

Regional Crisis Response Agency
Executive Board Agenda
Special Meeting
February 22, 2023

8:00 AM – 12:30 PM
Kirkland City Hall
Norkirk Room
123 5th Ave, Kirkland, WA 98033

- 1) Call to Order
- 2) Roll Call
- 3) Items from the Audience
- 4) Debrief Feedback Received at February 15th Meet and Greet
- 5) Executive Session pursuant to RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment
- 6) Discussion and Potential Action to:
 - a. Approve finalists for additional round of Board interviews, or
 - b. Authorize the Board President and/or consultants and Kirkland staff to check references on one or more finalists, or
 - c. Authorize the Board President to begin negotiations with a preferred candidate
- 7) Adjournment

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Executive Board

From: Carly Joerger, RCR Board Secretary
Tracey Dunlap, Start-up Consultant

Date: February 17, 2023

Subject: Executive Director Recruitment

RECOMMENDATION:

That the Regional Crisis Response (RCR) Agency Board receive the summary of the Executive Director recruitment process to date and adjourn to Executive Session pursuant to RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment.

BACKGROUND DISCUSSION:

A top priority for the newly formed RCR Agency is hiring its first Executive Director (recruitment brochure linked [here](#)). Key milestones to date include:

- Executive Director job notice posted on December 23rd as open until filled. As reported at the Board's January 11, 2023 Regular Meeting, 17 applications had been received that met the minimum qualifications.
- Staff prepared a shortlist of 8 candidates as a recommendation for the Board to interview. The Board agreed and established two first round interview panels of two Board Members, a Police Chief, Community Responder Supervisor, and representatives from health and human service providers and partner agencies.
- Each panel interviewed 7 candidates on February 8th and February 10th (1 of the initial 8 shortlisted candidates withdrew their application). The two panels used a forced ranking chart to evaluate the candidates, where four candidates emerged as the preferred candidates to move on to the next round of interviews.
- On February 15th, the four candidates joined a virtual 'meet and greet' with the RCR Board President, members of the RADAR Community Advisory Board, RADAR Navigators, and Community Responders. The Board President gathered feedback from these stakeholders, which he will relay to the full Board at the opening of the February 22nd Special Meeting.

Today, the Board will adjourn to Executive Session to interview the four semi-finalists. Staff have prepared draft interview questions for the Board's consideration (Att-1). After interviews, the Board may reconvene in regular session to deliberate and consider potential action to approve finalists for an additional round of Board interviews, authorize the Board President and/or consultants and Kirkland

staff to check references on one or more finalists, or authorize the Board President to begin negotiations with a preferred candidate.

To assist with understanding the administrative and fiscal roles and responsibilities of the Executive Director, administrative assistant, and fiscal agent staff, a draft RACI (Responsible, Accountable, Consulted, Informed) chart was prepared (Att-2). The intent of this document is to provide a sense of the roles as defined in the Interlocal Agreement and the Service Level Agreement to help the Board assess the skills and abilities of the finalists related to these aspects of the Agency. A few observations to consider when reviewing the chart include:

- The Executive Director will be responsible for the overall administration and fiscal management of RCR.
- The RCR Administrative Assistant position will carry out many of the details of these tasks at the direction of the Executive Director.
- The Kirkland Administrative Services Manager will serve as the main contact and coordinator of fiscal agent services to the Regional Crisis Response Agency. The position will provide guidance and oversight to the RCR Agency to ensure Administrative and Fiscal services as defined in the interlocal agreement (ILA) and service level agreement are properly carried out by RCR staff and Fiscal Agent staff. The current estimate is that this position will spend approximately one-third time in this role.
- The RCR Board, represented by the President and Vice President, will be kept informed as appropriate and will set overall Agency policy and strategy.
- The Kirkland Internal Service departments will provide support, but most tasks will be performed by the Executive Director and Administrative Assistant.

This format is expected to be refined over time and may be expanded to include program delivery tasks related to the Supervisor and Crisis Responders, but at this stage, the draft is intended to convey the resources and accountability for the administration of the RCR.

Board Action Recommended

It is recommended the Board adjourn to Executive Session pursuant to RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment.

List of Attachments

Att-1 Executive Director Draft Interview Questions

Att-2 Draft RCR Fiscal/Administration RACI Chart

Draft Questions for RCR Board Interview of Finalists 2/22/23

1. From your experience starting up a program or agency, what techniques did you use to establish a work plan and ensure that all aspects (relationships, service provision, administration, and staff management and retention) received an appropriate level of focus?
2. Describe specific steps you would take to meld two teams that are providing services in different models into a single cohesive unit.
3. Given the challenging hiring and retention environment, what strategies would you utilize to build and maintain the team?
4. Given the wide range of stakeholders and elected officials, how would you navigate the potentially challenging political environment to ensure the program's success?
5. How would you manage your time to stay connected to the program side, while simultaneously working with the Board and being involved in the larger political context around mobile crisis response, 988 rollout, dispatch logistics, etc.?
6. The Executive Director and the administrative assistant will be the only positions to carry out many of the back-office activities associated with running the Agency. How would you allocate resources and what specific skills would you be seeking in the administrative assistant position?
7. What does success in this role look like to you? What specific indicators will you look for to know that you've been successful?
8. Depending on the candidate, either a) or b):
 - a) For candidates that are licensed providers: *As a licensed provider, describe your specific work experience in the field and how that experience will help inform your role as Executive Director.*
 - b) For candidates that are not licensed providers: *As an Executive Director managing licensed providers, how will you balance the team's expertise and opinions with the perspectives of the Board and the five City Councils?*

RCR FISCAL/ADMINISTRATION RACI CHART

Draft - 2/17/2023

Task/Activity	RCR Executive Director	Kirkland Administrative Services Manager	RCR Administrative Assistant	RCR Board (represented by President/VP)	Kirkland Internal Service Providers
Board Meeting Notices/Minutes	A	C	R	I	I
Board Agenda Items	R	I	I	A	I
Public Records Management	A	C	R	I	C
Public Records Requests	R	A	C	I	I
Budget Strategy	R	C	I	A	I
Budget Development	A	A	R	C	C
Budget Management	A	A	R	I	I
Grant Strategy	R	C	C	A	I
Grant Tracking	A	A	R	I	C
Grant Reporting	A	A	R	I	C
Billing/Invoicing	A	A	R	I	I
Accounts Receivable/Payables	A	A	R	I	R
Revenue Receipts	I	R	A	I	R
Investment of Funds	I	R	I	I	R
Expenditure Recording	A	I	R	I	R
Payroll	I	A	I	I	R
Timekeeping	A	I	R	I	I
Hiring/Retention Strategy	R	I	C	C	C
Recruitment/Hiring	A	I	R	I	R
Staff Human Resource Issues	A	I	I	I	R
RACI DEFINITIONS					
Responsible	This team member does the work to complete the task. Every task needs at least one Responsible party, but it's okay to assign more.				
Accountable	This person delegates work and is the last one to review the task or deliverable before it's deemed complete. On some tasks, the Responsible party may also serve as the Accountable one. Just be sure you only have one Accountable person assigned to each task or deliverable. (Note: It might not be your PM!)				
Consulted	Every deliverable is strengthened by review and consultation from more than one team member. Consulted parties are typically the people who provide input based on either how it will impact their future project work or their domain of expertise on the deliverable itself.				
Informed	These team members simply need to be kept in the loop on project progress, rather than roped into the details of every deliverable.				