have been built into the preliminary budget at this time for On-Call/Overtime (OT) activity. This was not implemented as anticipated in the current biennium and will be reviewed and addressed with the Executive Board as a separate topic.

## 2. Professional Services and Training

Professional services and training include costs of quality improvement, Diversity, Equity, and Inclusion (DEI) consultants, professional services subawards, travel and training, and costs for communications.

A majority of the projected increase is due to the DOJ grant subaward of \$206,080. Remaining variances are attributed to anticipated increases in costs of trainings, as well as communication costs for phones and tablets used by staff in the provision of services. Table 11 below outlines the variances:

Table 11

<b>Summary of Professional Services &amp; Training '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Current Level Prof. Svcs.	\$1,855
DOJ Grant Subaward	\$206,080
Current Level Training	\$4,253
Communications/Advert.	\$9,454
<b>Total</b>	<b>\$221,642</b>

## 3. Clothing and Equipment

Small increases are anticipated for clothing and personal protective equipment (PPE) purchases as shown in Table 12 below. A majority of staffing have been purchased their initial clothing sets and future purchases will occur as needed due to wear and tear.

Table 12

<b>Summary of Clothing &amp; Equipment '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Current Level Clothing	\$913
Current Level PPE	\$152
<b>Total</b>	<b>\$1,065</b>

## 4. IT, Supplies, and Furniture

The two most significant variances in the category that includes IT support costs, supplies, and furniture are for supplies (\$20,676) and database support (\$36,540). The Preliminary Budget recognizes the actual pattern of expenditures as relates to basic office supplies; new categories of cost and related cost assumptions have been included, such as, copier toner for two printers, computer accessories and software, and other small tools. The program utilizes a specific

database administered by NORCOM to track services. This database requires annual maintenance and programming updates. Projected at a cost of \$36,540 for the biennium, this cost was not previously budgeted and has been included in the Preliminary “Steady State” Budget.

Table 13

<b>Summary of IT, Supplies, and Furniture '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Current Level Supplies	\$20,676
Current Level IT Equip.	\$1,527
Current Level Furniture	\$1,030
Database Support	\$36,540
<b>Total</b>	<b>\$59,773</b>

5. Vehicle and Transportation

The overall variance of 61 dollars for vehicle and transportation is primarily for individuals experiencing crisis. No additional vehicles have been forecast in the Preliminary “Steady State” Budget.

Table 14

<b>Summary of Vehicle &amp; Transportation '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Current Level Vehicle	\$0
Current Level Transp.	\$61
<b>Total</b>	<b>\$61</b>

6. Recovery Support, Insurance, Dues, and Network Access

This category of costs includes recovery support costs for individuals served, including hotel vouchers and gift cards. Given actual activity in the current biennium, staff anticipates a lower expenditure level would still meet the needs of the individuals served. The program is no longer paying for professional liability insurance; therefore, no projection was included in the preliminary budget. Dues and memberships were added to cover the cost of professional memberships. Also, new is the anticipated radio network access fee paid to Puget Sound Emergency Radio Network (PSERN) for a total of six radios.

Table 15

<b>Summary of Recovery Support, Insurance, Dues, Network Access '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Current Level Recovery Support	(\$35,284)
Current Level General Insurance	\$644
Professional Liability Insurance	(\$19,488)
Dues & Memberships	\$3,626
Radio Network Access	\$4,336
<b>Total</b>	<b>(\$46,166)</b>

7. Replacement Reserves

The contributions made to the Equipment Replacement Reserve are for the purpose of future replacements of ballistic vests, radios, phones, computers, and vehicles. The increase over the current biennium is primarily due to the addition of computers (17) and an additional vehicle.

Table 16

<b>Summary of Replacement Reserves '23-'24 vs '25-'26 Biennial Budget Variance</b>	
Ballistic Vests	\$1,819
Radio (Portable)	\$565
Phones and IT Equipment	\$19,802
Vehicle Replacement Rate	\$17,716
<b>Total</b>	<b>\$39,902</b>

8. Fiscal Agent Services and Charges

The agency receives charges from the City of Kirkland for fiscal agent services, in accordance with the Service Level Agreement approved February 2023, including human resources, legal, and financial support. Other charges include office space, information technology systems and access, and vehicle operations and maintenance. Charges are determined through cost modeling processes used by Kirkland for all departments and divisions.

For the 2023-2024 Biennium, allocations charged to the agency were based on anticipated FTE totals and office space located at city facilities. The fiscal agent team has completed a “true-up” process which compared actuals to assumptions and generated adjustments. In addition, future allocations may be updated to reflect revised assumptions.

For two of the charges, facilities and fiscal agent services, adjustments to assumptions resulted in a reduction to the 2025-2026 estimated charge. The current location of the office space for the agency is smaller and in a different location than staff projected for the current biennium. Updates to the charge allocation resulted in a (\$47,108) reduction from 2023-2024. The fiscal agent services fee true-up following the end of 2023 also resulted in a reduction to the m 2023 service

fee which will be credited back to RCR in 2024. The true-up for 2024 fiscal agent fees will take place in early 2025. In addition, a one-time adjustment was completed for Information Technology to recognize variances in timing of onboarding staff. The total adjustment was for (\$59,101). The city will finalize calculations in the next few months, and this may result in slight changes to charges overall.

Table 17

Summary of Fiscal Agent Services & Charges '23-'24 vs '25-'26 Biennial Budget Variance	
Facility Charge	(\$47,108)
Information Technology	\$45,487
Fleet - Operations/Maintenance	\$6,212
Admin. Agent Fee	(\$16,832)
<b>Total</b>	<b>(\$12,241)</b>

**Fund Balance and Reserves**

Fund balance is the difference between current year revenues and expenditures added to prior years ending balance. The current estimated beginning fund balance for 2025 is \$50,160.

The 2025-2026 Budget is balanced with anticipated revenues equal to anticipated expenditures in each year of the biennium. The beginning fund balance on January 1, 2024, was \$849,660. Additional balances are recognized in the Equipment Replacement and Operating Expense Reserves. An additional \$200,000 is estimated to generate for fiscal year 2024, resulting in an ending funding balance of \$1,050,160. There will be a recommendation in the June Budget Adjustments to transfer \$800,000 of the 2023 year-end balance to the Rate Stabilization Reserve, leaving a remaining fund balance of \$250,160.

Table 18

REGIONAL CRISIS RESPONSE AGENCY 2025-2026 PRELIMINARY BUDGET CHANGE IN FUND BALANCE				
	2023 ACTUAL	2024 ESTIMATE	2025 PROJECTED	2026 PROJECTED
BEGINNING FUND OPERATING BALANCE	\$0	\$849,660	\$250,160	\$250,160
OPERATING REVENUE	\$2,734,814	\$2,755,155	\$3,199,865	\$2,996,005
OPERATING EXPENDITURES	\$1,885,154	\$2,554,655	\$3,199,865	\$2,996,005
<b>CURRENT YR BALANCE</b>	<b>\$849,660</b>	<b>\$200,500</b>	<b>\$0</b>	<b>\$0</b>
USE OF FUND BALANCE			\$0	\$0
TRANSFER TO RATE STABILIZATION RESERVE		(\$800,000)		
<b>TOTAL ENDING FUND OPERATING BALANCE</b>	<b>\$849,660</b>	<b>\$250,160</b>	<b>\$250,160</b>	<b>\$250,160</b>
CURRENT YEAR RESERVES				
OPERATING RESERVE	\$122,830	\$0	\$0	\$0
CONTINGENCY RESERVE	\$61,415	\$0	\$0	\$0
RATE STABILIZATION RESERVE	\$0	\$800,000	\$0	\$0
EQUIPMENT REPLACEMENT RESERVE	\$23,899	\$28,618	\$43,554	\$44,861
PRIOR YEAR RESERVES	\$0	\$208,144	\$1,036,762	\$1,080,316
<b>SUBTOTAL CUMULATIVE RESERVES</b>	<b>\$208,144</b>	<b>\$1,036,762</b>	<b>\$1,080,316</b>	<b>\$1,125,177</b>
<b>TOTAL ENDING FUND BALANCE AND RESERVES</b>	<b>\$1,057,804</b>	<b>\$1,286,922</b>	<b>\$1,330,476</b>	<b>\$1,375,337</b>

In 2024, the Executive Board adopted Reserve Policies through Resolution R-2024-02, setting an operating expense reserve, equipment replacement reserve, and rate stabilization reserve.

### 1. Operating Expense and Contingency Reserve

Reserve Policy, Section IV.A, states: *It is the intent of RCR that the estimate for general operating contingencies shall be based on the assumption that certain expenditures will become necessary which cannot be foreseen and planned in the budget because of the occurrence of some unusual or extraordinary event. The level of funding shall be determined by the Executive Board and shall be set at a minimum of 5 percent and not to exceed 10 percent of the annual (second year of the biennium) budget expenditures.*

The current balance of the operating expense reserve is a total of \$122,830. The Contingency Reserve of 2.5 percent (or \$61,415) was inadvertently not included in the reserves policy, though has been included in the budget from the beginning. The total amount in the Operating Expense and Contingency Reserve is a total of \$184,245.

### 2. Equipment Replacement Reserve

Reserve Policy, Section IV.B, states: *Unless otherwise directed by the Executive Board, RCR will maintain and fully fund the Equipment Replacement Reserve to minimize large increases in User Fees from year to year resulting from the acquisition or replacement of certain assets (vehicles, computers, etc.), and to fund the timely replacement of aging technology, equipment, and systems. Budgeted contributions will be based on estimated useful life, replacements costs, and maintained on a per asset basis, or as a group of assets.*

The steady state budget assumes funding of the Equipment Replacement reserve in an amount of \$88,415, bringing the cumulative total to \$140,932 at the end of the biennium, December 31, 2026. The cumulative total is determined by added each year's total in Table 18.

### 3. Rate Stabilization Reserve

Reserve Policy, Section IV.C, states:

- i. Unless otherwise directed by the Executive Board the Rate Stabilization Reserve shall be established using the Biennial Ending Fund Balance. One-time revenues, new agency initial assessments/fees, Ending Fund Balance and other sources deemed appropriate by the Executive Board may be accumulated for future use.*
- ii. The amount of reserves used each year shall be analyzed to determine the long-term effect on rates to avoid large rate increases or decreases in future years.*
- iii. Accumulated reserves shall not exceed twenty percent of the biennial budget Operating Fund Revenues. There is no requirement for a minimum balance in this reserve.*
- iv. Funds shall accumulate from year to year until a Super Majority Vote of the Executive Board appropriates all or part of the available reserves.*
- v. Identified funds shall be applied to overall budget (similar to outside revenues) to offset transition to higher rates, fund one-time expenditures, or other exigent circumstances.*

The steady state budget assumes \$800K of the 2023 ending fund balance is transferred to the Rate Stabilization Reserve in the June 2024 Budget.

Next Steps:

The Executive Board will review potential policy decisions that would alter the assumptions used to develop the draft “Steady State” 2025-2026 RCR Budget discussed at the May 15, 2024, Budget Retreat. This information will be used to draft the Preliminary 2025-2026 RCR Budget, which will be presented at the June 6, 2024, Executive Board Meeting.

**BOARD ACTION RECOMMENDED**

1. It is recommended that the Board review the Draft 2025-2026 “Steady State” Budget and identify any questions or additional information needed.

List of Attachments

1. None.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Michael Olson, RCR Board Treasurer/Kirkland Director of Finance & Administration  
Elizabeth Adkisson, Kirkland Administrative Services Manager, Finance & Administration

**Date:** May 13, 2024

**Subject:** RCR Reserves - Rate Stabilization Reserve

## RECOMMENDATION:

The RCR Executive Board review the reserve policies and estimated balances at 2024 year-end and provide feedback on the potential use of these funds towards Principal agency contributions for the 2025-2026 budget.

## BACKGROUND DISCUSSION:

In 2024, the Executive Board adopted Reserve Policies through Resolution R-2024-02, setting an operating expense reserve, equipment replacement reserve, and rate stabilization reserve (see Attachment 1).

For the purposes of the “Steady State” budget preparation, the following amounts have been included in reserves based on the terms of the policy and recommended budget adjustments at the June 27, 2024, Executive Board meeting:

1. Operating Expense and Contingency Reserve: \$184,245.
2. Equipment Replacement Reserve: \$140,932 (Cumulative Total)
3. Rate Stabilization Reserve: \$800,000

## Rate Stabilization Reserve

Reserve Policy, Section IV.C states:

- i. Unless otherwise directed by the Executive Board the Rate Stabilization Reserve shall be established using the Biennial Ending Fund Balance. One-time revenues, new agency initial assessments/fees, Ending Fund Balance and other sources deemed appropriate by the Executive Board may be accumulated for future use.*
- ii. The amount of reserves used each year shall be analyzed to determine the long-term effect on rates to avoid large rate increases or decreases in future years.*
- iii. Accumulated reserves shall not exceed twenty percent of the biennial budget Operating Fund Revenues. There is no requirement for a minimum balance in this reserve.*



- iv. *Funds shall accumulate from year to year until a Super Majority Vote of the Executive Board appropriates all or part of the available reserves.*
- v. *Identified funds shall be applied to overall budget (similar to outside revenues) to offset transition to higher rates, fund one-time expenditures, or other exigent circumstances.*

The “SteadyState” budget presented contemplates placing \$800 thousand of ending fund balance into the Rate Stabilization Fund for the 2025-2026 Biennium. This can be redistributed at any time during the biennium for the purposes outlines in the policy.

In addition, the Executive Board may consider utilizing these funds in the 2025-2026 budget, to offset the anticipated increase in participating agency rates, as presented in the “Steady State” budget.

The Principal agency per capita contribution rates for 2025-2026 in the “Steady State” budget are estimated as follows:

	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
2025 contribution per capita	\$464,798	\$225,798	\$921,137	\$126,931	\$573,782	\$2,312,445
2026 contribution per capita	\$485,688	\$235,946	\$962,538	\$132,636	\$599,571	\$2,416,379
<b>TOTAL 2025-2026</b>	<b>\$950,486</b>	<b>\$461,744</b>	<b>\$1,883,675</b>	<b>\$259,566</b>	<b>\$1,173,353</b>	<b>\$4,728,824</b>

Distribution of Ending Fund Balance into Principal Agency Contributions

Per the Reserves Policy, the Executive Board may consider utilizing ending fund balance to decrease Principal agency contributions in the 2025-2026 Budget. The following table represents four options that could be considered by the Executive Board for the 2025-2026 Budget, including the amounts that would be distributed to Principal agencies and the rate stabilization reserve.

Option	Amount distributed to participating agency contributions	Amount remaining in the Rate Stabilization Reserve
1	\$200,000	\$600,000
2	\$400,000	\$400,000
3	\$600,000	\$200,000
4	\$800,000	\$0

The impact of each option to Principal agency contributions is represented in the following table. The red amount indicates the contribution reduction each Principal will realize over the biennium, if that option is chosen, and the bottom line indicates the total amount each Principal will contribute.

In general, the benefit of utilizing the Rate Stabilization Reserve in this fashion would be lower contributions for each Principal agency in the 2025-2026 biennium, though this will also result in a reduced balance in the Rate Stabilization Reserve for future use of the agency.

	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
All costs allocated per capita	\$464,798	\$225,798	\$921,137	\$126,931	\$573,782	\$2,312,445
All costs allocated per capita	\$485,688	\$235,946	\$962,538	\$132,636	\$599,571	\$2,416,379
<b>TOTAL 2025-2026</b>	<b>\$950,486</b>	<b>\$461,744</b>	<b>\$1,883,675</b>	<b>\$259,566</b>	<b>\$1,173,353</b>	<b>\$4,728,824</b>
<b>Option 1</b>						
<i>Use 25% (\$200K) of Rate Stabilization Rese</i>	<i>(\$40,200)</i>	<i>(\$19,529)</i>	<i>(\$79,668)</i>	<i>(\$10,978)</i>	<i>(\$49,626)</i>	<i>(\$200,000)</i>
<b>TOTAL 2025-2026</b>	<b>\$910,286</b>	<b>\$442,215</b>	<b>\$1,804,007</b>	<b>\$248,588</b>	<b>\$1,123,727</b>	<b>\$4,528,824</b>
<b>Option 2</b>						
<i>Use 50% (\$400K) of Rate Stabilization Rese</i>	<i>(\$80,399)</i>	<i>(\$39,058)</i>	<i>(\$159,336)</i>	<i>(\$21,956)</i>	<i>(\$99,251)</i>	<i>(\$400,000)</i>
<b>TOTAL 2025-2026</b>	<b>\$870,087</b>	<b>\$422,686</b>	<b>\$1,724,339</b>	<b>\$237,610</b>	<b>\$1,074,102</b>	<b>\$4,328,824</b>
<b>Option 3</b>						
<i>Use 75% (\$600K) of Rate Stabilization Rese</i>	<i>(\$120,599)</i>	<i>(\$58,587)</i>	<i>(\$239,003)</i>	<i>(\$32,934)</i>	<i>(\$148,877)</i>	<i>(\$600,000)</i>
<b>TOTAL 2025-2026</b>	<b>\$829,887</b>	<b>\$403,157</b>	<b>\$1,644,672</b>	<b>\$226,632</b>	<b>\$1,024,476</b>	<b>\$4,128,824</b>
<b>Option 4</b>						
<i>Use 100% (\$800K) of Rate Stabilization Res</i>	<i>(\$160,799)</i>	<i>(\$78,116)</i>	<i>(\$318,671)</i>	<i>(\$43,912)</i>	<i>(\$198,502)</i>	<i>(\$800,000)</i>
<b>TOTAL 2025-2026</b>	<b>\$789,687</b>	<b>\$383,628</b>	<b>\$1,565,004</b>	<b>\$215,654</b>	<b>\$974,851</b>	<b>\$3,928,824</b>

RCR Treasurer Recommendation

Staff recommends re-assessing the impact of the use of the Rate Stabilization Reserve after consideration of recommended changes to the Steady State Budget.

Next Steps:

The City of Kirkland Fiscal Agent Team will utilize the feedback provided by the Executive Board to create the 2025-2026 Preliminary Budget, to be presented on June 6, 2024.

**BOARD ACTION RECOMMENDED**

It is recommended that the Board review the rate stabilization reserve balances and policies and provide feedback on the potential use of these funds towards Principal agency contributions projected for the 2025-2026 budget.

List of Attachments

1. Reserves Policy



# REGIONAL CRISIS RESPONSE AGENCY (RCR)

## RESERVE POLICIES

APRIL 4, 2024

### I. AUTHORITY

The reserve policies are reviewed and approved as authorized by Section 6 (Agency Powers), subsection (e.) of the Regional Crisis Response Agency Interlocal Agreement (ILA).

### II. PURPOSE

Adequate fund balance and reserve levels are a necessary component of RCR's overall financial management strategy and a key factor in the measurement of the agency's financial strength.

### III. POLICY

- A. An Operating Expense Reserve and an Equipment Replacement Reserve will be maintained.
- B. A Rate Stabilization Reserve shall be established in order to identify, reserve, and accumulate unexpended resources for use in mitigating the impact of future rate increases (to participant contributions) and assisting with the transition to higher rates.
- C. Additional reserve accounts may be created by the Executive Board to account for monies for future known expenditures, special projects, or other specific purposes.
- D. All reserve accounts will be presented in the biennial budget.
- E. Remaining funds at the end of each biennium not placed in reserves will remain in the fund as fund balance.

### IV. PROCEDURE

#### A. Operating Expense Reserve

It is the intent of RCR that the estimate for general operating contingencies shall be based on the assumption that certain expenditures will become necessary which cannot be foreseen and planned in the budget because of the occurrence of some unusual or extraordinary event. The level of funding shall be determined by the Executive Board and shall be set at a minimum of 5 percent and not to exceed 10 percent of the annual (second year of the biennium) budget expenditures.

#### B. Equipment Replacement Reserve

Unless otherwise directed by the Executive Board, RCR will maintain and fully fund the Equipment Replacement Reserve to minimize large increases in User Fees from year to year resulting from the acquisition or replacement of certain assets (vehicles, computers, etc.), and to fund the timely replacement of aging technology, equipment, and systems.



# REGIONAL CRISIS RESPONSE AGENCY (RCR)

## RESERVE POLICIES

APRIL 4, 2024

Budgeted contributions will be based on estimated useful life, replacements costs, and maintained on a per asset basis, or as a group of assets.

### C. Rate Stabilization Reserve

- i. Unless otherwise directed by the Executive Board the Rate Stabilization Reserve shall be established using the Biennial Ending Fund Balance. One-time revenues, new agency initial assessments/fees, Ending Fund Balance and other sources deemed appropriate by the Executive Board may be accumulated for future use.
- ii. The amount of reserves used each year shall be analyzed to determine the long-term effect on rates to avoid large rate increases or decreases in future years.
- iii. Accumulated reserves shall not exceed twenty percent of the biennial budget Operating Fund Revenues. There is no requirement for a minimum balance in this reserve.
- iv. Funds shall accumulate from year to year until a Super Majority Vote of the Executive Board appropriates all or part of the available reserves.
- v. Identified funds shall be applied to overall budget (similar to outside revenues) to offset transition to higher rates, fund one-time expenditures, or other exigent circumstances.

D. All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the biennial budget.

### V. RESPONSIBILITY

It is the responsibility of the Treasurer to monitor Fund Balance and reserve accounts in order to assure compliance with this policy.

The Treasurer will review the Reserve Policies with the Executive Board as part of the biennial budget development process.

The Treasurer will present options for the use or distribution of any amounts in excess of reserve requirements to the Executive Board as part of the biennial budget development process.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Brook Buettner, Executive Director  
Heather Lantz-Brazil, Administrative Assistant

**Date:** May 10, 2024

**Subject:** Grants: Review Current and Potential Grant Awards for 2025-2026

## RECOMMENDATION:

That the RCR Executive Board receive information about potential revenue sources during the coming biennium to inform budget decision-making.

## BACKGROUND DISCUSSION:

RCR staff has successfully brought in county and state funding this biennium to support operations, including:

- \$1,021,65.52 Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Team Grant (two-year term, up from previous annual award of \$75,500)
- \$250,000 Association of Washington Cities Alternative Response Team Grant (one-year term, up from previous 6-month award of \$70,500)
- \$1,178,000 Secured and finalized Advisory Committee approval for King County MIDD funding to come directly to RCR which supports changes to the originally-funded RADAR operational model, above anticipated MIDD award amount of \$872,000.

Of the current RCR funding sources, there are different outlooks for continued funding.

*MIDD:* RCR staff believes it is highly likely that MIDD funding will continue, however, King County is in the process of developing the Implementation Plan for MIDD 3 and is not able to commit to ongoing funding under the new Implementation Plan. In addition, this funding source is sales tax-dependent which does introduce some uncertainty.

*WASPC:* Current WASPC Mental Health Field Response Team Funding grant reimburses for the cost of 3.0 temporary FTE Crisis Responders through June 30, 2025. It is not known whether that grant will be re-awarded.

*AWC:* Current AWC Alternative Response Teams Grant funding reimburses for the cost of 2.0 FTE career service Crisis Responders through June 30, 2025. We do not anticipate receiving ongoing funding through AWC unless there is a change in their grantmaking requirements and structure.

*Department of Justice:* This three-year grant goes through the full 2025-2026 biennium. It is not known whether that grant funding will be re-awarded at the end of the grant period.

RCR staff with City of Kirkland Fiscals staff have developed revenue modeling for several potential scenarios:

**Scenario 1 – No WASPC; No MIDD; No AWC**

	2025	2026	TOTAL
<b>TOTAL EXPENSES</b>	<b>\$ 3,199,865</b>	<b>\$ 2,996,005</b>	<b>\$ 6,195,870</b>
<b>REVENUES</b>			
	2025	2026	TOTAL
<b>Grants/Other External Revenue</b>			
MIDD	\$ -	\$ -	\$ -
WASPC	\$ -	\$ -	\$ -
AWC (ART Grant Program)	\$ -	\$ -	\$ -
DOJ	\$ 191,501	\$ 143,626	\$ 335,127
OTHER MISC.			\$ -
<b>TOTAL REVENUES</b>	<b>\$ 191,501</b>	<b>\$ 143,626</b>	<b>\$ 335,127</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$ 3,008,364</b>	<b>\$ 2,852,379</b>	<b>\$ 5,860,743</b>

**Impact to Distributions**

**\$ 1,131,919**

	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
2025 All costs allocated per capita	\$ 139,879	\$ 67,953	\$ 277,212	\$ 38,199	\$ 172,677	\$ 695,919
2026 All costs allocated per capita	\$ 87,635	\$ 42,573	\$ 173,676	\$ 23,932	\$ 108,184	\$ 436,000
<b>TOTAL 2025-2026</b>	<b>\$ 227,514</b>	<b>\$ 110,526</b>	<b>\$ 450,887</b>	<b>\$ 62,131</b>	<b>\$ 280,861</b>	<b>\$ 1,131,919</b>

**Scenario 2 – No WASPC; Yes MIDD**

	2025	2026	TOTAL
<b>TOTAL EXPENSES</b>	<b>\$ 3,199,865</b>	<b>\$ 2,996,005</b>	<b>\$ 6,195,870</b>
<b>REVENUES</b>			
	2025	2026	TOTAL
<b>Grants/Other External Revenue</b>			
MIDD	\$ 436,000	\$ 436,000	\$ 872,000
WASPC	\$ 259,919	\$ -	\$ 259,919
AWC (ART Grant Program)	\$ -	\$ -	\$ -
DOJ	\$ 191,501	\$ 143,626	\$ 335,127
OTHER MISC.	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 887,420</b>	<b>\$ 579,626</b>	<b>\$ 1,467,046</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$ 2,312,445</b>	<b>\$ 2,416,379</b>	<b>\$ 4,728,824</b>

**Impact to Distributions**

\$ -

	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
2025 All costs allocated per capita	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026 All costs allocated per capita	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL 2025-2026</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Scenario 3 – Yes WASPC; Yes MIDD**

	2025	2026	TOTAL
<b>TOTAL EXPENSES</b>	<b>\$ 3,199,865</b>	<b>\$ 2,996,005</b>	<b>\$ 6,195,870</b>
<b>REVENUES</b>			
	2025	2026	TOTAL
<b>Grants/Other External Revenue</b>			
MIDD	\$ 436,000	\$ 436,000	\$ 872,000
WASPC	\$ 519,838	\$ 546,294	\$ 1,066,132
AWC (ART Grant Program)	\$ -	\$ -	\$ -
DOJ	\$ 191,501	\$ 143,626	\$ 335,127
OTHER MISC.	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 1,147,339</b>	<b>\$ 1,125,920</b>	<b>\$ 2,273,259</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$ 2,052,526</b>	<b>\$ 1,870,085</b>	<b>\$ 3,922,611</b>

**Impact to Distributions**

**\$ (806,213)**

	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
2025 All costs allocated per capita	\$ (52,243)	\$ (25,380)	\$ (103,536)	\$ (14,267)	\$ (64,493)	\$ (259,919)
2026 All costs allocated per capita	\$ (109,804)	\$ (53,343)	\$ (217,610)	\$ (29,986)	\$ (135,551)	\$ (546,294)
<b>TOTAL 2025-2026</b>	<b>\$ (162,048)</b>	<b>\$ (78,722)</b>	<b>\$ (321,146)</b>	<b>\$ (44,253)</b>	<b>\$ (200,044)</b>	<b>\$ (806,213)</b>



**Scenario 4 – Yes WASPC; Yes MIDD; Yes AWC**

	2025	2026	TOTAL
<b>TOTAL EXPENSES</b>	<b>\$ 3,199,865</b>	<b>\$ 2,996,005</b>	<b>\$ 6,195,870</b>
<b>REVENUES</b>			
	2025	2026	TOTAL
<b>Grants/Other External Revenue</b>			
MIDD	\$ 436,000	\$ 436,000	\$ 872,000
WASPC	\$ 519,838	\$ 546,294	\$ 1,066,132
AWC (ART Grant Program)	\$ 262,399	\$ -	\$ 262,399
DOJ	\$ 191,501	\$ 143,626	\$ 335,127
OTHER MISC.	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 1,409,738</b>	<b>\$ 1,125,920</b>	<b>\$ 2,535,658</b>
<b>PARTICIPATING AGENCIES</b>	<b>\$ 1,790,127</b>	<b>\$ 1,870,085</b>	<b>\$ 3,660,212</b>

**Impact to Distributions**

**\$(1,068,612)**

	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
2025 All costs allocated per capita	\$ (104,985)	\$ (51,001)	\$ (208,060)	\$ (28,670)	\$ (129,602)	\$ (522,318)
2026 All costs allocated per capita	\$ (109,804)	\$ (53,343)	\$ (217,610)	\$ (29,986)	\$ (135,551)	\$ (546,294)
<b>TOTAL 2025-2026</b>	<b>\$ (214,789)</b>	<b>\$ (104,344)</b>	<b>\$ (425,670)</b>	<b>\$ (58,656)</b>	<b>\$ (265,152)</b>	<b>\$(1,068,612)</b>

**Board Action Recommended:**

That the board receive information and ask questions. No formal action recommended at this time.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Brook Buettner, Executive Director  
Carly Joerger, Sr. Management Analyst, City of Kirkland

**Date:** May 9, 2024

**Subject:** DISCUSSION OF RCR HEADQUARTER FACILITIES NEEDS

### **RECOMMENDATION:**

It is recommended that the Board discuss current and future headquarter space needs. Further, staff seeks the Board’s direction on what options to bring back for further discussion and potential action to include in the 2025-2026 budget.

### **BACKGROUND DISCUSSION:**

The RCR Headquarters are currently located in the City of Kirkland’s Justice Center (KJC). RCR occupies around 550 square feet of space that includes an office for the Executive Director, two cubicles dedicated to the Administrative Assistant and Supervisor, and four shared desk spaces that rotate among the Crisis Responders on shift. The RCR desks are located in a shared space with the Kirkland Police Department’s Community Resource Unit and the Kirkland Fire Department’s Mobile Integrated Health Unit. In 2023, City of Kirkland renovated part of this space to create what is now the office for the Executive Director. City of Kirkland funded this renovation without seeking reimbursement from RCR because the long-term future of the RCR headquarters location was still in question and, if RCR were to relocate, Kirkland Police Department would likely still have a need for an office in that space. Each member agency has also provided in-kind, “satellite” office space at each of their Police Departments for RCR use. See Att-1 for Resolution R-2023-15 Authorizing Expectations of RCR Agency Principals.

### **2023-2024 Budgeted Facilities Expenses and Preliminary 2025-2026 Estimates**

During development of RCR’s 2023-2024 budget, staff estimated RCR would need 2,300 square feet of space at Kirkland City Hall. This estimate was based on an assumption that each RCR FTE would need a dedicated cubicle. Since RCR has launched and filled all positions, actual facilities use has differed significantly from the budgeted assumptions. At the regular Executive Board Meeting in June 2024, fiscal agent staff will present a budget amendment to the Board to true-up the 2023–2024-facilities line item based on actual usage. As a preview, fiscal agent staff will propose City of Kirkland apply a credit against the next invoice to RCR to account for the difference. For the purposes of preparing the “2025-2026 steady-state budget”, fiscal agent staff have updated the facilities assumptions to reflect actual usage in square feet and using the rate for the KJC rather than City Hall. See Table 1 below.

Table 1. 2023-2024 Budgeted Facilities Expenses and 2025-2026 Preliminary Facilities Estimates

	Budgeted 2023-2024 Facilities Expenses			Preliminary 2025-2026 Facilities Estimates (current usage)		
	2023	2024	2023-2024	2025	2026	2025-2026

<b>Square Feet</b>	2,300	2,300	-	550	550	-
<b>Rate</b>	\$13.16	\$13.40	-	\$12.54	\$13.80	-
<b>Total</b>	\$30,278	\$30,831	\$61,109	\$6,897	\$7,104	\$14,001

**Anticipating Future Space Needs**

There are several potential future possibilities that could result in RCR needing, or wanting, to relocate to a new space. Some of these possibilities could include:

- RCR’s growth surpasses the available space at the KJC
- Opportunity to co-locate at the Connections Health Crisis Care Facility
- Kirkland Police Department programs expand, creating a need for additional space currently occupied by RCR (e.g., filling authorized but currently vacant positions within the Community Resources Unit)
- Kirkland City Council revisits a previous request that the Kirkland Community Responder Program be located outside of the police department

Recently, the RCR Board President, in his capacity as Kirkland City Manager, met with the RCR Executive Director, Supervisor, and Crisis Responders to introduce the possibility of any of the above scenarios and asked for their input on what elements they appreciate having in a headquarters space. Key insights from the Crisis Responders included the following:

- Co-location at the police department is invaluable for building relationships with patrol
- Through exposure, officers also learn de-escalation and other skills modeled by the Crisis Responders
- Crisis Responders on swing shift feel safe coming back to the KJC late at night
- Headquarters should have some quiet space to work and have any necessary technical infrastructure

As the Board thinks about future space needs, the Executive Director recommends planning for the following, roughly 800-1,200 square feet:

- Two offices for the Executive Director and Supervisor/Operations Manager/Deputy Director
- Dedicated cubicle or space for the Administrative Assistant
- Five-Six cubicles or shared desk space
- Access to at least one large meeting room for team meetings and trainings
- Access to lockers
- Access to kitchen space

**Early Assessment of Options**

The Board could direct staff to increase the facilities line item in anticipation of a potential change in headquarters space in the 2025-2026 biennium. Alternatively, the Board could make no changes to the budget, and should the need arise, consider use of the rate stabilization fund for any additional facilities costs.

Kirkland staff have also asked Connections Health about the possibility of RCR co-location. While open to the idea, they have expressed their top priority at this time is to complete the renovations of the first and second floors, obtain licensure, and open the facility. Once the facility is up and running, Connections staff are open to a more detailed conversation about RCR co-location. It is unknown if Connections Health would charge market rate rent for RCR to utilize a portion of the currently vacant

third floor of the facility. It is also possible that in the future, if the Connections facility is designated one of the five Crisis Care Centers supported by King County’s Crisis Care Centers levy, that the County may buy Connections Health out of its lease. Should this happen, RCR would need to explore co-location with both Connections Health and King County. It is too early in the Crisis Care Centers levy process to know how likely this outcome is, or the timeframe.

For purposes of estimating a ballpark market-rate rent, fiscal agent staff have prepared an initial analysis of commercial lease rates in the Totem Lake area in Kirkland (Att-2 Commercial Lease Rates). Based on this analysis, lease rates average nearly \$27 per square foot. To demonstrate potential lease space costs at this rate, see Table 3.

Table 3. Sample Estimated Lease Costs at \$27 per square foot

Square Feet	Annual Lease
550	\$14,850
800	\$21,600
1,200	\$32,400

**Board Action Requested:**

It is recommended that the Board discuss current and future headquarter space needs. Further, staff seeks the Board’s direction on what options to bring back for further discussion and potential action to include in the 2025-2026 budget.

List of Attachments

Att-1 Resolution R-2023-15 Authorizing Expectations of RCR Agency Principals

Att-2 Commercial Lease Rates

RESOLUTION R-2023-15

A RESOLUTION OF THE REGIONAL CRISIS RESPONSE (RCR) AGENCY AUTHORIZING EXPECTATIONS OF RCR AGENCY PRINCIPALS.

WHEREAS, the Cities of Bothell, Kenmore, Kirkland, Lake Forest Park, and Shoreline have formed the Regional Crisis Response (RCR) Agency by interlocal agreement (ILA) to provide consolidated and expanded mobile crisis response services to the five-city region; and

WHEREAS, the RCR Agency was formed to enhance public safety and emergency response services, including crisis response awareness support and resource referral for community members in crisis with underlying behavioral health conditions by deploying highly trained and skilled Crisis Responders through the first response and 911 system; and

WHEREAS, the RCR Agency has central office space, but Crisis Responder staff are stationed throughout the geographic area of the Principal cities; and

WHEREAS, RCR staff require some level of support and collaboration from each of the Principals to effectively respond and collaborate with local first responders and other partners; and

NOW, THEREFORE, be it resolved by the Executive Board of the RCR Agency as follows:

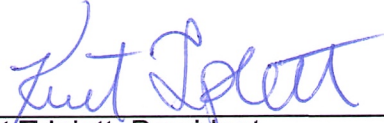
Section 1. Current and future RCR Principals agree to fully support RCR Staff in the conduct of their duties in city jurisdiction and facilities by providing in kind support to provide access and connectivity so RCR Staff may effectively discharge their duties in that jurisdiction, with the goal of ensuring that:

1. Crisis Responders have access to workspace and facilities support as available and appropriate (RCR to pay for office furniture unless otherwise noted).
2. Crisis Responders are able to access appropriate buildings and facilities.
3. Crisis Responders are able to park and easily access RCR Fleet vehicles to enable rapid response to crisis calls, and RCR Fleet electric vehicles are able to be charged at Electric Vehicle charging stations where available.
4. Crisis Responders have access to basic technology and IT support for staff working at city facilities including Wi-Fi and printers where possible.
5. RCR staff are able to use city meeting spaces and facilities as available and appropriate.
6. Residents of RCR Principal cities receive information about RCR; Principal cities communications staff help amplify

RCR public messaging, educational information, job postings, etc. on city channels and at times, work closely with RCR staff to create content for joint marketing campaigns or projects.

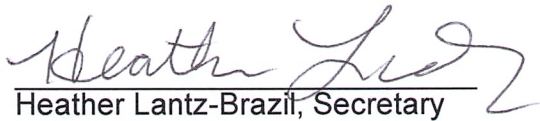
Passed by majority vote of the RCR Executive Board in open meeting this 7th day of December, 2023.

Signed in authentication thereof this 3<sup>rd</sup> day of January, 2024.



Kurt Triplett, President

Attest:



Heather Lantz-Brazil, Secretary

**11**

Number of Comparables

**\$26.68**

Average Asking Rate

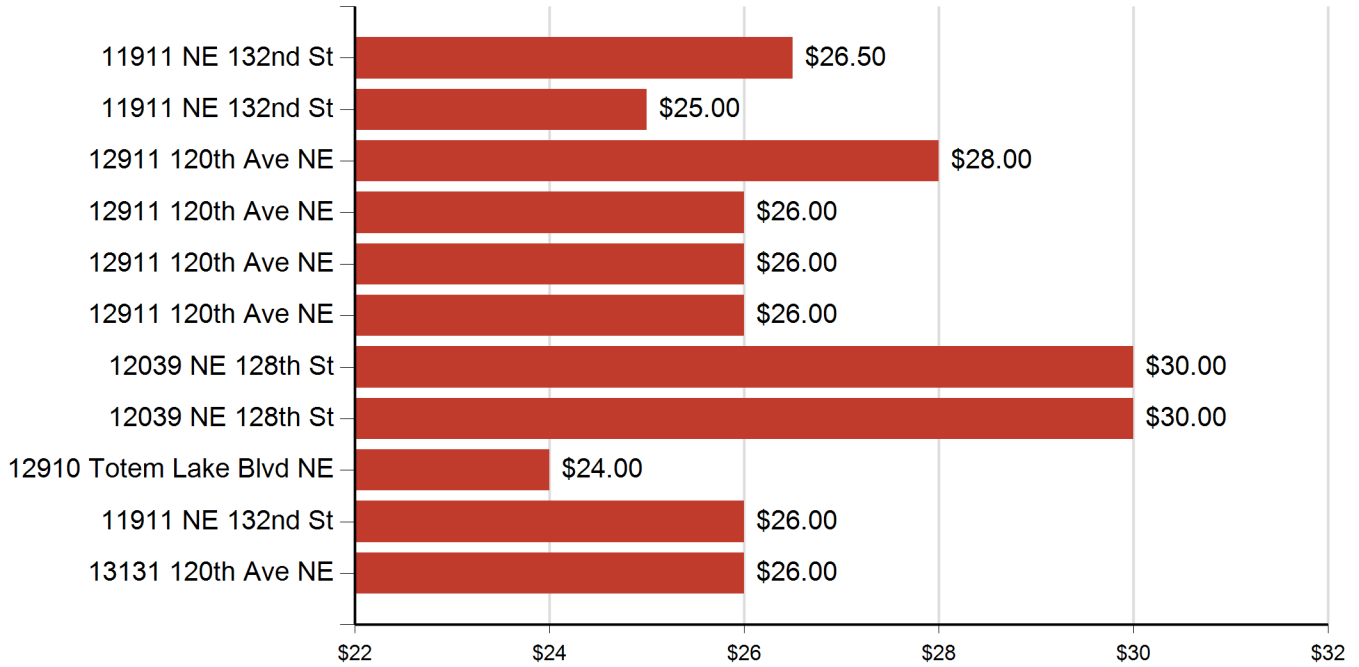
**1,201**

Average Space SF

**55,646**

Average Building SF

**Asking Rate Per SF**



	High	Low	Average
\$ per SF	\$30.00	\$24.00	\$26.68
SQFT	1,481	655	1,201

	Address	Status	Asking Rate	Available SF	Suite #	Date Leased	Tenant
1	13131 120th Ave NE	Leased	26.00	1,056 SF		01/14/2016	
3	12039 NE 128th St	Leased	30.00	1,208 SF	108	02/12/2015	POMA
2	12039 NE 128th St	Leased	30.00	1,481 SF	130	03/17/2017	
5	12911 120th Ave NE	Leased	26.00	1,376 SF	A40	02/01/2020	
6	12911 120th Ave NE	Leased	26.00	1,160 SF	E60	03/01/2021	
4	12911 120th Ave NE	Leased	26.00	1,254 SF	F260	12/01/2018	
7	12911 120th Ave NE	Available	28.00	1,307 SF	D20		
9	11911 NE 132nd St	Leased	26.50	655 SF	105	09/05/2023	
10	11911 NE 132nd St	Leased	26.00	1,038 SF	106	08/26/2021	
8	11911 NE 132nd St	Leased	25.00	1,352 SF		10/19/2018	
11	12910 Totem Lake Blvd NE	Leased	24.00	1,325 SF	110	08/01/2016	

Vitali Pronin  
 Vitali@ProninHomeGroup.com  
 425-435-9849



# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Brook Buettner, Executive Director  
Heather Lantz-Brazil, Administrative Assistant

**Date:** May 10, 2024

**Subject:** Staffing: Review of Potential Adjustments to Address Levels of Service

## RECOMMENDATION:

That the RCR Executive Board receive information, ask questions, and provide direction to RCR staff regarding Agency growth in the coming biennium.

## BACKGROUND DISCUSSION:

During fall of 2023, almost 100 community members and stakeholders came together during several Community Visioning Sessions to imagine the future of the Regional Crisis Response Agency. Community members painted a picture of a first response system that offers every person the right resource at the right time, in a compassionate, equitable and effective way. This is consistent with the expansive and visionary goals of the RCR ILA to “provid[e] alternatives in appropriate instances to police as the primary response to Community Members in Crisis by deploying mental health professionals or similarly certified staff as crisis responders.”

The Goals of the Agency, as laid out in the ILA, are as follows:

- a. Provide a consolidated and standardized mobile crisis response program operating throughout the jurisdictions served by the Principals.
- b. Significantly reduce police response to behavioral health calls by providing alternatives in appropriate instances to police as the primary response to Community Members in Crisis by deploying mental health professionals or similarly certified staff as crisis responders.
- c. Enable Agency service coverage 24 hours per day, 7 days per week.
- d. Coordinate with regional crisis stabilization facility(s) serving the North King County area.
- e. Support and advise public safety dispatch agencies over time as these agencies develop and adopt dispatch protocols for mobile crisis responders utilizing both the 911 and 988 systems.
- f. Ensure the safety of Field Staff.
- g. Reduce strain on police and fire departments by reducing repeat calls from Community Members in Crisis.



- h. Attract and retain highly qualified Field Staff.
- i. Maintain a well informed and collaborative working relationship with members of the Public Safety Operations Serving the Principals.
- j. Operate the Agency under a shared governance and funding model, maximizing the use of grant funding where practicable.

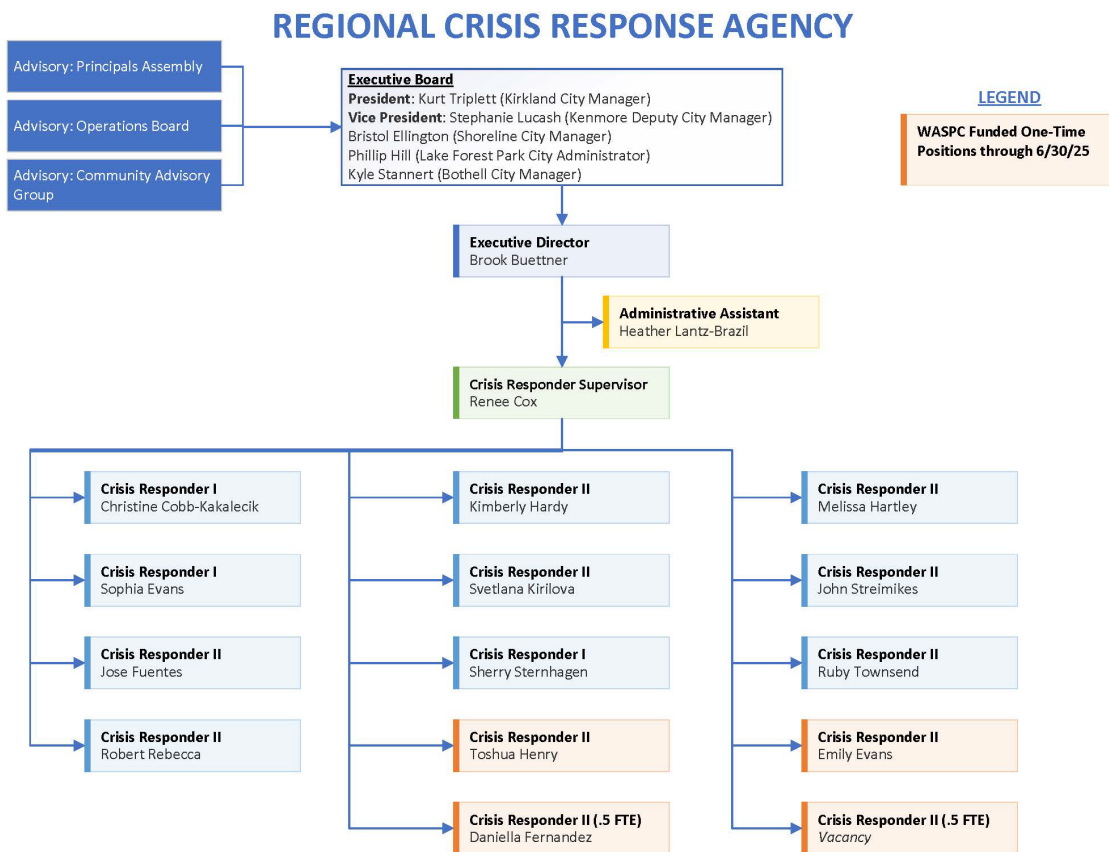
**Future state vision**

As North King County re-imagines first response to include a Crisis Responders as part of the 911 toolkit, RCR will need to grow to meet the community’s need. This growth will of course require an increase in the number of Crisis Responders working with people in the field. In addition, fully meeting the need of community members in crisis will require changes to the broader system including the way 911 call centers dispatch calls, accessibility of Response Plans across jurisdictions, development of reimbursement pathways with federal funders and healthcare payers, and other broad and complex systemic challenges. Part of this growth is cultivating and drawing down funding sources for ongoing sustainability.

**Current state staffing and operations**

RCR is currently operational with 10 ongoing and 2.5 FTE grant-funded temporary Crisis Responders deployed in the field. Field staff are supported by 1.0 Administrative Assistant, 1.0 Supervisor, and the Executive Director. RCR staff is in the process of re-classing 2.0 FTE Crisis Responder positions as Leads during 2024, at the previous direction of the Executive Board. The current organizational structure is as follows:

Figure 1. RCR Agency “Current State” Organizational Chart



Based on available data for number of individuals served, the following is a breakdown of the level of service being received by each RCR Principal city, as a percentage of the total services provided. Data is broken down by quarter to show change over time.

Table 1. Number and percentage of individuals served, by city

City (per capita %)	2023 Q1		2023 Q2		2023 Q3		2023 Q4		2023 full year		2024 Q1	
	Total served	% of total	Total served	% of total	Total served	% of total	Total served	% of total	Total served	% of total	Total served	% of total
Bothell (20.10%)	44	16%	65	24%	41	19%	54	19%	<b>194</b>	<b>22%</b>	89	21%
Kenmore (9.76%)	6	2%	8	3%	7	3%	14	5%	<b>34</b>	<b>4%</b>	23	5%
Kirkland (39.83%)	147	54%	126	47%	109	51%	146	53%	<b>449</b>	<b>51%</b>	228	53%
LFP (5.49%)	7	3%	12	4.5%	15	7%	12	4%	<b>39</b>	<b>4.5%</b>	11	3%
Shoreline (24.81%)	71	26%	56	21%	40	19%	52	19%	<b>172</b>	<b>19%</b>	83	19%

***Unmet community need***

During 2023, RCR Crisis Responders provided services to over 860 individuals in acute behavioral health crisis and we are confident that the need is much greater. While it is difficult to measure calls that merited but did not get a Crisis Responder because of availability, we know from the Community Need Analysis discussed below that there were at least 5,000 calls across our five cities during 2023 that were potential RCR calls based on clearing code, and we believe this to be a significant undercount.

Crisis Responders in the field are frequently faced with multiple concurrent calls and triage based on acuity and potential for impact. In addition, there are many calls that we are not responding to because of the nature of our relationship with our 911 call centers and the discretion of our first responder colleagues. And finally, RCR is not currently responding to any in-progress calls that come in between 1:00am and 6:00am (however does follow up on referrals from these calls).

***Considering 24/7 Operations***

RCR staff has been engaged in an analysis of community need for Crisis Response support during the overnight hours, with the goal of understanding the depth of need of 24/7 coverage to community members in crisis, as called for in the RCR ILA. RCR Staff requested and received call for service and clearing code data from RCR Police and Fire Agencies, as well as NORCOM 911. These police call classifications included “Mental/Emotional,” “Transient,” “Suicide,” and others. Fire data was not instructive and therefore has not been included here. King County Sheriffs Office data reflects only a single clearing code, resulting in a significant overall undercount of potential RCR calls for the cities of Shoreline and Kenmore.

Each agency uses clearing codes in different ways, so the comparisons are not perfect, however the analysis does provide a general idea for the frequency of potential RCR call types over the course of the 24-hour day.

For purposes of the budget discussion the quantitative analysis is included here, and a final product that also reflects qualitative discussion from stakeholders is forthcoming. The below chart shows real and estimated volume of calls that could benefit from a Crisis Responder over the course of one year (2023). When this analysis was conducted in 2022 for a 26-week period, the results were similar which supports the validity of the 2023 analysis.

Figure 2. Total counted calls, visible both by city and total number for all five RCR cities, over the course of one year and divided by hour of the day

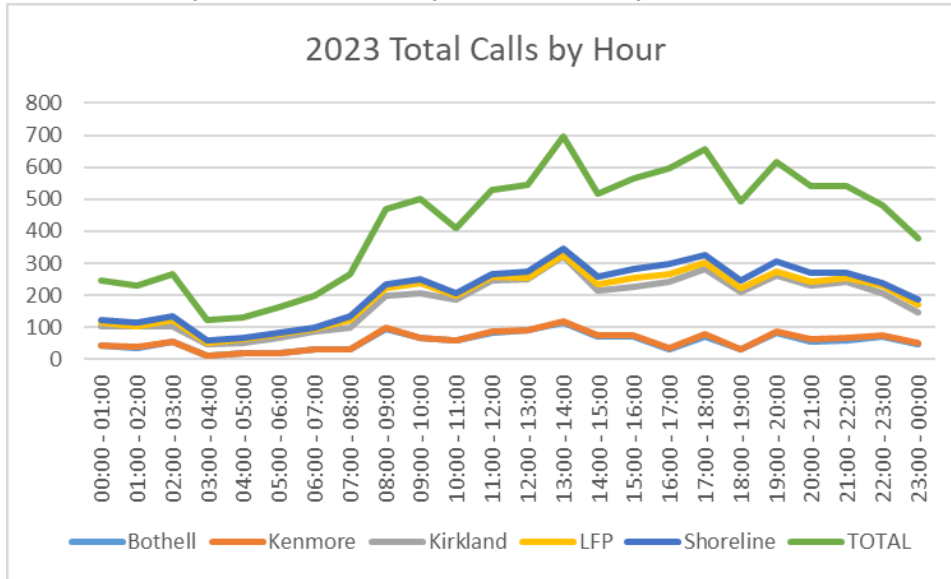
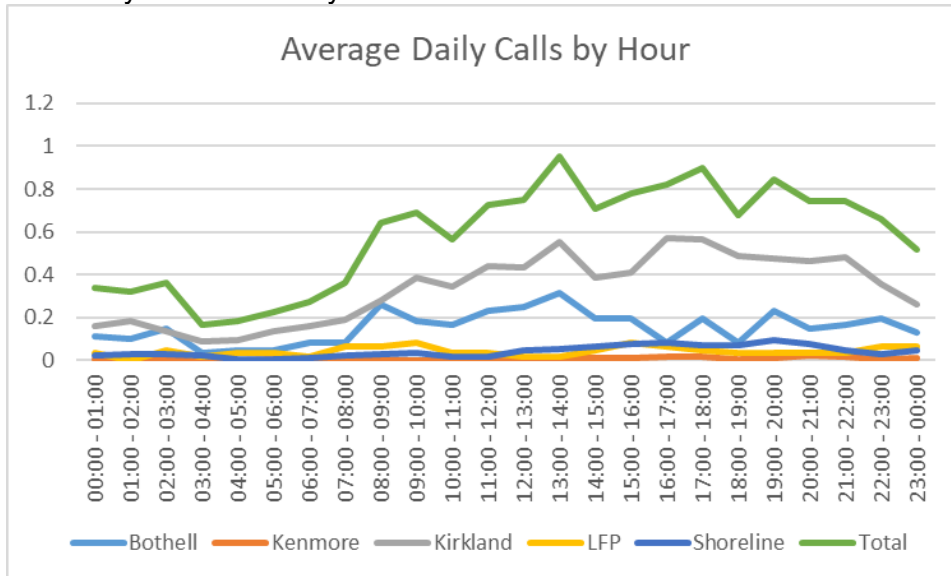


Figure 3. Average daily counted calls, visible both by city and total number for all five RCR cities, divided by hour of the day



**Possible staffing models for providing some form of overnight coverage**

The 2023-2024 Approved RCR Budget included funding for on-call or overtime coverage at the amount of approximately \$190,000 for the biennium. Because this was not implemented during 2023-2024, it is *not* currently included in the projected “steady state” 2025-2026 budget. Any additional overnight coverage would be additional to the “steady state” budget presented under a separate agenda item during this Budget Retreat.

There are several potential staffing models which could address the overnight coverage need, presented here from least to most robust coverage. Cost estimates are very rough, and could be refined with further decision-making around the specifics of each model.

Table 2. Potential staffing models to address overnight coverage

<i>Option</i>	<i>Characteristics and basis for costing</i>	<i>Estimated biennial cost</i>
Current status: No RCR coverage, first responders have access to the county-wide Mobile Crisis Team	Response times are quite long, will not respond to higher-acuity calls, officers in our region tend to be reluctant to use this resource because of the pitfalls.	No cost
Provide phone-based support to on-scene police and fire personnel	Would allow for some basic triage and support, would create a seamless referral pathway for further RCR intervention during the day shift. Cost estimate based on RADAR Navigator Program experience with contractors and colleague programs.	\$100,000
On-call Crisis Responders who deploy to the scene	Potentially longer response time than a standard on-duty staffer). Based on previous estimates plus COLA increases.	\$208,488
Staff at least one Crisis Responder every overnight shift to cover the five cities	Estimate based on current and projected staffing costs plus 2% overnight differential	\$1,149,610
Fully staffed overnight shift	Full service, 24/7. Cost estimate based on current and projected staffing costs plus 2% overnight differential	\$3,800,000

### ***Recommendations for the 2025-2026 biennium***

In addition to decision-making around the 24/7 coverage options, RCR Staff requests the board consider expansion of the current organizational structure to right-size the supervisory support needed for the Crisis Responders in the field and increase the agency’s administrative capacity. RCR staff seeks the Board's input on if this model reflects the Board members vision for the future state of RCR and estimated timeline for achieving that growth.

RCR Staff suggests converting the WASPC-temporary Crisis Responder positions to permanent. We are seeing that these positions improve the ability of the team to meet needs across shifts and jurisdictions. Specifically, these additional staffers have completed the Shoreline and Bothell picture.

RCR Staff also suggests adding an additional Supervisor position. The span of control in typical high-acuity mental health services is generally seven individuals supervised by one full-time supervisor who also does some field-based work. Currently, the RCR Supervisor is responsible for 13 field-based individuals, and this work is far more complex than standard mental health services.

Additionally, RCR Staff suggests converting the Administrative Assistant position to an Executive Assistant and adding a 0.5 FTE Office Specialist position. The 0.5 FTE Office Specialist position

would perform a variety of standard/intermediate office support duties while the Executive Assistant would perform complex specialized, technical and non-standard office support.

In the coming biennium, RCR staff suggest the following changes to staffing:

1. Create an additional Supervisor position
2. Create an Operations Manager position
3. Re-class one additional Crisis Responder FTE to a Lead for a total of 3.0 location-based field leads
4. Convert 3.0 FTE WASPC funded temporary Crisis Responder positions to ongoing
5. Elevate the Administrative Assistant position to an Executive Assistant I
6. Create an additional 0.5 Office Specialist position

The proposed changes to the leadership structure would right-size the operational supervision received by Crisis Responders in the field, and increase the Agency's capacity to engage in complex system-level projects. Such projects in the coming biennium include development of a Response Plan protocol (which will ensure every officer and deputy has access to information prior to going on calls with individuals with elevated risk of use of force due to their behavioral health condition). This additional support would not only improve the operating environment for the Crisis Responders, but would free critical time for the Executive Director to focus on bigger-picture, future-facing challenges. During the coming biennium, such challenges may include:

- Building pathways for payor and insurance provider reimbursement,
- Developing funding sources at the state and federal level,
- Improving the liability environment for this work,
- Working with Fire agencies to deepen RCRs services for fire calls,
- Improving our regional response to the fentanyl crisis, and
- Working with our 911 partners to inch toward direct dispatch.

Finally, the position changes would support retention of key staff.

This recommended organizational structure is conceptualized in the organizational chart (Figure 4) and cost estimate below (Table 3).

Figure 4. RCR Agency “Proposed Changes for 2025-2026” Organizational Chart

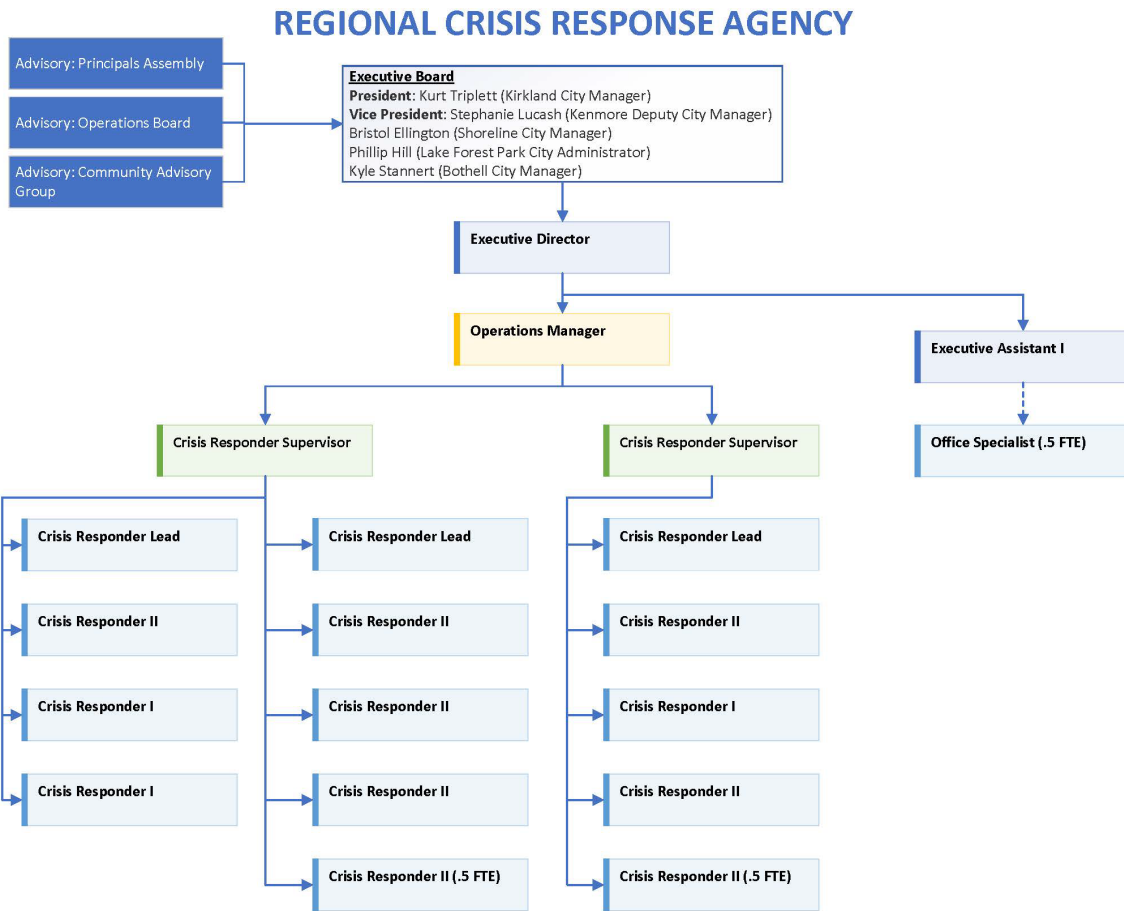


Table 3. Estimated biennial cost of proposed staffing changes to “steady state” budget

Manager - Biennial Allocation	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 95,543	\$ 46,415	\$ 189,348	\$ 26,092	\$ 117,946	\$ 475,344

Supervisor- Biennial Allocation	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 89,135	\$ 43,301	\$ 176,647	\$ 24,342	\$ 110,035	\$ 443,460

<b>Crisis Responder Lead Reclass. - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 4,664	\$ 2,266	\$ 9,242	\$ 1,274	\$ 5,757	\$ 23,202

<b>WASPC Grant 3.0 FTE Conversion - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 202,126	\$ 98,192	\$ 400,574	\$ 55,198	\$ 249,520	\$ 1,005,612

<b>Executive Assistant Reclass. - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 2,682	\$ 1,303	\$ 5,316	\$ 733	\$ 3,311	\$ 13,345

<b>0.5 FTE Office Specialist - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 42,636	\$ 20,712	\$ 84,496	\$ 11,643	\$ 52,633	\$ 212,120

***Future Biennia: Incremental growth toward becoming a mature First Response / Public Safety Agency***

In the coming years, the Agency’s expansion and the complexity of the operating environment will require a more robust leadership structure. As RCR becomes a fully-mature first response agency, it will require the ability to expand field-based staff and accompanying supervisor structure, as well as deepen the leadership capacity at the top of the organization.

Currently, the Executive Director position is responsible for the following:

- Administer day-to-day operations. Assigns, directs and reviews the work of employees in the program
- Hiring/ retention of highly skilled Crisis Responder staff
- Represents RCR to internal and external stakeholders
- Supports the Executive Board in informed decision-making
- Develops recommended program budget strategy and ensures program adheres to approved budget

- Actively and continuously considers and evaluates all means and opportunities to enhance Agency services and programs, presents recommendations to the Operations Board and Executive Board
- Gathers and maintains data relevant to Agency services and community and demographic trends in behavioral health and crisis
- Manages the crisis system-improvement work of the Operations Board including multiple complex worklines aimed at de-siloing crisis service providers and first response agencies
- Advocacy for improvements to the Crisis Response operating environment with lawmakers and other stakeholders
- Manages and maintains relationships with the Community Advisory Group and others with lived experience to inform every element of program development
- Fund development, advocacy for additional and innovative funding sources
- Researches, authors and manages applicable grants, ensures adequate documentation of grant expenses for required reporting and audit purposes
- Provides direct operational support to Crisis Responders in the field as needed

The operational complexity of the work, the need to guide broad system-level shifts and changes, and the process of cultivating and managing funders will all require a talented team of leaders. This may look like an Operations Manager plus supervision lines based on staff numbers to oversee field work; and Deputy Director and/or Policy Analyst position to support the Agency's ability to ensure that community members in crisis consistently receive the right resource at the right time to meet their need.

This possible future state organizational structure is conceptualized in the organizational chart (Figure 5) and cost estimate (Table 4) below. It is shown here without a night shift but would be scalable by adding Supervisor lines.



Figure 5. RCR Agency “Future State Vision” Organizational Chart

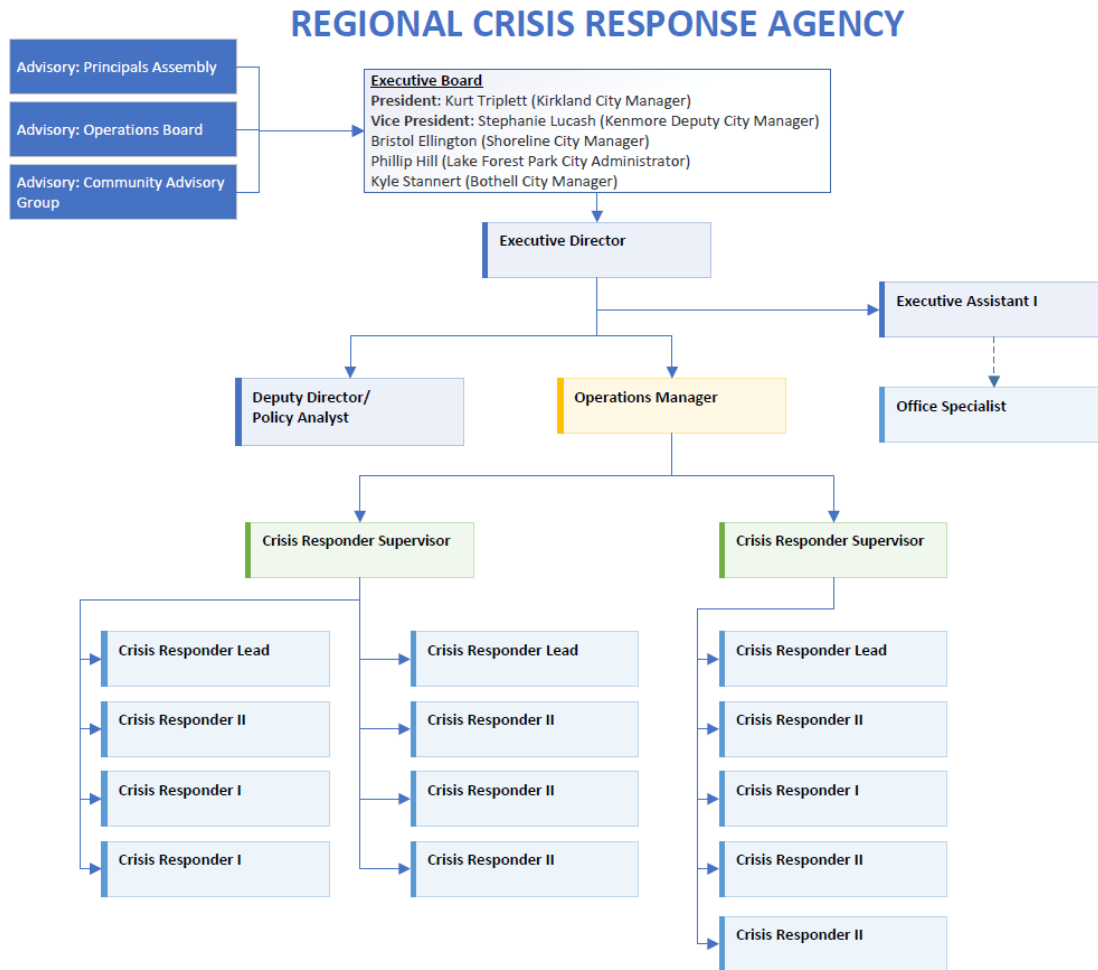


Table 4. Estimated biennial cost of “future state vision” staffing changes to “steady state” budget

Executive Director Reclass. - Biennial Allocation	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated	\$ 4,359	\$ 2,118	\$ 8,639	\$ 1,190	\$ 5,382	\$ 21,689

Deputy Director - Biennial Allocation	BOTHELL	KENMORE	KIRKLAND	LAKE FOREST PARK	SHORELINE	TOTAL
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 109,848	\$ 53,364	\$ 217,696	\$ 29,998	\$ 135,605	\$ 546,511

<b>Policy Analyst - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 91,660	\$ 44,528	\$ 181,653	\$ 25,031	\$ 113,153	\$ 456,026

<b>Manager - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 95,543	\$ 46,415	\$ 189,348	\$ 26,092	\$ 117,946	\$ 475,344

<b>Supervisor- Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 89,135	\$ 43,301	\$ 176,647	\$ 24,342	\$ 110,035	\$ 443,460

<b>Crisis Responder Lead Reclass. - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 4,664	\$ 2,266	\$ 9,242	\$ 1,274	\$ 5,757	\$ 23,202

<b>WASPC Grant 3.0 FTE Conversion - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 202,126	\$ 98,192	\$ 400,574	\$ 55,198	\$ 249,520	\$ 1,005,612

<b>Executive Assistant Reclass. - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 2,682	\$ 1,303	\$ 5,316	\$ 733	\$ 3,311	\$ 13,345

<b>Office Specialist - Biennial Allocation</b>	<b>BOTHELL</b>	<b>KENMORE</b>	<b>KIRKLAND</b>	<b>LAKE FOREST PARK</b>	<b>SHORELINE</b>	<b>TOTAL</b>
Population (2024 Estimate)	50,167	24,371	99,421	13,700	61,930	249,589
% of Total	20.10%	9.76%	39.83%	5.49%	24.81%	100.00%
<b>PER CAPITA CONTRIBUTION</b>						
All costs allocated per capita	\$ 67,477	\$ 32,780	\$ 133,726	\$ 18,427	\$ 83,299	\$ 335,708

**Board Action Recommended**

It is recommended that the Executive Board consider the direction, pace and scale of growth of the Agency in coming years and provide feedback on both long-term Agency goals and immediate next steps for this biennial budget.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Executive Board

**From:** Michael Olson, RCR Board Treasurer/Kirkland Director of Finance & Administration  
Elizabeth Adkisson, Kirkland Administrative Services Manager, Finance & Administration

**Date:** May 13, 2024

**Subject:** Addition of a New Principal Agency

## RECOMMENDATION:

The RCR Executive Board review the projected costs for adding a new Principal agency and identify any questions or additional information needed for further discussion on this topic.

## BACKGROUND DISCUSSION:

The RCR Interlocal Agreement, Section 14, contemplates the Addition of a New Principal Agency, as follow:

*a. Additional Principals. A governmental entity meeting the qualifications of a Principal in Section 3.t and this Section may be admitted as an Agency Principal upon Supermajority Vote of the Executive Board as required under Section 7.g. In addition to meeting the conditions of Section 3.t, a city seeking to become a Principal must:*

- i. Have a coterminous jurisdictional boundary with at least one then-current Principal;*
- ii. Accept the terms of this Agreement, any Agency Bylaws, and adopted policies and procedures; and*
- iii. Not have held Principal status with the Agency within the five years immediately preceding the date of application to become a Principal.*

*b. Other Conditions for Additional Principals. As a condition of becoming a Principal, the Executive Board may require payment or other contributions or actions by the new Principal as the Executive Board may deem appropriate and may set such start date for service as it deems appropriate, it being the intention of this provision that the addition of new Principals shall not cause pre-existing Principals to incur additional cost or to experience any material reduction in services from the Agency.*

*c. Addition of Non-City Principals. A non-city governmental entity otherwise meeting the requirements of Section 14.a. may be admitted as an Agency Principal on the terms and conditions acceptable to the parties and their respective legislative authorities.*

*d. No Additional Principals in first year of Agency Operations. Notwithstanding the foregoing terms of this Section 14, no Principals in addition to the Formation Principals shall be admitted within the first year of the Agency's operations.*

As the RCR Agency will have completed a full year of operations in 2024, it is plausible that the addition of a new principal could occur within the 2025-2026 Biennium.

In 2023, the RCR Agency received a letter of interest from the City of Redmond, Washington, in regard to the potential to be added as a Principal agency to the RCR Interlocal Agreement. In response to that inquiry, the RCR Agency provided estimated costs for start-up and annual operating expenses for an entity of their population.

Fiscal Agent Staff has prepared the following budgetary scenarios contemplating the feasibility and impact of adding a new Principal agency during the 2025-2026 Biennium, based on an agency of the equivalent size of the City of Redmond (population: 79,000).

In general, the start-up and reserve one-time payment would be \$93,474 in total. The annual contribution would depend on how the new Principal agency would be incorporated into the annual distribution calculation. The Executive Board would have to decide on which scenario to choose, which is presented for the first year of entry. Beyond year one, full inclusion into the annual distribution per capita calculation would be assumed. The projected range is between \$739,805 - \$953,160.

The three scenarios have been prepared with the one-year cost to the new Principal agency, based on whether they cover the full cost themselves, or if it is distributed amongst all Principals, with or without grant funding:

- Scenario 1: presents that all the costs related to the additional Principal are covered by the new Principal agency.
- Scenario 2: presents that the additional Principal expenditures are included with all expenditures, and the agency contributions, and all grant revenues, are then distributed to all Principals based on each agency's population.
- Scenario 3: presents the same assumptions as Scenario 2 excluding the grant revenues received, as the new Principal would not have been in RCR when the grants were awarded, therefore, the benefit of the grants would only apply to the existing Principals.

RCR EXPANSION - PARTICIPANT COST YEAR 1 OPTIONS					
<b>Scenario 1</b>	<b>Additional cost (No Shared Distribution)</b>				
	Operating	\$	764,663		
	Start-Up	\$	50,956		
	Reserves Add	\$	42,518		
	<b>Total</b>	<b>\$</b>	<b>858,138</b>		
			<b>CURRENT</b>		
			<b>PARTICIPANTS</b>	<b>GRANTS</b>	<b>TOTAL</b>
			\$ 2,312,445	\$ 887,420	\$ 4,058,003
<b>Scenario 2</b>	<b>Included in Distribution w/ Grant Reduction</b>				
	Operating	\$	739,805		
	Start-Up	\$	50,956		
	Reserves Add	\$	42,518		
	<b>Total</b>	<b>\$</b>	<b>833,279</b>		
			<b>CURRENT</b>		
			<b>PARTICIPANTS</b>	<b>GRANTS</b>	<b>TOTAL</b>
			\$ 2,337,305	\$ 887,420	\$ 4,058,004
<b>Scenario 3</b>	<b>Included in Distribution (No Grant Reduction)</b>				
	Operating	\$	953,160		
	Start-Up	\$	50,956		
	Reserves Add	\$	42,518		
	<b>Total</b>	<b>\$</b>	<b>1,046,634</b>		
			<b>CURRENT</b>		
			<b>PARTICIPANTS</b>	<b>GRANTS</b>	<b>TOTAL</b>
			\$ 2,123,950	\$ 887,420	\$ 4,058,004

**Notes:**

Scenario 1 allocates 100% of increased costs to new participant; no grant offsets.

Scenario 2 includes the additional operating cost in the overall distribution and applies grant offsets.

Scenario 3 includes the additional operating cost in the overall distribution, but not grant offsets.

## **BOARD ACTION RECOMMENDED**

It is recommended that the Board review the projected costs for adding a new Principal agency and identify any questions or additional information needed for further discussion on this topic.

### List of Attachments

1. None.