

Regional Crisis Response (RCR) Agency  
Executive Board Meeting  
October 5, 2023

11:00 AM – 12:00 PM

Virtual Zoom link:

<https://kirklandwa-gov.zoom.us/j/88652463332?pwd=tMWV1gTzBTjGGwt31yO27xtajklZIM.1>

Meeting ID: 886 5246 3332

Passcode: 849977

*--On-site option available--*

Kirkland City Hall

123 5th Ave, Kirkland, WA, 98033

Norkirk Room, Upper Level

- 1) Call to Order
- 2) Roll Call
- 3) Items from the Audience
- 4) Approval of the Minutes
  - a. Minutes from Regular Meeting September 7, 2023
- 5) Executive Session pursuant to RCW 42.30.110(1)(g) for 6-month Executive Director Performance Review
- 6) Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Grant
- 7) RCR Budget to Actuals Report (January through August 2023)
- 8) Executive Director Report
  - a. Governance Bodies
  - b. Operations Updates
- 9) Resolution R-2023-15 Expectations of RCR Member Cities
- 10) Good of the Order
- 11) Adjournment

Regional Crisis Response Agency  
Executive Board Meeting Minutes  
September 7, 2023

11:00 AM – 12:00 PM  
[Click here to join the meeting](#)  
Meeting ID: 236 347 370 06  
Passcode: Vj34rJ

--On-site option available--  
Kirkland City Hall  
123 5th Ave, Kirkland, WA, 98033  
Peter Kirk Room, Lower Level

- 1) Call to Order  
Board President Kurt Triplett called the meeting to order at 11:02 am.
- 2) Roll Call  
Members Present: Kurt Triplett, Stephanie Lucash, Kyle Stannert, Phillip Hill, Bristol Ellington.
- 3) Items from the Audience  
None presented.
- 4) Approval of the Minutes
  - a. Minutes from Regular Meeting July 6, 2023  
Bristol Ellington moved to approve, seconded by Stephanie Lucash.  
Vote: Motion carried 5-0  
Yes: Kurt Triplett, Stephanie Lucash, Kyle Stannert, Phillip Hill, Bristol Ellington.
- 5) Mid-Biennium Budget Timeline Presentation  
Elizabeth Adkisson, City of Kirkland Administrative Services Manager gave a presentation on the RCR Agency mid-biennium budget timeline.
- 6) Executive Director Report  
Executive Director reported on the following and answered questions from the Board:
  - a. Operations Board  
Operations Board held its first meeting and produced a Crisis Continuum of Care Coordination Workplan.
  - b. Hiring and Operations  
Two new team members have been hired. Updates were given on team dynamics, operational coverage by day, shifts, and location (city), and the Radio Air Project.

- c. Community Visioning Process  
The upcoming Community Visioning Sessions will inform RCR's data collection strategy and metrics for success.
- d. Principals Assembly  
A tentative agenda was shared for the next Principals Assembly October meeting.

Draft expectations for RCR member cities was shared with the Board.

- 7) Executive Session pursuant to RCW 42.30.110(1)(g) for 6-month Executive Director Performance Review

Entered Executive Session – 11:43 am  
Ended Executive Session – 12:00 pm

- 8) Good of the Order

- 9) Adjournment  
Board President Kurt Triplett adjourned the meeting at 12:05 pm.

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Kurt Triplett, President

Attest:

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Heather Lantz-Brazil, Secretary

# 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:** September 27, 2023

**Subject:** EXECUTIVE SESSION PURSUANT TO RCR 42.30.110(1)(g) FOR 6-MONTH  
EXECUTIVE DIRECTOR PERFORMANCE REVIEW

### **RECOMMENDATION:**

That the RCR Executive Board review the performance of the Executive Director at the 6-month period to consider a potential step increase to Step 6.

### **BACKGROUND DISCUSSION:**

A first priority of the newly formed RCR Agency was to recruit and hire its first Executive Director. Brook Buettner was appointed to the position of Executive Director, and the Board President was authorized and directed to enter into an Employment Agreement through Resolution R-2023-08 passed by majority vote in open meeting on March 16, 2023 and signed into authentication on March 29, 2023.

The Executive Director Employment Agreement with RCR Agency Section 1.B. states the employment of Brook Buettner as Executive Director shall be effective March 20, 2023. Section 2.B. and states that the Executive Board will evaluate the performance of the Executive Director at the time the Employment Agreement has been in effect for its initial period of six months to consider a potential step increase to Step 6.

### **Board Action Recommended**

It is recommended the Board adjourn to Executive Session pursuant to RCW 42.30.110(1)(g) to review the performance of the Executive Director at the 6-month period to consider a potential step increase to Step 6 with the effective Step date of September 16, 2023\*\*.

*\*\*The initial performance period of six months ended on September 20, 2023. Effective Step dates are applied at the beginning of the pay period in which the Step progression occurs per City of Kirkland Salary Administration Guidelines for Management and Confidential (MAC) positions.*

## 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:** September 29, 2023

**Subject:** Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Grant

### **RECOMMENDATION:**

That the RCR Executive Board review background information below and consider authorizing the RCR Executive Director to begin a recruitment process for 3.0 temporary Full-time Equivalent (FTE) Crisis Responders. RCR has a new opportunity to hire additional staff by accepting Washington Association of Sheriffs and Police Chiefs (WASPC) Mental Health Field Response grant award of \$1,021,065 for June 2023-July 2025 that may only be spent on additional FTEs beyond what RCR has already budgeted. If the Board authorizes the Executive Director to begin a recruitment process, RCR and fiscal agent staff would add the new positions to the fiscal agent and RCR's FTE count and include a budget adjustment recognizing the new grant revenue and associated expenses for the Board to consider adopting as part of the mid-biennial budget process in December. Should the Board choose not to authorize creation of additional temporary Crisis Responders, the Executive Director will inform WASPC that RCR will not accept the grant funds.

### **BACKGROUND DISCUSSION:**

#### **Mental Health Field Response Team Grant History**

The Mental Health Field Response Team (MHFRT) Grant Program was created by the State of Washington ([RCW 36.28A.440](#)) to "*assist local law enforcement to establish and/or expand mental health field response capabilities, utilizing mental health professionals (MHPs) to respond to persons with behavioral health issues professionally, humanely, and safely to provide treatment, diversion, and to reduce incarceration,*" and has largely been funded by contempt fines generated by the [Trueblood Contempt Settlement Agreement](#). The State legislature authorized Washington Association of Sheriffs and Police Chiefs (WASPC) to provide grants to local police and sheriff's departments to "*improve the interactions between the public and law enforcement.*"

Kirkland Police Department was awarded WASPC/ MHFRT Grant funds starting in 2018 to support the RADAR Navigator Program by funding contracted Navigator capacity. The RADAR Navigator Program staff re-applied for and were re-awarded funding each fiscal year, and since 2018, RADAR/RCR has received \$472,787 in WASPC/MHFRT grant funds. Additionally, some WASPC funding supported contracted Navigator outreach during the first half of 2023 under the RADAR Navigator contract. RADAR/ RCR was also awarded one-time funds in early 2023 to

purchase a vehicle. See Table 1 below for a summary of WASPC/MHFRT funds received by RADAR/RCR.

**Table 1. Summary of WASPC/MHFRT Grant Awards**

<b><i>Grant period</i></b>	<b><i>Amount awarded</i></b>
July 2018-June 2019	\$102,600
July 2019-June 2020	\$80,000
July 2020-June 2021	\$80,000
July 2021-June 2022	\$75,500
July 2022-June 2023	\$79,687
January 2023- one time award for vehicle and engagement items	\$55,000
June 2023- July 2025	\$1,021,065 (awaiting final contract language and Board direction on whether to accept this grant award)

### **RCR 2023-2025 Award**

This funding cycle, WASPC has transitioned from awarding by fiscal year to awarding on a fiscal biennium (July 2023- June 2025). RCR Applied for MHFRT Grant funds to *“reduce solo police response to behavioral health calls by providing alternatives, in appropriate instances, of Mental Health Professional (MHP) social workers joining police in responding to calls from community members in crisis; and 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; and reduce strain on police and fire departments by reducing repeat calls from community members in crisis.”* See Att-1 for RCR’s grant application.

Based on five years of experience with this grant funding, RCR applied for \$1,021,065 over the course of the 2023-2025 biennium to support 3.0 FTE Mental Health Professional Crisis Responders. The intention was to utilize the new grant funding to off-set expenses already budgeted in RCR’s adopted budget and FTE count in accordance with previous direction from the Board. However, while previous WASPC awards have been strictly Trueblood dollars to support contracted MHP Navigators, WASPC informed staff that they are blending funding this cycle to include both Trueblood dollars and federal dollars passed through the state. The addition of federal funding brings strong prohibition of supplantation of local funds. In order to accept this grant award, RCR would need to demonstrate that the grant funds are supporting additional FTEs that are clearly demarcated and recruited as WASPC-funded positions.

Staff have not yet received final contract language but have been informally notified by WASPC that the entire request was awarded. Final contract language is not likely to be substantially different from previous award contracts and is pending the RCR Fiscal Agent providing a detailed fiscal workflow of how funds would be accepted by the Kirkland Police Department and subcontracted to the RCR Agency.

## Proposed Budget with Salary and Benefit Assumptions

Total requested for the biennium

\$1,021,065.00

ASSUMPTIONS

Union-approved salary step scale

Personnel	2023 (Jul - Dec)				2024 (Jan - Dec)				2025 (Jan - Jun)			
	Salary	Benefits		Total	Salary	Benefits		Total	Salary	Benefits		Total
		Fixed	Variable			Fixed	Variable			Fixed	Variable	
Crisis Responder II	\$ 58,559	\$ 12,495	\$ 10,763	\$ 81,817	\$121,217	\$ 26,240	\$23,059	\$170,517	\$62,427	\$ 13,776	\$11,818	\$88,021
Crisis Responder II	\$ 58,559	\$ 12,495	\$ 10,763	\$ 81,817	\$121,217	\$ 26,240	\$23,059	\$170,517	\$62,427	\$ 13,776	\$11,818	\$88,021
Crisis Responder II	\$ 58,559	\$ 12,495	\$ 10,763	\$ 81,817	\$121,217	\$ 26,240	\$23,059	\$170,517	\$62,427	\$ 13,776	\$11,818	\$88,021

City of Kirkland agreed COLAs and Benefit costs

2023 RCR WAGES	TEP 5 (Top Step)	COLA*
Crisis Responder II (Journey)	\$117,118	<div>20237.0%</div> <div>20243.5%</div> <div>20253.0%</div>

Only COLA is applied to 2024 and 2025, no step increase

\*2023-2024 COLAs have been set in the adopted 2023-2024 AFSCME-Kirkland agreement

Health Benefit Rate Assumptions			
	2023	2024	2025
Annual	5%	5%	5%
Fixed	\$ 24,990	\$ 26,240	\$ 27,551
Variable	18.38%		

In previous WASPC grant cycles, RADAR used WASPC funds for contractor MHP Navigators. Staff found it difficult to fully expend the awards with contractors since many contracted MHPs also had full-time jobs and could not offer a full 20-hour week. Staff are optimistic that employee positions, even temporary, will be more attractive to prospective candidates. It may also allow RCR to offer an opportunity to candidates who have previously applied but may have had lower levels of experience, so that they can grow in the field without the commitment of a permanent position- a low-risk way to “build the bench” for future attrition or growth. In order to maximize the candidate pool, RCR may also offer benefited 0.5 positions, a strategy that staff has previously considered to create space for people who have other life considerations, like single parents and people with private practices.

When budgeting salary costs for 3 FTEs, the top step salary for a Crisis Responder II (Journey) position was assumed. This cost includes all FTEs receiving a Cost-of-Living Adjustments (COLA) at the start of each calendar year. The COLA for 2024 has been set in the adopted 2023-2024 American Federation of State, County and Municipal Employees (AFSCME) and City of Kirkland agreement.

When budgeting health benefit costs for 3 FTES, current 2023 rates of \$23,800 fixed and 18.38% variable were used for 2023 costs. For 2024 and 2025, a COLA and an assumed annual 5% increase in costs were applied. These assumptions were provided by RCR fiscal agent staff and are consistent with assumptions in RCR's adopted 2023-2024 budget. 0.5 FTE would be cost-neutral because benefits are pro-rated.

### *Funds to be Awarded to Kirkland Police Department for a Subcontract with RCR*

Because the enabling legislation for Mental Health Field Response ([RCW 36.28A.440](#)) requires that the grants only be issued to local law enforcement agencies, the Award Agreement that WASPC will be issuing will show that the funds are being awarded to the Kirkland Police Department for a subgrant/contract with RCR.

All WASPC funds are awarded on a cost-reimbursement basis, so will be shown as revenue balanced by expenditures after the costs of the FTEs is invoiced and reimbursed.

## Sample Changes to RCR's Staffing and Coverage Model

Accepting this funding would represent a change to our previously Board-approved staffing model and adopted budget by adding three term-limited, WASPC-funded full-time positions or equivalent. When fully hired, these positions would improve our staffing coverage across our geographic region, increasing RCR's capacity for response by independent two-MHP teams instead of a firefighter or police officer.

The following graphics illustrate how this change could look across the week. Each bar represents one potential FTE schedule (for example, bar 4 represents a Wednesday-Sunday Swing). The greyed hours represent windows during which one or two full teams of MHPs would be available to respond more independently of law enforcement.

Table 2 shows our current staffing level as of October 1, 2023. Table 3 shows full staffing under current budget and staffing model assumptions, with 10 FTE Crisis Responders, including the employee who is currently on military leave. Table 4 shows how we could potentially staff with three additional FTE Crisis Responders.

**Table 2. Current Staffing Coverage Levels as of 10/1/23**

SUN	MON	TUE	WED	THUR	FRI	SAT
6am						
7am						
8am						
9am						
10am						
11am						
12pm						
1pm						
2pm						
3pm						
4pm						
5pm						
6pm						
7pm						
8pm						
9pm						
10pm						
11pm						
12am						

**Table 3. Potential Staffing Coverage Levels with 10 FTE Crisis Responders**

SUN	MON	TUE	WED	THUR	FRI	SAT
6am						
7am						
8am						
9am						
10am						
11am						
12pm						
1pm						
2pm						
3pm						
4pm						
5pm						
6pm						
7pm						
8pm						
9pm						
10pm						
11pm						
12am						

The addition of three FTE responders, shown below as the grey bars numbered 11, 12 and 13, would increase the number of hours each day of the week that two full teams of two MHPs each would be available independently of law enforcement.



**Table 4. Potential Staffing Coverage Levels with 13 FTE Crisis Responders**

SUN			MON			TUE			WED			THUR			FRI			SAT		
6am																				
7am																				
8am																				
9am																				
10am																				
11am																				
12pm																				
1pm																				
2pm																				
3pm																				
4pm																				
5pm																				
6pm																				
7pm																				
8pm																				
9pm																				
10pm																				
11pm																				
12am																				

Currently RCR is staffing each of the three larger cities (Shoreline, Bothell and Kirkland). In the current dispatch environment, this allows RCR to also maximize coverage for Lake Forest Park (which is on Bothell radio air) and Kenmore (which is on the same radio air as Shoreline). As the dispatch environment evolves, we intend to move to a model of two teams (East and West) as discussed during the drafting of the ILA and approved budget.

Although the staffing model is complex and responsive to a multitude of factors, RCR staff will deploy Crisis Responders based on the underlying principles of 1.) maximizing the time that community members have access to a behavioral health response to a 911 call while maximizing the time that one or more team(s) of two MHPs are able to respond independent of a law enforcement officer; and 2.) ensuring geographic equity. Even when teams are identified and assigned, it is RCR's intention that the teams of Responders "float" across the geographic areas, being as available as possible at any moment based on city need, current call trends, and daily staffing levels. A 13 FTE Crisis Responder staffing model would increase the time when two teams of two MHPs are available to cover the full region.

To support 13 FTEs, it is likely that RCR staff would consider elevating one of the positions to a "Lead" or "Supervisor," representing a marginal cost to the program of \$2,668 to \$17,702, depending on the Supervisor Step placement. RCR staff would also consider approaching WASPC to cover the differential as a one-time allocation of unspent awarded funds which will result from the time it takes to recruit and hire the positions.

## Grant Award Timeline

Should the Board move forward with the staff recommendation to accept the grant award and begin recruitment of three FTE temporary Crisis Responders, staff will take the following next steps:

1. The Executive Director will work with City of Kirkland immediately to create new Position Control Numbers and begin the recruitment process prior to the final Board approval of the budget during the mid-biennium process. No staff would be hired until the budget was formally approved.
2. At the December Executive Board meeting, the Board will be asked to consider approving the WASPC MHFRT Grant term of July 1, 2023 through June 30, 2025 as part of the mid-biennium budget adjustment process.
3. At the December meeting, the Board will be asked to consider adopting mid-biennial budget adjustments which would include both revenue from this grant and an associated increase in expenditures.

## **Possible Actions**

The Executive Director is asking the Board to provide direction on one of two options:

1. Wait until the mid-biennium budget adjustment process and decide whether to accept the grand funding for the 3.0 temporary FTE positions
2. Indicate the intention to accept the funding at the mid-biennium budget adjustment process and direct RCR staff to begin the recruitment process via a motion, which would provide the necessary support for City of Kirkland fiscal and HR staff to start the process of creating Position Control Numbers which are necessary for posting the positions

## **Board Action Recommended**

It is recommended the Board move to accept the grant and authorize RCR Executive Director to begin the recruitment process for 3.0 temporary Full-time Equivalent Crisis Responders whose hiring is contingent on the award and acceptance of WASPC Mental Health Field Response (MHFR) grant funding with an initial term of July 1, 2023 through June 30, 2025.

## List of Attachments

Att-1 Application for 2023-2025 WASPC MHFR Grant

## Regional Crisis Response Agency

# Application for Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Team Grant, May 26, 2023

### *Executive Summary*

Previous Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Team grantee The RADAR Navigator Program has expanded to become the Regional Crisis Response Agency, to provide expanded crisis response to the people of the North King County Community. The RCR Agency will reduce solo police response to behavioral health calls by providing alternatives, in appropriate instances, of Mental Health Professional (MHP) social workers joining police in responding to calls from community members in crisis; and 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; and reduce strain on police and fire departments by reducing repeat calls from community members in crisis. We are seeking \$1,021,065 over the course of the 2023-2025 biennium in WASPC MHFRT Grant funding to support MHP staff who will implement this work.

### *RADAR/ RCR and Key MHFRT Policy Goals*

*expand mental health field response capabilities*

Our MHFRT Grant Request would help us expand toward our goal of 24-hour coverage for our five North King County cities

*utilize mental health professionals to professionally, humanely, and safely respond to crises involving people with behavioral health issues*

Our Mental Health Professional Responders assist law enforcement officers in the field to provide immediate crisis de-escalation, as well as assessment and referral to services, for individuals in behavioral health crisis or with social service needs. People served by the RADAR Navigator Program experienced a 60% reduction in behavioral health crisis services events

*treatment, diversion and reduced incarceration time*

During 2022, 680 referrals were provided to the community of care by RADAR Navigators. Under the grant we will continue to refer and navigate people to the community of care to reduce reliance on the crisis system, and work with Connections Crisis Facility as a diversion opportunity for law enforcement. The RADAR Navigator program has been shown to reduce jail bookings by 67%, and 14% became enrolled in publicly-funded behavioral health services

## *RADAR Becomes The Regional Crisis Response Agency*

Our program seeks to serve any person in our communities in behavioral health crisis who encounters or is at risk of coming in contact with, law enforcement due to their crisis. It is our goal to be there when people are in their most acute moment of crisis, identify community members at risk of falling into crisis, and work to reduce the likelihood that their crisis becomes so acute that they need to call 911 or access the first response system by connecting them with their community-based system of care.

Since 2017, the RADAR (Response, Awareness, De-escalation And Referral) Navigator Program has been providing co-response services to the five RADAR law enforcement jurisdictions, Shoreline, Kenmore, Lake Forest Park, Bothell and Kirkland. The RCR Expansion will allow us to expand the scope of the services we provide as well as expand coverage with the goal of having Mental Health Professional Crisis Responders available to our community and our five law enforcement agencies 24/7.

Beginning in January of this year, our community expanded the successful RADAR Navigator Program to become The Regional Crisis Response (RCR) Agency, as a partnership between the five RADAR cities in North King County- Shoreline, Kenmore, Lake Forest Park, Bothell and Kirkland. The Chiefs of Police, elected officials, community members and city staff in these five jurisdictions are extraordinarily supportive of and excited about this body of work and the opportunity we have as a community to expand mental health field response. RCR is poised to become a primary component of the first response system, in close collaboration with our Public Safety Answering Points.

The goals of this expansion are to

- a. Reduce solo police response to behavioral health calls by providing alternatives, in appropriate instances, of Mental Health Professional (MHP) social workers joining police in responding to calls from community members in crisis. 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, and
- b. Reduce strain on police and fire departments by reducing repeat calls from community members in crisis.

### *A proven successful approach*

Thanks in part to WASPC support, the RADAR Navigator Program has been successfully providing high-quality and high-acuity crisis services with our five law enforcement agencies since 2017. In 2022, RADAR Navigators served 568 people during a total of 1,548 encounters. Of those for whom data was available, 21% were living homeless and 13% identified as veterans. Navigators made 680 referrals to community treatment resources. During the first quarter of 2023, RCR staff served a total of 293 individuals during 705 contacts.

While alternative response is a relatively new and emerging field, the RCR Program has adopted and adapted promising practices from across the state and the nation as well as drawing on our own demonstrated success as the previous iteration, the RADAR

Navigator Program. Early evaluation of the RADAR Navigator Program by George Mason University showed modest but promising outcomes, including:

- Decrease in incidents with physical contact from 14.7% of behavioral health/ developmental disability incidents to 10.8% and decrease in incidents with subject resistance from 13.9% to 8.2%.
- Decrease in percentage of officers who feared for their lives in encounters with subjects with behavioral health/ developmental disability issues from 90% to 73%.
- Decrease in officers who believed people with behavioral health/ developmental disability issues were afraid of them from 89.3% to 65.4%.
- Decrease in use of force against people with behavioral health/ developmental disability issues from 89.3% to 42.3%.

And, according to King County, the model has shown improved outcomes for the individuals, including:

- 67% reduction in adult jail bookings
- 60% reduction in crisis services events
- 4% reduction in emergency department visits for all causes
- 14% of individuals became enrolled in publicly-funded outpatient behavioral health services



While we plan to engage in a Community Visioning Process later in the summer of 2023 to identify the vision and hopes that our community holds for a robust crisis system, some initial goals, objectives and outcomes can immediately be identified. We expect that our program will serve between 500 and 700 individuals in crisis during the 2023 program year, depending on staffing. **In alignment with WASPC Mental Health Field Response Team policy goals and based on our previous high-level performance, we anticipate that people we serve will experience:**

- a reduction in crisis services events
- a reduction in jail bookings
- a reduction in hospitalizations
- increase in engagement with the community-based behavioral health treatment system

It is also our hope, although we have not finalized a mechanism identified for collecting the data, that our program will result in **a reduction in police calls and a reduction in utilization of the 911 system.**

## Anticipated Challenges

Our community, which is immediately geographically north of Seattle, faces the urban challenges of homelessness, substance abuse and untreated mental illness, but has fewer available social service resources. The North Urban Human Services Alliance often points out that North King County has 10% of the county's population, and 10% of the human services challenges, but far less than 10% of the support resources.

***Lack of Behavioral Health Treatment Resources.*** Over time, the community mental health service system has been reduced and diminished to the point where people in mental health crisis often have nowhere to turn but their local law enforcement agency. 911 has become the "safety net beyond the safety net" for many people in behavioral health crisis. This need has grown even greater as the COVID-19 pandemic increases anxiety and depression levels and reduces access to mental health and substance use disorder care. People from all walks of life have experienced increases in behavioral health symptoms in recent years, and RCR staff have faced challenges finding available appointments for intake or services. There are few options for mental health or substance use treatment in North King County, and many providers currently do not have capacity to accept new patients.

***Homelessness.*** The 2022 King County Point in Time Count found over 13,000 people

As a mom... this is a great program... it's like, I can't believe you actually get it. This is a kid with autism, when he's calm, he's very, very bright, and they were able to get him de-escalated.

living homeless in our county, an increase from previous years. As homelessness has increased, so have the associated crimes in our community, including open drug markets, drug use in public areas and parks, and behavioral health incidents in community spaces.

***Fentanyl.*** Fentanyl abuse and addiction have reached epidemic rates in King County. Just during the first four months of the year, 328 people have died of fentanyl overdoses countywide, numbers that are rising exponentially year by year. We see these deaths in our North King County community, tragically often among young people.

Our five-city region has an approximate population of 227,000 people with a demographic makeup of. 79% White, 21% Black, Indigenous and People of Color. The region covers about 53 square miles, and an average of 4.8% of the population below the poverty line. According to King County data, thousands of people a year receive publicly funded behavioral health crisis services, including the Crisis Line, the Crisis Diversion Facility, Next-Day Appointments, and others.

***Staffing.*** Like our fellow alternative response programs across the state, staffing will likely be a challenge to full implementation. However, we are in a better position than many of our colleagues because we offer a very competitive wage scale, and because RCR Staff are City of Kirkland employees, the benefits package is unmatched. We have been able

to successfully bring on six Crisis Responders and are in the process of recruiting for four more positions to complete our team.

In addition to our highly competitive wage and benefit package, we consistently are focused on creating an environment that people love to work in and providing support, excellent wages and benefits and ongoing education and training to support retention. AWC funding will allow us to support three of these full-time staff and help our community expand coverage with a goal of offering 24/7 MHP Crisis Responder support to people in crisis.

*Operational Challenges.* Operationally, we face multiple complex but exciting challenges as we transform our community's approach to first response. Direct dispatch will be one of our primary challenges and we are already engaged in this work. We have begun to convene with partners across the state who are stepping into this space in a Learning Collaborative focused on direct dispatch of alternative responders. In the coming year, we will also be convening a high-level system coordination table with Crisis Continuum of Care partners across North King County, including our local public hospital, the provider agency for the crisis clinic slated to open in our region in the coming year, 911 dispatch, 988, and police and fire chiefs to help develop the three-pronged "Crisis Now" network in North King County.

Additionally, we face the challenge of safely deploying non-armed, civilian responders to crisis scenes without a first responder present. In the next year, we will be working as a team to develop policies and protocols for situations that a responder team can respond to without a law enforcement officer, across five separate jurisdictions and three 911 dispatch centers. The safety of our team is our number one priority as we build our ability to respond to dynamic crisis scenes as a behavioral health first response.

### *Our Team*

When fully-staffed, our program will employ ten full-time Crisis Responders, covering our five cities. These staff will be City of Kirkland employees loaned to the agency. At this time, all staff will be qualified as MHPs under WAC 246-341-0515 (4)., however we have tentative plans to expand our staffing model to include lesser-licensed professionals when our team is more well-established.

In addition, we have received guidance from our community that they value lived experience and multiple members of our team have lived experience with the behavioral health crisis system, homelessness, mental health and substance use challenges. We believe prioritizing this lived experience helps us create a more compassionate, understanding and effective team.



Our staff are also highly trained and experienced. They have strong backgrounds in crisis response, bringing decades of experience in shelter, encampment, prison, and out-and in-patient settings. We have a team-member who was previously employed as a

I remember you, you rode in the ambulance with me! I am doing really good. I am back living with my parents and things are going really well.

Designated Crisis Responder, one who previously worked for years at Monroe Correctional Facility with the highest acuity psychiatric inmates, one with extensive experience with suicide risk assessment and forensic autopsy, one with emergency psychiatric inpatient background and multiple staffers who have been involved with community-based outreach for many years. Additionally, we have several military veterans on our team, and team members who are certified to teach Trauma Informed Care (SAMHSA) and Crisis De-Escalation/ Defensive Tactics.

### *Engaging with the Community*

**Community Partners.** RCR partners informally with dozens of community-based outreach teams and human services provider agencies to ensure that we are aware of and have access to all the potential resources available for the people we serve. Crisis Responder staff take pains to build relationships with other local human services providers so that when there is a need, they can reach out and fast-track our community members in to services.

More formally, RCR is a member of the North Urban Human Services Alliance and the Co-Responder Outreach Alliance of Washington, and will soon begin participating in a North County high-utilizer group that convenes outreach leads across our community. During the coming year, we also anticipate launching a subcontract with the Center for Human Services, one of the primary outpatient behavioral health providers in our region, through a Department of Justice grant which is awarded but has not yet been distributed. This grant will pay for the staff capacity at Center for Human Services to directly receive individuals in crisis encountered by law enforcement personnel, as well as a small amount toward RCR personnel costs.

**Community Advisory Group.** Over a year ago, we started what we believe to be the nation's first lived experience oversight group for a co-response program. The Community Advisory Group is made up of individuals with lived experience in the crisis system. This group informs all decision-making levels, from staffing/ hiring to broader discussions on the visioning and future of crisis services in our community.

About the Community Advisory Group:

*We believe that people who have experience with behavioral health, homelessness, and the crisis system have invaluable expertise in how to make the system better. The RADAR Navigator Program Community Advisory Board integrates the expertise of people who have lived experience with behavioral health conditions, homelessness, or the crisis system and*



*their families and caregivers. The Community Advisory Board aims to be representative of the diversity of our community including age, race, ethnicity, city, religion, gender identity, disability status, and other identities.*

**RCR Operations Board.** in the next few months, we will launch the Regional Crisis Response Agency Operations Board, which will serve as North King County's Crisis Continuum of Care Coordination board. While members have yet to be officially appointed by motion of the RCR Executive Board in the coming month, we have commitments from our five chiefs of policy, the chiefs of the two fire agencies serving our community, and high-level executives from each element of the crisis continuum of care:

- 911 Dispatch
- Connections Crisis Triage Facility
- Crisis Connections (988)
- Evergreen Emergency Department

We believe that the ability to bring these key players together is a transformational opportunity to set the vision of crisis services for our community and implement the full crisis now continuum (someone to call, someone to respond, and somewhere to go) in a consistent, effective and data-driven way.

### *Mental Health Field Response Team Funding Request*

In this application, we are requesting \$1,021,065 over the course of the 2023-2025 biennium in WASPC MHFRT Grant funding to support the full cost of three (3) full-time equivalent (FTE) Mental Health Professional Crisis Responders. Personnel is the primary cost driver for our program, and our Crisis Responder staff are the absolute foundation of the incredible work that our program does with people in crisis. WASPC support will allow us to fully expand and provide coverage all week and during most of the 24-hour day for our residents with behavioral health challenges. This is a departure from our previous strategy of contracting with MHP Navigators, because we have consistently been challenged to find and contract with MHPs to provide enough coverage. We have found that with a full-time position we are much more equipped to recruit and retain high-level MHP staff.

**This is the first time I feel someone really cares about people in the community and helps. Thank you for all the follow ups and for the sincere kindness we have been treated with.**

When budgeting salary costs for 3 FTEs, the top step salary for a Crisis Responder II (Journey) position was assumed. This cost includes all FTEs receiving a Cost-of-Living Adjustments (COLA) at the start of each calendar year. The COLA for 2024 has been set in the adopted 2023-2024 American Federation of

State, County and Municipal Employees (AFSCME) and City of Kirkland agreement.

When budgeting health benefit costs for 3 FTES, current 2023 rates of \$23,800 fixed and 18.38% variable were used for 2023 costs. For 2024 and 2025, a COLA and an assumed annual 5% increase in costs were applied.

Please see attached budget spreadsheet for a detailed breakdown of Staffing budgeted costs.

### *Sustainability plan*

RCR is the product of many braided funding sources. In the future, we hope to maintain the financial support of the MIDD Behavioral Health Tax Levy, administered by King County. We have shown incredible outcomes on MIDD policy goals of

1. Diverting people with behavioral health needs from costly interventions, such as jails, emergency rooms and hospitals (67% reduction in jail bookings, 4% reduction in all-cause emergency department visits); and
2. Reducing the number, length and frequency of behavioral health crisis events (60% reduction in crisis services events)

We believe that the King County MIDD will continue to partner with us to bring these critical services to King County. Additionally, it is our hope to begin to draw down insurance payer funds for these services in the mid-term future, and to partner with the 988 and mobile care expansion efforts at the State level.

Our five cities are extremely committed to this program, and while full implementation is a financial stretch, especially for our smaller cities, the elected officials have expressed commitment to funding this critical intervention, at least at some level, through the general fund if necessary.

We have engaged in numerous strategies to ensure the long-term sustainability of this program.

First, we have very actively engaged with our community and our elected officials to ensure they understand the great value of this intervention. Even though this service may look expensive on its face, our elected officials understand that it is cost-effective in the long run and provides more humane outcomes for people in crisis.

Second, we have actively sought state- and federal-level support, including also applying for the Association of Washington Cities Alternative Response Teams grant for this funding cycle. In that application we are also seeking support for Crisis Navigator staff; our staff is by far our driving cost and is the foundation of the work we do.

Finally, we are working closely with partners across the state and with King County, our local Behavioral Health Administrative Services Organization, to build pathways toward reimbursement by insurance payers. It is our vision that insurance payers including both public and private, are able to support our services, and we continue to engage in conversations about how to best make that happen.

### *Glossary*

AFSCME	American Federation of State, County and Municipal Employees
COLA	Cost of Living Adjustment
FTE	Full-Time Equivalent
MHFRT	Mental Health Field Response Team
MHP	Mental Health Professional
PSAP	Public Safety Answering Point

RADAR	Response, Awareness, De-escalation And Referral
RCR	Regional Crisis Response Agency
WASPC	Washington Association of Sheriffs and Police Chiefs

# 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:** September 27, 2023

**Subject:** RCR Budget to Actuals Report (January through August 2023)

## RECOMMENDATION:

The RCR Executive Board receive information about the 2023 Budget to Actuals for the period of January through August 2023; and revisit the reconciliation framework policy options to address potential savings.

## BACKGROUND DISCUSSION:

On January 11, 2023, the Executive Board adopted the 2023-2024 RCR Biennial Budget, through R-2023-06. 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. (*Attachment 1*)

On May 4, 2023, the Executive Board received an update on budget projections related to personnel expenses and grant revenues and discussed policy options related to potential savings in 2023, due to delayed start-up of full operations. (*Attachment 2*)

On June 1, 2023, the RCR Agency was fully operational. Prior to this time, crisis response functions were provided by City of Kirkland Community Responders and the five-city RADAR program which was operated out of the City of Bothell. During January through May, expenditures and grant revenues were directly accounted for by each agency. These costs are included in the actual results to provide an “apples to apples” comparison to the adopted budget.

### 2023 Budget to Actuals Report

The City of Kirkland Fiscal Agent support team has prepared the 2023 Budget to Actuals Report for the period of January through August 2023 (*Attachment 3*); this information is a compilation of revenue and expense information from multiple sources, including the City of Kirkland and the City of Bothell. It addresses both the actual expense and revenue transactions that have occurred during this timeframe from the multiple sources cited, as well as estimates for the remainder of 2023.

As indicated in the May Reconciliation memorandum (*Attachment 2*), there is an expected ending fund balance of over \$600,000. Based on the uncertainty of grant revenues to be received in 2023, this number may increase to upwards of \$1 million.

Please note the following highlights of this budget to actuals report:

- Operations: RCR has been fully operational since June 1, 2023, is currently staffed at 85% and anticipated to be fully staffed at the end of the year. The City of Kirkland has provided ongoing fiscal and administrative support and is preparing the billing to RCR for services rendered. Invoices will be issued for June, July, and August 2023 within the first two weeks of October and invoices for January through May of 2023 are anticipated to be issued in late October 2023.
- Grants: Several grant revenues built into the 2023-2024 Budget have yet to be received directly by RCR, as contracts are yet to be finalized and, in most cases, the City of Kirkland will be the receiving entity, and act as a pass-through agency on behalf of RCR.
  - MIDD (\$436,000): This Agreement is currently with the City of Bothell and pending transfer to the City of Kirkland. The City of Kirkland will then be able to invoice for personnel expenses for three total positions (2.0 Crisis Responder FTEs and at least the partial cost of the Executive Director FTE starting June 1, 2023).
  - WASPC (\$80,000): The 2023 grant was received by the City of Kirkland Police Department and utilized to purchase a vehicle for RCR Agency use. This asset will remain with the City of Kirkland, per the grant agreement. *A new grant contract is pending with the City of Kirkland Police Department for July 2023-June 2025. This new grant, when awarded and accepted, will be reflected in the Mid-Bi Budget adjustment process. Additional information on this grant will be provided at the October Executive Board Meeting.*
  - AWC-ART Grant Program (\$70,500): The July 2022-June 2023 grant was received by the City of Kirkland and utilized as a reimbursement for crisis responder services for the months of January through April 2023. *A new grant contract is pending with the City of Kirkland for July 2023-June 2024. When the contract is finalized, the City of Kirkland will be able to invoice for personnel expenses for 2.0 Crisis Responder FTEs. This new grant, when awarded and accepted, will be reflected in the Mid-Bi Budget adjustment.*
  - DOJ (\$72,400): This agreement is currently pending; no reimbursements are anticipated in 2023. This existing grant may carry forward into 2024 and, if that is the case, a future budget adjustment will be brought forward for consideration by the Board.
- Estimated 2023 Ending Fund Balance: The RCR Agency is estimated to have a year-ending balance of at least \$610,966. Due to grant revenue uncertainties, this number may increase by an estimated amount of \$467,904, based on the following details:
  - MIDD (\$436,000): Additional reimbursements may be received for the months of June-December 2023, in an estimated amount of \$294,187.
  - AWC-ART Grant Program (\$240,000): The *new grant* contract is pending; additional reimbursements may be received for the months of June-December 2023, in an estimated amount of \$173,717.
  - **Estimated 2023 Ending Fund Balance: between 600K to 1.1M.**

#### Reconciliation Framework – Revisited

As discussed in May 2023, the RCR Executive Board has several policy options to consider for the deployment of the estimated 2023-2024 ending fund balance (savings), including:

- Provide a one-time credit to each agency for the final 2023 payment,
- Adjust the 2024 payments,
- Create a rate stabilization fund with the savings that could then be applied to help smooth the transition to the 2025-2026 contributions, and/or
- Create other reserves or add to the Operation Reserves.

At the May meeting, the Board expressed a preference for the third option, creating a rate stabilization fund. Actual creation of the fund is recommended to take place in 2024, after actual 2023 results are available. In the meantime, draft reserve policies will be brought forward for Board consideration in February 2024. To provide an example of the form that the policies might take, the NORCOM Revenue and Fund Balance Policies have been included for your review and comment (*Attachment 4*).

#### Next Steps:

On November 2, 2023, the proposed Mid-Biennial Budget Adjustments will be presented to the RCR Executive Board for review. These adjustments will include the additional revenue sources identified above (AWC and WASPC grants), as well as adjustments to expenditures (for the new, additional grant-funded crisis response services).

On December 7, 2023, the amended budget will be presented to the RCR Executive Board for potential adoption.

The City of Kirkland Fiscal Agent will continue to provide quarterly Budget to Actual Reports to the RCR Executive Board, with the next report for activity through the Third Quarter 2023 presented in November. The Fourth Quarter 2023 Financial Report will be presented in February 2024, to coincide with continued discussions relating to the reconciliation framework and potential policy options.

#### **BOARD ACTION RECOMMENDED**

1. It is recommended that the Board review the 2023 Budget to Actuals Report and identify any questions or additional information needed to proceed with next steps in the Mid-Biennial Budget Process.
2. It is recommended that the Board identify questions and additional information needed to prepare for further reconciliation framework discussion in February 2024.

#### List of Attachments \*

1. 2023 Approved Budget
2. Reconciliation Framework Memorandum (May 2023)
3. 2023 Budget to Actuals (January – August 2023)
4. NORCOM Revenue & Fund Balance Policies

*\*NOTE: Please click on attachment name to navigate to each document*

RESOLUTION R-2023-06

A RESOLUTION OF THE REGIONAL CRISIS RESPONSE AGENCY ADOPTING THE INITIAL 2023-2024 RCR AGENCY BUDGET.

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 agency set forth an initial budget in its founding interlocal agreement including annual member agency contributions; and

WHEREAS, since adopting the founding interlocal agreement the agency has received additional grant revenue, reducing member agency contributions; and


WHEREAS, the Board finds that the updated 2023-2024 budget reflect the revenues and expenditures that are intended to ensure the provision of mobile crisis response services envisioned by the agency and correct annual member agency contributions.

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

Section 1. The initial 2023-2024 Budget of the Regional Crisis Response Agency, as summarized in Exhibit "A" attached and incorporated by this reference as a though fully set forth, is adopted as the initial Budget of the Regional Crisis Response Agency for 2023-2024.

Passed by majority vote of the RCR Agency Executive Board in open meeting this 11<sup>th</sup> day of January, 2023.

Signed in authentication thereof this 12<sup>th</sup> day of January, 2023.

  
Kurt Triplett, President

Attest:

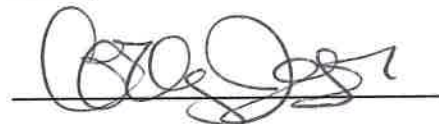
  
Carly Joerger, Secretary

EXHIBIT A 2023-2024 BUDGET AND PRINCIPAL BUDGET SHARES

**2023-2024 Regional Crisis Response Agency Budget Detail**

Budget	START-UP COST	ONGOING OPERATIONS			GRANDTOTAL (START-UP & ONGOING)
		2023	2024	TOTAL '23-'24	
EXPENSES					
Personnel	\$ 8,580	\$ 2,020,933	\$ 2,104,847	\$ 4,125,780	\$ 4,134,360
Professional Services & Training	\$ 18,000	\$ 49,400	\$ 50,882	\$ 100,282	\$ 118,282
Clothing and Equipment	\$ 41,400	\$ 10,450	\$ 10,764	\$ 21,214	\$ 62,614
IT, Supplies, and Furniture	\$ 52,830	\$ 155,745	\$ 160,763	\$ 316,508	\$ 369,338
Vehicles	\$ 100,000	\$ 24,740	\$ 25,482	\$ 50,222	\$ 150,222
Miscellaneous	\$ 184,246	\$ 195,340	\$ 201,917	\$ 397,257	\$ 581,502
TOTAL EXPENSES	\$ 405,056	\$ 2,456,607	\$ 2,554,655	\$ 5,011,262	\$ 5,416,318
REVENUES					
Grants/Other External Revenue		\$ 658,900	\$ 508,400	\$ 1,167,300	\$ 1,167,300
TOTAL REVENUES		\$ 658,900	\$ 508,400	\$ 1,167,300	\$ 1,167,300
PROGRAM BALANCE (portion covered by Member Agencies)	\$ 405,056	\$ 1,797,707	\$ 2,046,255	\$ 3,843,962	\$ 4,249,018

**2023-2024 Principal Shares**

	Bothell	Kenmore	Kirkland	LFP	Shoreline	Total
Population (April 2022 Revised OFM)	48,940	24,090	93,570	13,620	60,320	240,540
% of Total	20.35%	10.01%	38.90%	5.66%	25.08%	100.00%
<b>PRINCIPAL SHARES</b>						
Start-Up (1-Time Costs)	\$ 82,412	\$ 40,566	\$ 157,567	\$ 22,935	\$ 101,575	\$ 405,056
2023 Kirkland Covers additional 3.5 FTEs, remaining per capita	\$ 251,166	\$ 123,633	\$ 1,043,441	\$ 69,899	\$ 309,569	\$ 1,797,707
2024 Kirkland Covers additional 3.5 FTEs, remaining per capita	\$ 312,532	\$ 153,839	\$ 1,107,700	\$ 86,978	\$ 385,205	\$ 2,046,255
<b>TOTAL 2023-2024</b>	<b>\$ 646,110</b>	<b>\$ 318,038</b>	<b>\$ 2,308,707</b>	<b>\$ 179,812</b>	<b>\$ 796,350</b>	<b>\$ 4,249,018</b>

**ALLOCATION METHODOLOGY**

City of Kirkland offered to cover a larger portion of the on-going costs in 2023-2024 since the City was already funding the Kirkland-only Community Responder program at higher levels. The cities agreed to this arrangement in the first biennium with the goal of sharing the program costs equitably on a per-capita basis starting in 2025-2026.



## REGIONAL CRISIS RESPONSE (RCR) AGENCY

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### MEMORANDUM

**To:** RCR Executive Board

**From:** Tracey Dunlap, RCR Start-up Consultant  
Carly Joerger, RCR Board Secretary/Kirkland Management Analyst  
Brook Buettner, RCR Executive Director

**Date:** April 27, 2023

**Subject:** 2023-2024 Budget Reconciliation Framework

### RECOMMENDATION:

That the Regional Crisis Response (RCR) Agency Executive Board receive an updated budget projection for RCR personnel for 2023-2024 and 2025-2026 and discuss policy options related to potential savings in 2023 due to delayed start-up of full operations.

### BACKGROUND DISCUSSION:

At their April 21 Special meeting, the RCR Board authorized creation of Crisis Responder I and II salary bands to promote strong retention, pay equity, and recruitment benefits. The April 21<sup>st</sup> meeting materials are linked [here](#). The budget impacts of that decision were presented at that time, recognizing that there have been other budget impacts since the budget was adopted in January 2023. The purpose of this memorandum is to look at the status of the RCR budget and consider options for managing savings from 2023. In addition, a discussion of first quarter of 2023 service levels and actual expenditures for the RADAR program and Kirkland Community Responders is provided. The intent is to provide information to support the Board in discussion of a draft reconciliation framework and policy options; no action is requested at this time. Specific information provided includes:

- Actual wages for other RCR personnel now that the Executive Director, Supervisor, and Administrative Assistant positions are filled,
- New grant revenue not recognized in the adopted budget,
- Q1 2023 Actuals for RADAR and Kirkland's Community Responder staff and any associated grant spend-down,
- Updated 2023-2024 and 2025-2026 budget projections, and
- Framework, options, and timeline for budget reconciliation.

### Recap of Adopted Budget

At the January 11, 2023 RCR Board meeting, the 2023-2024 budget and member contributions were adopted via R-2023-06. A link to the budget cover sheet is included [here](#) and the summary table is shown on the following page as Table 1.

Table 1. Member Agency Shares of Adopted 2023-2023 RCR Budget

City Contributions & Grants	2023	2023	2024	2023-2024 Total	Preliminary 2025-2026 Total
	One-Time	On-going	On-going		
Bothell	\$82,412	\$251,166	\$312,532	<b>\$646,110</b>	\$896,013
Kenmore	\$40,566	\$123,633	\$153,839	<b>\$318,038</b>	\$441,049
Kirkland	\$157,567	\$1,043,441	\$1,107,700	<b>\$2,308,707</b>	\$1,713,116
LFP	\$22,935	\$69,899	\$86,978	<b>\$179,812</b>	\$249,360
Shoreline	\$101,575	\$309,569	\$385,205	<b>\$796,350</b>	\$1,104,362
<b>Total City Contributions</b>	<b>\$405,056</b>	<b>\$1,797,707</b>	<b>\$2,046,255</b>	<b>\$4,249,018</b>	\$4,403,900
<b>Total Grant Revenue</b>	\$0	\$658,900	\$508,400	<b>\$1,167,300</b>	\$944,400
<b>Total Program Costs</b>	<b>\$405,055</b>	<b>\$2,456,607</b>	<b>\$2,554,655</b>	<b>\$5,416,318</b>	\$5,348,300

This budget was developed during negotiation of the interlocal agreement in the Fall of 2022, with the best information available at that point in time and assuming a January 1, 2023 go live. Since that time, updated information has become available and the transfer of responder employees loaned to RCR has been set as June 1, 2023 to allow start-up activities to be completed.

#### Budget Impact of Authorizing a Crisis Responder I and II Classification

As approved at the April 21 Special Meeting, the estimated budget impact of authorizing creation of Crisis Responder I and II classifications is shown in Table 2. As noted in that memo, due to the significant salary savings in 2023, there is no budget impact in the 2023-2024 biennium. However, moving to a I and II classification increases the projected 2025-2026 budget by 4%, or \$112,896, in front line staff personnel expenses, including wages and benefits.

Table 2. Budget Impact of Authorizing a Crisis Responder I and II Classification<sup>1</sup>

PERSONNEL EXPENSES	Adopted Budget			Updated Projected Budget			\$ Change	% Change
	2023	2024	TOTAL '23-'24	2023	2024	TOTAL '23-'24		
6 FTE (filled)	\$ 861,169	\$ 897,115	\$ 1,758,284	\$ 549,038	\$ 928,719	\$ 1,477,757	\$ (280,527)	-16%
4 FTE (vacant)	\$ 574,112	\$ 598,077	\$ 1,172,189	\$ 304,055	\$ 599,111	\$ 903,166	\$ (269,023)	-23%
Subtotal	\$ 1,435,281	\$ 1,495,191	\$ 2,930,473	\$ 853,094	\$ 1,527,829	\$ 2,380,923	\$ (549,550)	-19%
% Change				-41%	2%	-19%		
\$ Change				\$ (582,188)	\$ 32,638	\$ (549,550)		

PERSONNEL EXPENSES	Original Projected Budget			Updated Projected Budget			\$ Change	% Change
	2025	2026	TOTAL '25-'26	2025	2026	TOTAL '25-'26		
6 FTE (filled)	\$ 927,177	\$ 958,299	\$ 1,885,476	\$ 960,983	\$ 1,012,713	\$ 1,973,696	\$ 88,221	5%
4 FTE (vacant)	\$ 618,118	\$ 638,866	\$ 1,256,984	\$ 622,558	\$ 659,101	\$ 1,281,659	\$ 24,675	2%
Subtotal	\$ 1,545,295	\$ 1,597,164	\$ 3,142,459	\$ 1,583,541	\$ 1,671,814	\$ 3,255,355	\$ 112,896	4%
% Change				2%	5%	4%		
\$ Change				\$ 38,246	\$ 74,649	\$ 112,896		

<sup>1</sup> Five of the six filled positions are assumed to start on RCR's payroll June 1 and one on September 1<sup>st</sup> which is the anticipated return of that individual from military leave. The four vacant positions are summed to begin on RCR's payroll August 1. For simplicity, this analysis does not account for any Q1 2023 personnel expenses reimbursed by RCR grants.

### Budget Impact with Updated Salaries for all RCR Personnel

The adopted 2023-2024 RCR Budget was created during the interlocal agreement negotiations and assumed 12 months of FTE costs in 2023, the middle step for all personnel based on 2022 wages, an 8.5% COLA in 2023, and a 4% COLA in 2024. In the last several weeks, many of these assumptions have come into focus as positions are filled, a June 1 'launch' date is identified, and City of Kirkland ratified the 2023-2024 agreement with AFSCME. Changes include:

- RCR has filled the Executive Director, Supervisor, and Administrative Assistant positions at steps commensurate with the incumbent's experience and qualifications.
- The 2023-2024 agreement with AFSCME includes:
  - o 7% COLA in 2023,
  - o 3.5% COLA in 2024, and
  - o 2.2% market adjustments for the Crisis Responder salary range to better align with City of Bothell's RADAR Navigator pay range.

Staff prepared an updated 2023-2024 budget projection for RCR personnel expenses based on these changes above and creation of the Crisis Responder I and II classification as shown in Table 3.

Table 3. Budget Impact with Updated Salaries for all RCR Personnel<sup>2</sup>

PERSONNEL EXPENSES	Adopted Budget			Updated Projected Budget			\$ Change	% Change
	2023	2024	TOTAL '23-'24	2023	2024	TOTAL '23-'24		
Executive Director	\$ 194,919	\$ 202,966	\$ 397,885	\$ 160,301	\$ 222,849	\$ 383,149	\$ (14,736)	-4%
Supervisor	\$ 174,692	\$ 181,930	\$ 356,622	\$ 141,204	\$ 192,323	\$ 333,527	\$ (23,095)	-6%
6 FTE CRs (filled)	\$ 861,169	\$ 897,115	\$ 1,758,284	\$ 549,038	\$ 928,719	\$ 1,477,757	\$ (280,527)	-16%
4 FTE CRs (vacant)	\$ 574,112	\$ 598,077	\$ 1,172,189	\$ 304,055	\$ 599,111	\$ 903,166	\$ (269,023)	-23%
On-Call + OT	\$ 93,525	\$ 97,266	\$ 190,792	\$ 93,525	\$ 97,266	\$ 190,792	\$ -	0%
Admin Assistant	\$ 118,225	\$ 123,204	\$ 241,429	\$ 76,068	\$ 132,546	\$ 208,614	\$ (32,815)	-14%
Background check	\$ 4,290	\$ 4,290	\$ 8,580	\$ 4,290	\$ 4,290	\$ 8,580	\$ -	0%
<i>Subtotal</i>	<i>\$ 2,020,933</i>	<i>\$ 2,104,847</i>	<i>\$ 4,125,780</i>	<i>\$ 1,328,481</i>	<i>\$ 2,177,103</i>	<i>\$ 3,505,584</i>	<i>\$ (620,196)</i>	<i>-15%</i>
<b>% Change</b>				<b>-34%</b>	<b>3%</b>	<b>-15%</b>		
<b>\$ Change</b>				<b>\$ (692,452)</b>	<b>\$ 72,256</b>	<b>\$ (620,196)</b>		

PERSONNEL EXPENSES	Original Projected Budget			Updated Projected Budget			\$ Change	% Change
	2025	2026	TOTAL '25-'26	2025	2026	TOTAL '25-'26		
Executive Director	\$ 209,580	\$ 216,418	\$ 425,998	\$ 223,821	\$ 230,473	\$ 454,295	\$ 28,297	7%
Supervisor	\$ 187,912	\$ 194,101	\$ 382,013	\$ 198,618	\$ 205,127	\$ 403,745	\$ 21,731	6%
6 FTE CRs (filled)	\$ 927,177	\$ 958,299	\$ 1,885,476	\$ 960,983	\$ 1,012,713	\$ 1,973,696	\$ 88,221	5%
4 FTE CRs (vacant)	\$ 618,118	\$ 638,866	\$ 1,256,984	\$ 622,558	\$ 659,101	\$ 1,281,659	\$ 24,675	2%
On-Call + OT	\$ 96,331	\$ 100,184	\$ 196,516	\$ 96,331	\$ 100,184	\$ 196,516	\$ -	0%
Admin Assistant	\$ 127,425	\$ 131,799	\$ 259,223	\$ 137,047	\$ 141,709	\$ 278,756	\$ 19,533	8%
Background check	\$ 4,290	\$ 4,290	\$ 8,580	\$ 4,290	\$ 4,290	\$ 8,580	\$ -	0%
<i>Subtotal</i>	<i>\$ 2,170,833</i>	<i>\$ 2,243,956</i>	<i>\$ 4,414,789</i>	<i>\$ 2,243,648</i>	<i>\$ 2,353,598</i>	<i>\$ 4,597,246</i>	<i>\$ 182,457</i>	<i>4%</i>
<b>% Change</b>				<b>3%</b>	<b>5%</b>	<b>4%</b>		
<b>\$ Change</b>				<b>\$ 72,815</b>	<b>\$ 109,642</b>	<b>\$ 182,457</b>		

<sup>2</sup> Assumed start dates: Supervisor – March 1, Executive Director - April 1, Administrative Assistant – May 1, Crisis Responders (CRs) same as footnote 1. No changes were made in the on-call methodology or background check lines. These updates do not reflect any salary expenses reimbursed by grants in Q1 2023.

Due to the high level of vacancies in 2023 as RCR starts operations, staff project a 15% savings in 2023-2024, or \$620,196. This does not account for any spend-down in Q1 of existing grant revenue, which is discussed further below.

#### New Grant Revenue Not Reflected in Adopted Budget

Since the 2023-2024 budget was adopted, there has been additional grant funding identified and other grant changes as follows (more descriptions of the grants are included in the Grant Update memo discussed at the [4/21 Special meeting](#)):

- An additional \$300,000 in MIDD funding was awarded, although those funds are not yet under contract;
- \$59,900 in supplemental funding from the WASPC Mental Health First Response Team Grant has been received to help defray the one-time cost of vehicle acquisition;
- The original WASPC grant, which reimburses contractor hours, is unlikely to be billed to the full amount by June 30, 2023, so a reduction of \$40,000 is shown below to half the original grant amount;
- The share of the DOJ grant that funds RCR costs has increased from earlier estimates.
- The Washington State legislature has allocated additional funding the Association of Washington Cities Alternative Crisis Response Grants this session, which RCR is already receives and would apply for continuation in the new State fiscal year (shown in 2024 at the current level).
- Reflecting these grants results in a potential revised budget as shown in Table 4.

Table 4. Adopted and Updated Grant Assumptions

	2023	2024	TOTAL '23-'24	2025	2026	TOTAL '25-'26
<b>Grants/Other External Revenue (Adopted Budget)</b>						
MIDD	\$ 436,000	\$ 436,000	\$ 872,000	\$ 436,000	\$ 436,000	\$ 872,000
WASPC	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -	\$ -
DOJ	\$ 72,400	\$ 72,400	\$ 144,800	\$ 72,400	\$ -	\$ 72,400
AWC	\$ 70,500		\$ 70,500	\$ -	\$ -	\$ -
<b>Total - Adopted Budget</b>	<b>\$ 658,900</b>	<b>\$ 508,400</b>	<b>\$ 1,167,300</b>	<b>\$ 508,400</b>	<b>\$ 436,000</b>	<b>\$ 944,400</b>
<b>Anticipated Changes</b>						
MIDD	\$ 150,000	\$ 150,000	\$ 300,000	\$ -	\$ -	\$ -
WASPC (unspent on contracts)	\$ (40,000)	\$ -	\$ (40,000)	\$ -	\$ -	\$ -
WASPC (one-time add)	\$ 59,900	\$ -	\$ 59,900	\$ -	\$ -	\$ -
DOJ (increase in RCR share)	\$ 24,312	\$ 24,312	\$ 48,624	\$ 24,312	\$ -	\$ 24,312
AWC (assume same for '24)	\$ -	\$ 70,500	\$ 70,500	\$ -	\$ -	\$ -
<b>Subtotal - Antic. Changes</b>	<b>\$ 194,212</b>	<b>\$ 244,812</b>	<b>\$ 439,024</b>	<b>\$ 24,312</b>	<b>\$ -</b>	<b>\$ 24,312</b>
<b>Total with Changes</b>	<b>\$ 853,112</b>	<b>\$ 753,212</b>	<b>\$ 1,606,324</b>	<b>\$ 532,712</b>	<b>\$ 436,000</b>	<b>\$ 968,712</b>

The “Total with Changes” is used to generate the projected budget presented later in this memo, recognizing that additional information may result in further changes to these amounts as agreements are negotiated and transferred to RCR.

#### Q1 2023 Service Levels and Actuals for RADAR and Kirkland’s Community Responder Staff

Another factor to consider in evaluating the budget status is the actual services delivered before official launch on June 1, 2023 that have been funded with the grants assumed in the adopted budget. While the transfer of staffing has been delayed until this date, the RADAR Navigators and Kirkland Community

Responders have continued to provide services to the community. Actual information on responses by jurisdiction during the first quarter of 2023 is summarized below in Table 5.

Table 5. 1Q 2023 Responses by Member

1Q 2023 Services	2023 Q1 individuals	% of Total	2023 Q1 encounters	% of Total
Bothell	44	16.1%	108	16.0%
Kenmore	6	2.2%	13	1.9%
Kirkland	146	53.5%	313	46.4%
LFP	7	2.6%	26	3.9%
Shoreline	70	25.6%	214	31.8%
<b>Total City Responses</b>	<b>273</b>	<b>100.0%</b>	<b>674</b>	<b>100.0%</b>

Note that the data is based on the individual's home city rather than the city where they were encountered, but these figures are a reasonable proxy for the first quarter activity. To put these figures into context, the adopted budget contribution amounts in Table 1 are repeated in Table 6 with percentage contributions shown to the right 2023.

Table 6. Adopted Budget Contributions

City Contributions	2023-2024 Total	2023-2024 On-going	Preliminary 2025-2026	% of Budget		
				23-24 Total	23-24 On-going	25-26 On-going
Bothell	\$646,110	\$563,698	\$896,013	15.21%	14.66%	20.35%
Kenmore	\$318,038	\$277,472	\$441,049	7.48%	7.22%	10.01%
Kirkland	\$2,308,707	\$2,151,141	\$1,713,116	54.34%	55.96%	38.90%
LFP	\$179,812	\$156,877	\$249,360	4.23%	4.08%	5.66%
Shoreline	\$796,350	\$694,774	\$1,104,362	18.74%	18.07%	25.08%
<b>Total City Contributions</b>	<b>\$4,249,018</b>	<b>\$3,843,962</b>	<b>\$4,403,900</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

The expenses incurred with the first quarter responses are summarized in Table 7:

- Actual RADAR expenses paid by Bothell and reimbursed by the MIDD grant are shown for January and February; the March figure is an estimate based on February.
- Kirkland Crisis Responder (CR) actual personnel costs are shown, a portion of which will be billed against the AWC grant (\$70,500).

Table 7. First Quarter 2023 Expenditures

1Q 2023 Expenditures	January	February	March (est.)	Total	Grant Funded	Net Cost after Grants
RADAR (Bothell paid by MIDD)	\$33,522	\$26,247	\$26,247	\$86,016	\$86,016	\$0
Kirkland CR (partial paid AWC)	\$47,706	\$46,616	\$45,178	\$139,500	\$70,500	\$69,000
<b>Total Q1 Expenditures</b>	<b>\$81,228</b>	<b>\$72,863</b>	<b>\$71,425</b>	<b>\$225,516</b>	<b>\$156,516</b>	<b>\$69,000</b>

Both of these grants are assumed in the RCR adopted budget; however, these expenses have not been factored into the budget calculations shown earlier. Staff recommends including these expenses in the budget projection up to the grant amounts, given that they are related to providing services and are reimbursed in whole or in part by budgeted grants.

In creating the updated budget projection summarized below, assumptions were made regarding grant-funded expenses that will be incurred in April and May, prior to the staff transfer date of June 1, as summarized in Table 8.

Table 8. Grant-Funded Expenses Included in Budget Projection

Projected Costs for Jan-May in Projection	1Q Estimate	April (est.)	May (est.)	Total	Grant Funded	Net Cost after Grants
RADAR (Bothell paid by MIDD)	\$86,016	\$26,247	\$26,247	\$138,511	\$138,511	\$0
Kirkland CR (partial paid AWC)	\$139,500	\$45,178	\$45,178	\$229,856	\$70,500	\$159,356
<b>Total Q1 Expenditures</b>	<b>\$225,516</b>	<b>\$71,425</b>	<b>\$71,425</b>	<b>\$368,367</b>	<b>\$209,011</b>	<b>\$159,356</b>

Note: RADAR estimate based on February actual for March-May and Kirkland estimate is based on March actual for April-May.

The inclusion of these costs more accurately reflects the cost of operations and better aligns assumed revenues with expenditures. The recommendations that follow include an adjustment to apply the Net Cost after Grants for Kirkland to Kirkland's contribution given that the services associated with the costs benefitted Kirkland specifically.

#### Updated 2023-2024 and 2025-2026 Projections

Taking all of these factors into consideration, Table 9 summarizes the current budget estimate for 2023-2024 and a revised projection for 2025-2026.

Table 9. Updated Budget Projections

Revised Budget Projection	2023 One-Time	2023 On-going	2024 On-going	2023-2024 Total	Preliminary 2025-2026	
Adopted Budget	\$405,056	\$2,456,607	\$2,554,655	<b>\$5,416,318</b>	<b>\$5,348,300</b>	Table 1 Total
Change to Personnel	\$0	-\$692,452	\$72,256	-\$620,196	\$182,457	Table 3 Change \$
Jan-May Expenditures	\$0	\$368,367	\$0	\$368,367	\$0	Table 8 Total
<b>Revised Budget Projection</b>	<b>\$405,056</b>	<b>\$2,132,522</b>	<b>\$2,626,911</b>	<b>\$5,164,488</b>	<b>\$5,530,757</b>	
Program Budget Change	\$0	-\$324,085	\$72,256	-\$251,829	\$182,457	

The updated grant assumptions are applied in Table 10 to arrive at a revised City Contribution total.

Table 10. Projected City Contribution Total

Potential Change to Total City Contributions	2023 One-Time	2023 On-going	2024 On-going	2023-2024 Total	Preliminary 2025-2026	
Revised Budget Projection	\$405,056	\$2,132,522	\$2,626,911	<b>\$5,164,488</b>	<b>\$5,530,757</b>	From above
Less: Grants w/Changes	\$59,900	\$793,212	\$753,212	<b>\$1,606,324</b>	<b>\$968,712</b>	Table 4 Total
<b>Projected Change</b>	<b>\$345,156</b>	<b>\$1,339,310</b>	<b>\$1,873,699</b>	<b>\$3,558,164</b>	<b>\$4,562,045</b>	
<b>Adopted City Contributions</b>	<b>\$405,056</b>	<b>\$1,797,707</b>	<b>\$2,046,255</b>	<b>\$4,249,018</b>	<b>\$4,403,900</b>	Table 1 City Contrib.
Change from Adopted	-\$59,900	-\$458,397	-\$172,556	-\$690,853	\$158,145	

The current estimated savings for 2023-2024 is \$690,000, with increased costs of \$158,000 projected for 2025-2026. This projection continues to be subject to change, but provides a snapshot of the current information available.

As noted earlier, staff recommends that the allocation of savings to individual jurisdictions be adjusted to reflect that the net cost for Kirkland responders in January through May only provided service in Kirkland. This cost (estimated at \$159,356 in Table 8) should be applied to Kirkland's share of the savings, with that amount reallocated to the other members to increase their share of the savings. Table 11 illustrates what the allocation of savings would be under the adopted contribution amounts in the first column and the recommended adjustment, applying the net cost to Kirkland's share. This type of adjustment might also be applied to a cost charged to RCR but agreed to be fully paid by an individual jurisdiction if needed. An example might be to recognize that the new RCR Administrative Assistant has leave accruals that were earned while working for Kirkland, which will be used in future as a RCR employee. Note that the 2025-2026 allocation basis is unchanged and on a per capita basis.

Table 11. Jurisdiction Allocation of Incremental Savings/Cost

<b>Jurisdiction Allocation of Incremental Savings/Cost</b>	<b>2023-2024 Total</b>	<b>2023-2024 Adjustment</b>	<b>2023-2024 Total</b>	<b>Preliminary 2025-2026</b>
<i>Allocation Basis</i>	Adopted %	Reallocation	Adjusted	Per Capita
Bothell	-\$105,052	-\$53,064	-\$158,116	\$32,176
Kenmore	-\$51,710	-\$26,120	-\$77,830	\$15,838
Kirkland	-\$375,376	\$159,356	-\$216,020	\$61,518
LFP	-\$29,236	-\$14,768	-\$44,004	\$8,955
Shoreline	-\$129,480	-\$65,404	-\$194,883	\$39,658
<b>Total City Share</b>	<b>-\$690,853</b>	<b>\$0</b>	<b>-\$690,853</b>	<b>\$158,145</b>

Periodic updates on budget projections will be provided to the Board and adjustments to contributions can be considered as additional information becomes available as described below.

#### Framework, Policy Options, and Timeline Budget Reconciliation

The purpose of this detailed description is to help provide a framework for budget reconciliation and status reporting. As noted throughout the explanation, there are still a number of assumptions applied to the estimates and the actual transition of staff will not occur until June 1. Based on this information, staff offers the following recommendations for future reconciliation:

- Update projections once additional staff are hired and other costs/grants are better defined,
- When evaluating against the adopted budget, include RADAR and Kirkland CR expenses for Jan-May in the budget projections,
- Adjust allocations to apply the net cost for Kirkland program in January-May to Kirkland's share of the savings and re-allocate the difference to the other members,
- Continue to track and refine response data, recognizing that establishing a data tracking system will be a longer-term project, and
- Consider adjustments to member contributions in context of the policy options below.

Based on the current assumptions, it is clear that there will be substantial savings in 2023 from the adopted budget (currently estimated at almost \$700,000) due to start-up activities and staff vacancies. Staff recommends that the Board defer making a decision on how to deploy these funds until later in 2023 to allow for further refinement of estimates as additional information becomes known. Options that the Board might consider at that time include:

- Provide a one-time credit to the final 2023 payment,
- Adjust the 2024 payments,
- Create a rate stabilization fund with the savings that could then be applied to help smooth the transition to the 2025-2026 contributions.

Staff would like the Board's feedback on this recommendation and on other possible options for deploying the savings, as well as any additional questions regarding the proposed framework.

#### **Board Action Requested:**

It is recommended that the Board identify questions and additional information to support further discussions of the framework and policy options related to potential savings in 2023 due to delayed start-up of full operations.

**2023-2024 REGIONAL CRISIS RESPONSE**  
**Budget to Actuals January - August 2023 - DRAFT**

						2023		2024			
BEGINNING FUND OPERATING BALANCE (w/START-UP)						\$	-		\$	574,848	
RESERVES						\$	-		\$	138,184	
TOTAL BEGINNING FUND BALANCE & RESERVES						\$	-		\$	713,032	
CURRENT YEAR REVENUE	START-UP				ONGOING OPERATIONS						
	Budget	Actuals	Budget Balance	% of Budget	2023 Original Budget	2023 Revised Budget	2023 Actuals	2023 Forecast	% of Budget	2024 Original Budget	TOTAL '23-'24
MIDD	\$ -	\$ -	\$ -	0%	\$ 436,000	\$ 436,000	\$ 133,420	\$ 133,420	31%	\$ 436,000	\$ 1,574,840
WASPC	\$ -	\$ -	\$ -	0%	\$ 80,000	\$ 80,000	\$ 69,839	\$ 69,839	87%	\$ -	\$ 299,680
AWC (ART Grant Program)	\$ -	\$ -	\$ -	0%	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	100%	\$ -	\$ 282,001
DOJ	\$ -	\$ -	\$ -	0%	\$ 72,400	\$ 72,400	\$ -	\$ -	0%	\$ 72,400	\$ 217,200
GRANTS/OTHER EXTERNAL	\$ -	\$ -	\$ -	0%	\$ 658,900	\$ 658,900	\$ 273,760	\$ 273,759	42%	\$ 508,400	\$ 2,373,721
PARTICIPATING AGENCIES	\$ 405,056	\$ 303,792	\$ 101,264	75%	\$ 1,797,707	\$ 1,797,707	\$ 1,348,280	\$ 1,797,707	75%	\$ 2,196,254	\$ 2,932,835
TOTAL CURRENT YR REVENUES	\$ 405,056	\$ 303,792	\$ 101,264	75%	\$ 2,456,607	\$ 2,456,607	\$ 1,622,040	\$ 2,071,466	66%	\$ 2,704,654	\$ 5,306,556
						YTD % of Bud.		66%			
CURRENT YEAR EXPENDITURE	START-UP				ONGOING OPERATIONS						
	Budget	Actuals	Budget Balance	% of Budget	2023 Original Budget	2023 Revised Budget	2023 Actuals	2023 Forecast	% of Budget	2024 Original Budget	TOTAL '23-'24
Personnel	\$ 8,580	\$ 411	\$ 8,169	5%	\$ 2,020,933	\$ 2,020,933	\$ 722,497	\$ 1,079,740	53%	\$ 2,104,847	\$ 4,125,780
Professional Services & Training	\$ 18,000	\$ -	\$ 18,000	0%	\$ 49,400	\$ 49,400	\$ 59,177	\$ 88,200	179%	\$ 50,882	\$ 100,282
Clothing & Equipment	\$ 41,400	\$ 1,904	\$ 39,496	5%	\$ 10,450	\$ 10,450	\$ 5,025	\$ 7,900	76%	\$ 160,763	\$ 316,508
IT, Supplies, and Furniture	\$ 52,830	\$ 5,023	\$ 47,807	10%	\$ 155,745	\$ 155,745	\$ 107,942	\$ 153,841	99%	\$ 160,763	\$ 316,508
Vehicles	\$ 100,000	\$ 84,525	\$ 15,475	85%	\$ 24,740	\$ 24,740	\$ 63,446	\$ 69,760	282%	\$ 25,482	\$ 50,222
Miscellaneous	\$ -	\$ -	\$ -	0%	\$ 195,340	\$ 195,340	\$ 126,731	\$ 170,920	87%	\$ 201,917	\$ 397,257
TOTAL CURRENT YR EXPENSES	\$ 220,810	\$ 91,864	\$ 128,946	42%	\$ 2,456,607	\$ 2,456,607	\$ 1,084,818	\$ 1,570,362	64%	\$ 2,704,654	\$ 5,306,556
						YTD % of Bud.		44%			
								FORECAST			
						YTD BAL.		BAL.			
CURRENT YEAR BALANCE		\$ 73,744					\$ 537,222	\$ 501,104		\$ -	
ENDING FUND BALANCE		\$ 73,744				Combined YTD	\$ 610,966	\$ 501,104		\$ 574,848	
RESERVES	\$ 184,246	\$ 138,184						\$ -		\$ 138,184	
TOTAL ENDING FUND BALANCE & RESERVES	\$ -	\$ 211,928						\$ 501,104		\$ 713,032	



**Notes:**

- 1 Reserves are \$138,184 through August 2023. Total for 2023 will be \$184,246.
- 2 Participating Agency contributions through August = \$303,792 for Start-Up and \$1,348,280 for Operations; representing 75% of total budgeted.
- 3 Forecasted totals are approx. and preliminary pending additional review by Program.
- 4 WASPC grant ended June 30, 2023. Total expended = \$69,839.
- 5 MIDD grant represents pre-April 2023 activity expended by City of Bothell.
- 6 AWC grant of \$70,500 funded activity through June 30, 2023.
- 7 DOJ grant administered through City of Shoreline is in the final signatory process.
- 8 Expenditures represents costs from January 1, 2023 - August 31, 2023.
- 9 Start-Up cash balance is \$74,155 through August 2023. Cost of Background Checks pending.
- # Operating cash balance is \$537,222 through August 2023. Preliminary forecasts for 2023 suggest that an additional \$36k will be need to support expenditures.



Policy #: 05-003

Policy Name:

## Revenue &amp; Fund Balance Policies

Issued: 06/12/2009

Last revised by: Name

Revision Date: 6/22/2021

Review Schedule: 3 years

**POLICY APPLIES TO:** ( ) All Employees ( ) Operations ( ) Administration ( ) Technology**I. PURPOSE**

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

**II. POLICY**

- A. 1. An Operating Contingency Reserve and a Capital Equipment Replacement Fund will be maintained in accordance with the Interlocal Agreement Section 12(h).
- B. A Rate Stabilization Fund shall be established in order to identify, reserve and accumulate unexpended resources for use in mitigating the impact of future rate increases and assisting with the transition to higher rates.
- C. Additional reserve accounts may be created by the Governing Board to account for monies for future known expenditures, special projects, or other specific purposes.
- D. All reserve accounts will be presented in the annual budget

**III. PROCEDURE****1.1 Operating Expense Reserve**

**1.1.1** It is the intent of NORCOM 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 Governing Board.

**1.2 Equipment Replacement Reserve**

**1.2.1** Unless directed by the Governing Board, NORCOM will maintain and fully fund the Capital Equipment Replacement Fund to minimize large increases in User Fees from year to year resulting from acquisition or replacement of capital, and to fund the timely replacement of aging technology, equipment and systems. Contributions will be based on estimated useful life and maintained on a per asset basis.

**1.3 Rate Stabilization Fund**

**1.3.1** Unless otherwise directed by the Governing Board the Rate Stabilization fund shall be established using \$800,000 of 2011 Estimated Ending Fund Balance. One time revenues,

new agency initial assessments/fees, Ending Fund Balance and other sources deemed appropriate by the Governing Board may be accumulated for future use.

**1.3.2** 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.

**1.3.3** Accumulated reserves shall not exceed 10% of current year Operating Fund Revenues.

**1.3.4** Funds shall accumulate from year to year until a Super Majority Vote of the Governing Board appropriates all or part of the available reserves.

**1.3.5** Identified funds shall be applied to overall budget (similar to outside revenues) to offset transition to higher rates, fund onetime expenditures, or other exigent circumstances.

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

#### IV. RESPONSIBILITY

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

NAME	SIGNATURE	DATE
Judy Cayton, Human Resources Manager		
Katy Myers, Deputy Director of Administrative Services		
Roky Louie, Deputy Director of Operations		
William Hamilton, Executive Director		

## REGIONAL CRISIS RESPONSE (RCR) AGENCY

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### MEMORANDUM

**To:** RCR Executive Board

**From:** Brook Buettner, Executive Director

**Date:** October 5, 2023

**Subject:** Executive Director Report

### **RECOMMENDATION:**

That the RCR Executive Board receive information from the Executive Director on several key areas, ask questions and provide feedback and direction.

### **Governance Bodies**

#### ***Principals Assembly***

The Second RCR Principals Assembly meeting is planned for Wednesday, October 18, 2023, 6-7:30pm at the City of Shoreline with a hybrid option. Tentative Agenda is as follows, based on discussion at the [September 7, 2023 RCR Executive Board meeting](#):

1. Data Dashboard
2. Community Advisory Group presentation
3. Community Visioning Process Report
4. Operations Board Workplan
5. Budget Reconciliation preview
6. Staffing and coverage (with staff pictures and bios)
7. Service utilization analysis project update

#### ***Operations Board***

As previously reported, the Operations Board met 8/9/23 and created a workplan which identifies five strategic priorities for cross-system coordination across the crisis system of care. Work has started within subgroups of the Operations Board and the full Board will reconvene virtually in November to report back progress and identify any areas where full Board support may be needed to move the strategy forward.

#### **Strategic Work Lines:**

1. 911-988 Connection
2. RCR Resource deployment
3. First Responder drop off to the Crisis Facility
4. Crisis Facility-Evergreen ED transfer workflow
5. Transportation across the continuum

#### ***Community Advisory Group***

On September 11, 2023, the Community Advisory Group hosted an information session with Sarah Lopez, Vice President of Clinical Implementation for ConnectionsHealth, who provided a

presentation about the planned Crisis Facility and answered questions. Outreach staff from across the region also participated in this information session. CAG members were most interested in ConnectionsHealth plans to hire “peers” with lived experience. CAG members are also working on a list of additional recommendations for ConnectionsHealth on how to make the Crisis Facility as welcoming as possible from the perspective of those who have experienced behavioral health crisis and trauma.

### ***Executive Board Bylaws***

Pacifica Law Group has drafted bylaws for the RCR Executive Board, which were under review by RCR Staff and the Kirkland City Attorney’s Office. This process has been put on hold because a key staff member has been out on unexpected medical leave. RCR Staff will keep the Executive Board posted on timeline for review and adoption of these drafted bylaws.

## **Operations Updates**

### ***Hiring and Staffing***

Melissa Hartley joined the RCR team on September 18, 2023. She has extensive experience working with people in active crisis, most recently at Northwest Hospital Emergency Department. She has excellent relationships with the provider community in the Shoreline area and came recommended by our partners at Shoreline Fire Department Mobile Integrated Health. She will be initially stationed at Shoreline Police Department and will work a Wednesday-Saturday day shift.

John Streimikes, a Licensed Clinical Social Worker with decades of crisis experience, is scheduled to join the team on October 2, 2023. John has been a King County Designated Crisis Responder for the past seven years, and prior to that managed DESC’s high acuity Crisis Triage Facility. He will be initially stationed at Bothell Police Department and will work a Wednesday-Saturday swing shift.

This brings the team to nine full-time Crisis Responders, with one still deployed on military leave and expected to return in January. Active recruitment and hiring for our final position is ongoing, and staff hope to have it filled by the end of the year.

RCR staff is exploring different staffing models and position types to increase the diversity of our team, including offering 0.5 positions and offering temporary, term-limited positions to allow us to hire people who are not able to commit to a full-time position due to family or personal commitments, or to explore partnership with candidates who may not meet the experience thresholds for full-time, permanent positions.

### ***Radio Air Project***

With the transition of Bothell and Lake Forest Park, RCR staff have been working closely with NORCOM staff to implement existing Standard Operating Procedures and dispatch practices. The timing will line up with onboarding two new staffers who will be primarily stationed at Bothell.

There are now RCR vehicles stationed at Bothell and Shoreline, which allows the Crisis Responders to direct-deploy or self-dispatch to in-progress scenes. Shoreline Police Department and King County Sheriff’s Office have identified Captain Tony Lockhart as the point of contact for all RCR operations in Shoreline and Kenmore, including the long-term goal of getting RCR Crisis Responders on KCSO air. Capt. Lockhart comes from a recent appointment overseeing King County’s Crisis Intervention Training at the Criminal Justice Training Center and brings a strong background in MHP coordination with law enforcement.

### **ConnectionsHealth Crisis Facility Update**

ConnectionsHealth staff were in King County in September meeting with community partners across North King County. As mentioned above, they met with the RCR Community Advisory Group and staffers. They also presented and answered questions for the police chiefs of the RCR cities. ConnectionsHealth staff stressed that the Crisis Facility would never be closed to first responders and assured the group that RCR Crisis Responders would be considered first responders with access to “back door” drop off. The conversation generated three main questions, which RCR staff will continue to pursue with ConnectionsHealth partners:

1. Nature of the Department of Health facility license and legal basis for accepting and holding individuals detained involuntarily by law enforcement
2. Transport for individuals who are involuntarily detained and potential reimbursement for private ambulance companies
3. Criminal charge diversion with law enforcement and city attorneys across the local cities (longer term goal)

### **Upcoming Agenda Items**

Quarterly Financial Reporting from Fiscal Agent  
Budget Reconciliation and policy options  
Q3 Data Dashboard  
Future facilities considerations  
Operations Board Roster Review  
Bylaws

### **Board Action Recommended**

No formal action is recommended at this time.

# 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:** September 27, 2023

**Subject:** RESOLUTION R-2023-15 EXPECTATIONS OF RCR MEMBER CITIES

### **RECOMMENDATION:**

That the RCR Executive Board authorize that 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 as outlined in Resolution R-2023-15 Expectations of RCR Member Cities.

### **BACKGROUND DISCUSSION:**

Each RCR Principal is highly committed to improving outcomes and services to community members experiencing crisis. This commitment was demonstrated when the Formation Principals created the RCR Agency 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.

The RCR Agency has central office space but Crisis Responder staff are stationed throughout the geographic area of the Principal cities. 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.

The Executive Board received a list of potential expectations for RCR members in an email on August 9, 2023 and in the Executive Director Report during the [September 7, 2023 meeting](#) of the Executive Board. The list has been adjusted based on discussion and comment.

### **Board Action Recommended**

Staff recommend that the Executive Board authorize by resolution that current and future RCR Principals agree to fully support RCR Staff in the conduct of their duties in city jurisdiction and facilities. As codified in the RCR Agency Budget, the RCR Agency incurs all direct expenses including furniture and equipment. Principals would provide in kind support to provide access and connectivity so RCR staff may effectively discharge their duties in that jurisdiction, to include:

1. Office space and facilities support (RCR to pay for office furniture unless otherwise noted)
2. Key card access to appropriate buildings
3. Parking space for RCR vehicle and EV charging station for RCR EV as needed
4. Basic tech access and support for staff working at city facilities

- a. Wi-Fi
  - b. Printer
- 5. Internal employee privileges for meeting room reservation
- 6. Basic communications support, especially for anything going out in individual city publications, newsletters, websites

List of Attachments

Resolution R-2023-15 Expectations of RCR Member Cities



## RESOLUTION R-2023-15

### A RESOLUTION OF THE REGIONAL CRISIS RESPONSE (RCR) AGENCY AUTHORIZING EXPECTATIONS OF RCR MEMBER CITIES.

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, to include:

1. Office space and facilities support (RCR to pay for office furniture unless otherwise noted)
2. Key card access to appropriate buildings
3. Parking space for RCR vehicle and EV charging station for RCR EV as needed
4. Basic tech access and support for staff working at city facilities
  - a. Wi-Fi
  - b. Printer
5. Internal employee privileges for meeting room reservation
6. Basic communications support, especially for anything going out in individual city publications, newsletters, websites

Passed by majority vote of the RCR Executive Board in open meeting this 5th day of October, 2023.

Signed in authentication thereof this \_\_\_\_ day of October,  
2023.

\_\_\_\_\_  
Kurt Triplett, President

Attest:

\_\_\_\_\_  
Heather Lantz-Brazil, Secretary