

Regional Crisis Response Agency
Principals Assembly
January 24, 2024

6:00 PM – 7:30 PM
Kenmore City Hall
Council Chambers
18120 68th Ave NE, Kenmore, WA 98028

--Hybrid option available--

Zoom link: <https://kenmorewa-gov.zoom.us/j/88631529712>

Webinar ID: 886 3152 9712

- 1) Call to Order
- 2) Roll Call
- 3) Public Comment
- 4) Approval of the Minutes
 - a. Minutes from Regular Meeting October 18, 2023
- 5) 2023 Full-Year Data Dashboard Review
- 6) Community Advisory Group Presentation
- 7) Community Visioning Process End Product Presentation
- 8) Operations Board Workplan on the Crisis Continuum of Care
- 9) Budget Reconciliation Overview
- 10) Staffing and Coverage Overview
- 11) Update on Executive Board Discussion of Criteria for Readiness to Consider Potential Additional RCR Principals
- 12) Good of the Order
- 13) Next Meeting
- 14) Adjournment

Regional Crisis Response Agency
Principals Assembly
Regular Meeting Minutes
October 18, 2023

6:00 PM – 7:30 PM
Shoreline City Hall
Room 303, Third Floor
17500 Midvale Ave N, Shoreline, WA 98133

--Hybrid option available--

Zoom link:

<https://kirklandwa-gov.zoom.us/j/83665597051?pwd=MX6ljV41byweYSSyk9SHPmtiHnnU4d.1>

Meeting ID: 836 6559 7051

Passcode: 185456

- 1) Call to Order
The RCR Principals Assembly meeting was called to order at 6:10 PM.
- 2) Roll Call
RCR Principal Assembly members present:
Councilmember Jenne Alderks, City of Bothell
Councilmember Debra Srebrik, City of Kenmore
Councilmember Neal Black, City of Kirkland
Councilmember Larry Goldman, City of Lake Forest Park
Councilmember John Ramsdell, City of Shoreline
- 3) Public Comment
No public comment received.
- 4) Approval of the Minutes
 - a. Minutes from Regular Meeting June 28, 2023
Neal Black moved to approve, seconded by John Ramsdell.
Vote: Motion carried 5-0
Yes: Jenne Alderks, Debra Srebrik, Neal Black, Larry Goldman, John Ramsdell
- 5) Data Dashboard
Brook Buettner, RCR Executive Director presented the RCR Agency 2023 third quarter response data. Staff answered questions from the Principals Assembly.
- 6) Community Advisory Group Presentation
Brook Buettner, RCR Executive Director presented recommendations from the

RCR Community Advisory Group for the Connections Health Solutions Crisis Facility.

- 7) Community Visioning Process Report
Brook Buettner, RCR Executive Director discussed the emerging themes from the Community Visioning Process and upcoming final product that will inform RCR program operations and expansion.
- 8) Operations Board Workplan
Brook Buettner, RCR Executive Director presented a Crisis Continuum of Care Coordination Workplan developed by the RCR Operations Board. Strategic areas identified by the Operations Board continue in smaller workgroups.
- 9) Budget Reconciliation Preview
Brook Buettner, RCR Executive Director presented the RCR mid-biennium budget and reconciliation policies timeline developed by RCR and Fiscal Agent staff.
- 10) Staffing and Coverage
Brook Buettner, RCR Executive Director presented the agency's current organizational structure and vacancies, current administrative and field staff, current coverage and potential coverage. Staff answered questions from the Principals Assembly.
- 11) Service Utilization Analysis Project Update
Brook Buettner, RCR Executive Director presented three initial pathways for analysis that have been identified for RCR's service utilization: (1) How calls and referrals come in, (2) How and when RCR Crisis Responders are deployed, and (3) Date and time distribution for incoming calls with potential behavioral health or human services components.
- 12) Good of the Order
The Principals Assembly discussed future meeting protocol, the RCR interlocal agreement anniversary, intervention with youth, and coordinating how the Principals respond to requests for information on RCR.
- 13) Next Meeting
Principal Assembly members and staff discussed preferred date ranges at the end of 2023 for the next meeting.
- 14) Adjournment
The RCR Principals Assembly meeting was adjourned at 7:40 PM.

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 17, 2024

Subject: 2023 FULL-YEAR DATA DASHBOARD REVIEW

RECOMMENDATION:

It is recommended that the RCR Principals Assembly receive a presentation on the RCR Agency 2023 Q4 and full-year response data.

BACKGROUND DISCUSSION:

Fourth Quarter Data

From October 1 to December 31, 2023, RCR Crisis Responders provided services for a total of 289 individuals in the community, during a total of 622 encounters. Table 1 displays the individuals served and the number of encounters by City for fourth quarter 2023.

Table 1. 2023 Fourth Quarter Response by City

City (Population %)	2023 Q4 individuals	% of Total	2023 Q4 encounters	% of Total
<i>Bothell (20.35%)</i>	54	18.7%	159	25.6%
<i>Kenmore (10.1%)</i>	14	4.8%	28	4.5%
<i>Kirkland (38.9%)</i>	146	50.5%	255	41%
<i>Lake Forest Park (6.8%)</i>	12	4.2%	41	6.6%
<i>Shoreline (25.08%)</i>	52	18%	106	17%
<i>Other cities combined</i>	11	3.8%	33	5.3%
<i>Total City Individuals</i>	289	100%	622	100%

2023 Annual Data

For 2023, RCR Crisis Responders provided services for a total of 883 individuals in the community, during a total of 2,696 encounters. Table 2 displays individuals served each quarter and for the entire 2023 year by City.

Table 2. Total Individuals Served for 2023 Q1-Q4 by City

City (Population %)	2023 Q1 individuals	2023 Q2 individuals	2023 Q3 individuals	2023 Q4 individuals	Total 2023 individuals	Full Year % of Total
<i>Bothell (20.35%)</i>	44	65	41	54	158	18%
<i>Kenmore (10.1%)</i>	6	8	7	14	33	4%
<i>Kirkland (38.9%)</i>	147	126	109	146	397	45%
<i>Lake Forest Park (6.8%)</i>	7	12	15	12	32	4%
<i>Shoreline (25.08%)</i>	71	56	40	52	175	20%
<i>Other cities combined</i>	18	21	9	11	88	9%
Total Individuals	293	288	221	289	883	100%

Demographic data during 2023 did not change significantly from prior years under the RADAR Navigator Program or the Kirkland Community Responder Program. Of all individuals served, 41% reported a mental health concern, 14% reported a substance use concern, and 8% reported both (co-occurring). These data only capture self-report because of the nature of our program. Crisis Responders are not diagnosing and only capture behavioral health condition information reported by the individual or a caregiver or family member. It is likely that the actual number of individuals RCR saw during 2023 who were experiencing some behavioral health condition (mental health or substance use) is much higher. Of all individuals served, 54% identified as female, 45% identified as male, and 1% identified as trans, non-binary or other gender expression.

For those individuals for whom data was available, 32% were living homeless or unhoused. This is a slight increase from previous years, which is consistent with what the entire county is seeing. Of those individuals served for whom race data was available, 70% were White, and 30% were Black, Indigenous or People of Color (BIPOC). Of those for whom military service was available, 8% were veterans. 3% identified some language other than English as their primary language, although the *n* was small enough to make this data point of limited reliability.

Encounter Number Quality Improvement Strategies

RCR Staff is engaged in a quality improvement process to ensure that response numbers in each city are roughly proportional to the city population. On November 1, 2023, Bothell and Lake Forest Park Police Departments transitioned to NORCOM for 911 dispatch services. Successful Kirkland radio protocols are being implemented in Bothell and Lake Forest Park, leading to increases in Crisis Responder engagement in those cities. Recent ability for Crisis Responders to be on King County Sheriff’s Office radio air is likely to improve the number of responses in Shoreline and Kirkland. Staffing has also increased in Bothell, Lake Forest Park, Shoreline and Kenmore, which we anticipate will also increase encounter numbers.

Service Utilization Analysis Project and 2024 Data Collection Strategy

RCR Staff has undertaken a year-long process of gathering feedback and direction from operational, community and lived experience stakeholders to define how the Agency will measure success and shape our data collection strategy, including as part of the recent Community

Visioning Process. This work is ongoing and happening in collaboration with partners at King County who have access to systems outcome data.

At the start of 2024, RCR staff added a data category to our database to begin quantitative classification of how responses are coming to the RCR team. Each encounter will now be coded as one of the following, allowing us to track the progress of calls through the system.

- In progress, self-attach
- In progress, officer request
- In progress, 911 direct dispatch
- Officer referral (email, phone or referral form)
- Follow-up
- On view
- Lobby contact/ self-present
- Other

As discussed at the previous Principals Assembly meeting, RCR Staff continues to gradually build an analysis of service utilization to understand how calls are coming in, how and when people receive services, and when and where Crisis Response services are most needed. Longer term data projects include matching data with our criminal legal system partners, including 911 call centers and law enforcement records, to further track how calls move through our system and continually refine our approach.

Action Recommended

It is recommended that the RCR Principals Assembly receive information, ask questions, and provide any additional feedback on data collection and associated quality improvement strategies.

List of Attachments

Att-1 2023 Q4 Regional Crisis Response Agency Data Dashboard

Att-2 2023 Regional Crisis Response Agency Data Dashboard



Regional Crisis Response Agency Data Dashboard

October 1, 2023 – December 31, 2023

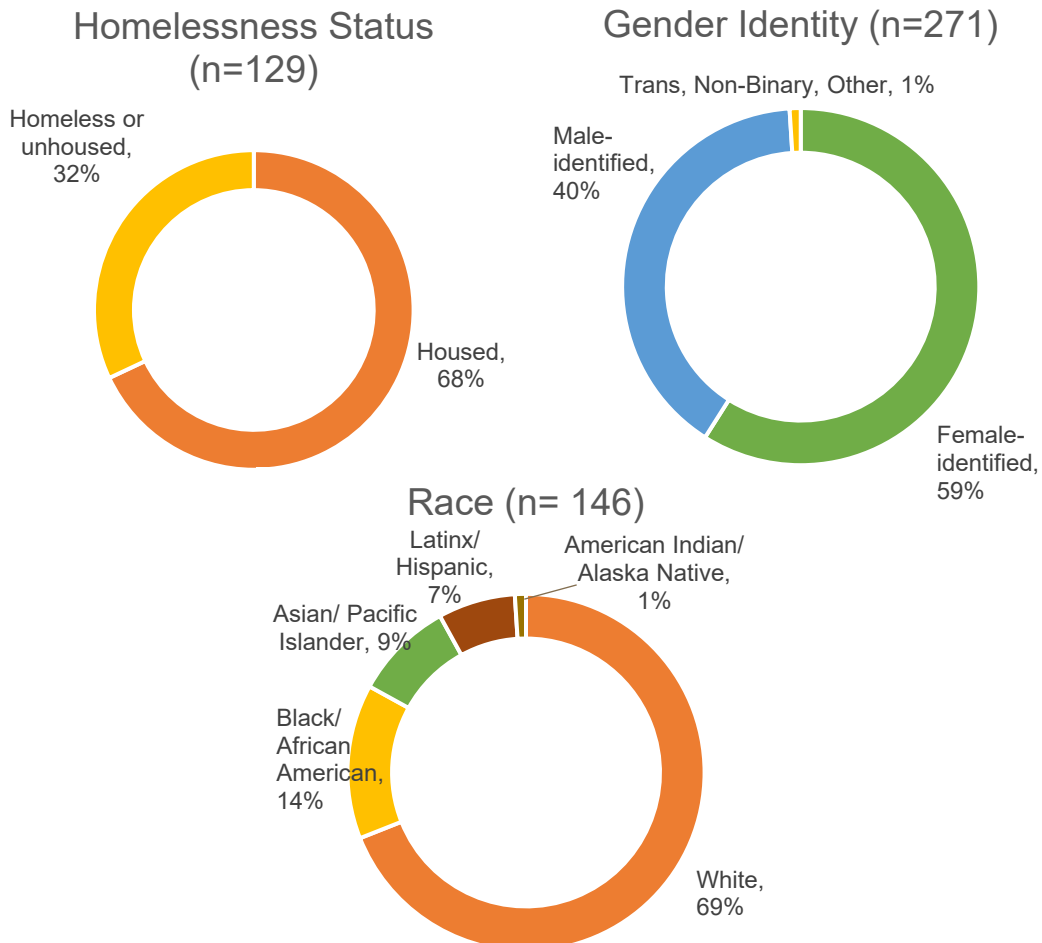
Total Served: 289 Total Encounters: 622

From October 1 to December 31, 2023, RCR Crisis Responders provided services for a total of 289 individuals in our community, during a total of 622 encounters.

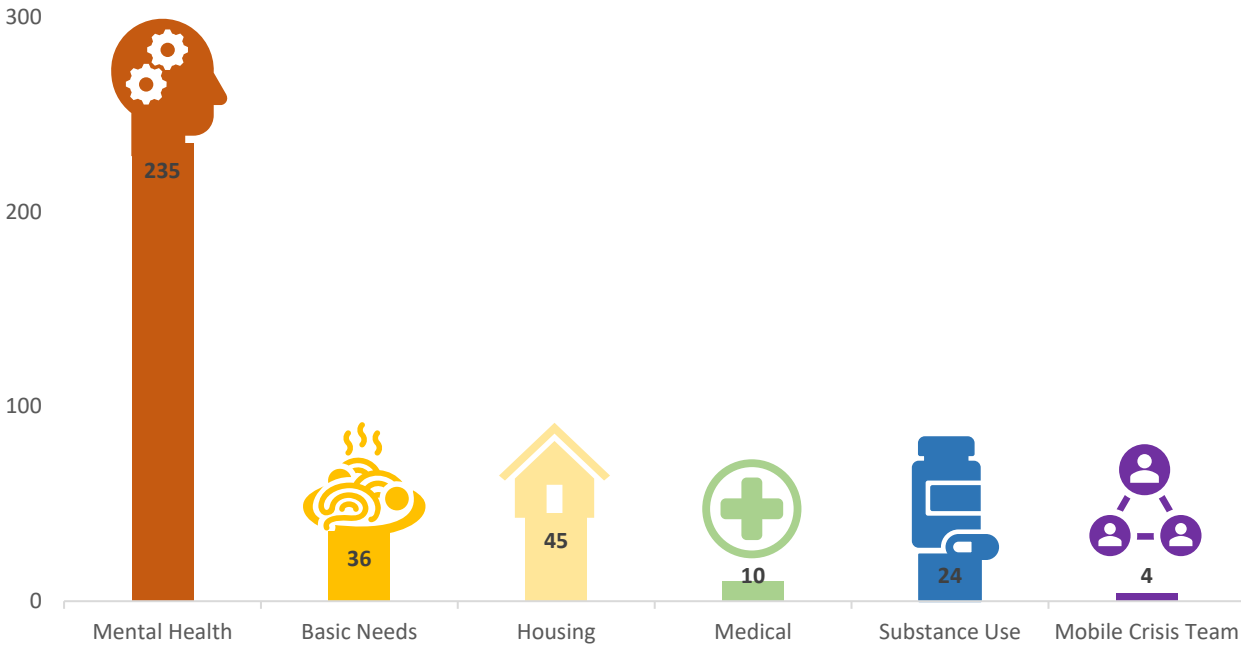
Of those individuals served for whom race data was available (n=146), 69% were White, and 31% were Black, Indigenous or People of Color (BIPOC).

Of those for whom housing data was available (n=129), 32% were homeless or unhoused. Of all individuals served, 59% identified as female, 40% identified as male, and 1% identified as trans, non-binary or other gender expression.

City	Individuals served	Encounters
Bothell	54	159
Kenmore	14	28
Kirkland	146	255
LFP	12	41
Shoreline	52	106
Other cities	11	33



Referral Types





REGIONAL CRISIS RESPONSE AGENCY

Regional Crisis Response Agency Data Dashboard
January 1, 2023 – December 31, 2023

Total Served: 883 Total Encounters: 2,696

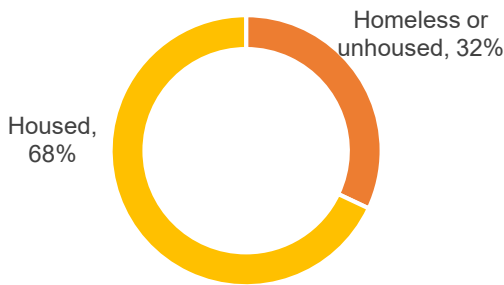
From January 1 to December 31, 2023, RCR Crisis Responders provided services for a total of 883 individuals in our community, during a total of 2,696 encounters.

Of those individuals served for whom race data was available (n=441), 70% were White, and 30% were Black, Indigenous or People of Color (BIPOC). Of all individuals served, 41% identified a mental health condition; 14% identified a substance use condition, and of those, 8% of the individuals served identified both (co-occurring).

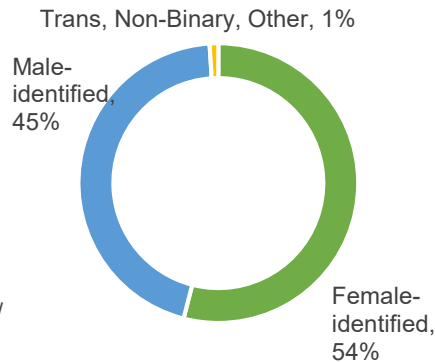
Of those for whom housing data was available (n=376), 32% were homeless or unhoused. Of all individuals served, 54% identified as female, 45% identified as male, and 1% identified as trans, non-binary or other gender expression. Of those for whom data was available, 8% were veterans and 3% identified some language other than English as their primary language.

City	Individuals served	Encounters
Bothell	158	596
Kenmore	33	69
Kirkland	397	1049
LFP	32	197
Shoreline	175	573
Other cities	88	212

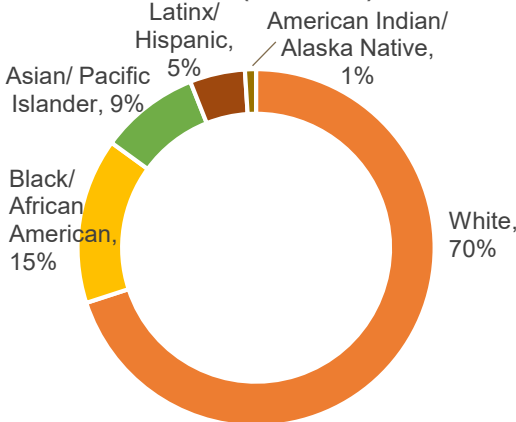
Homelessness Status (n=376)

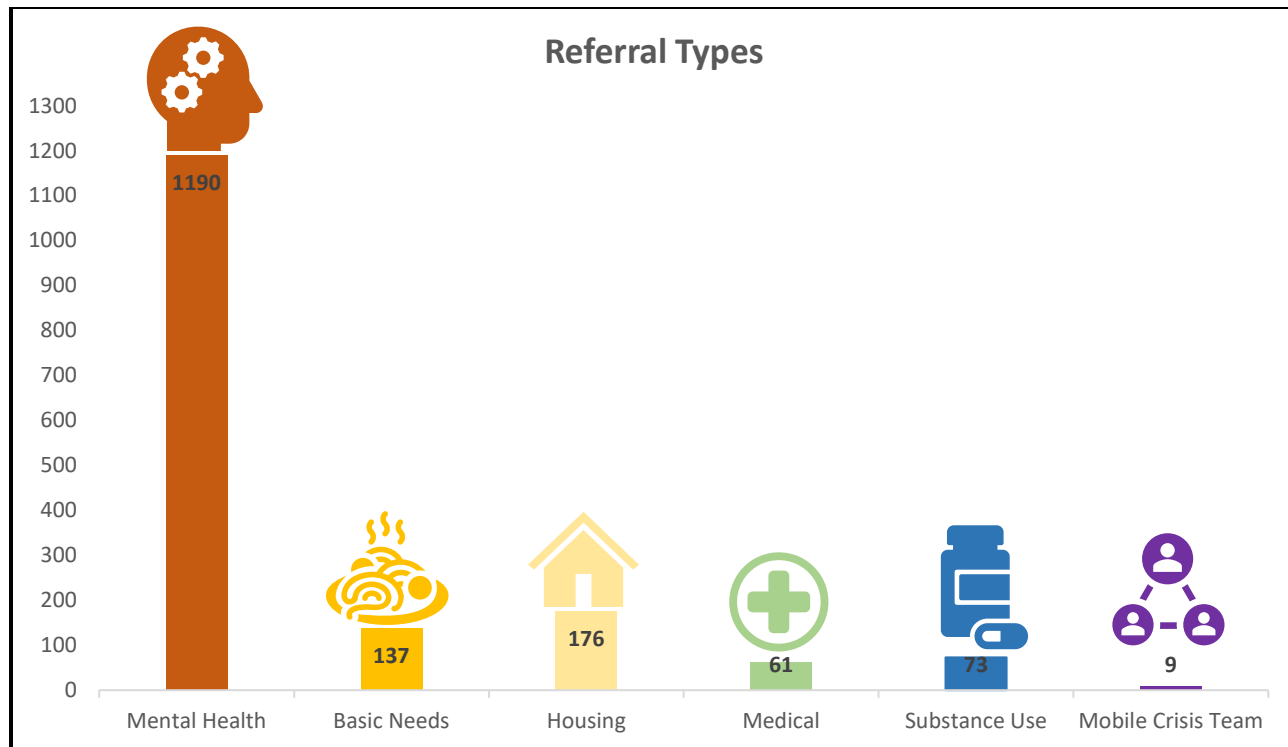


Gender Identity (n=807)

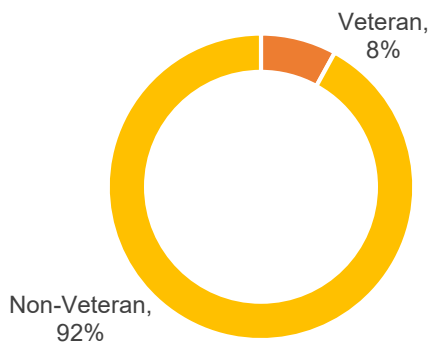


Race (n= 441)

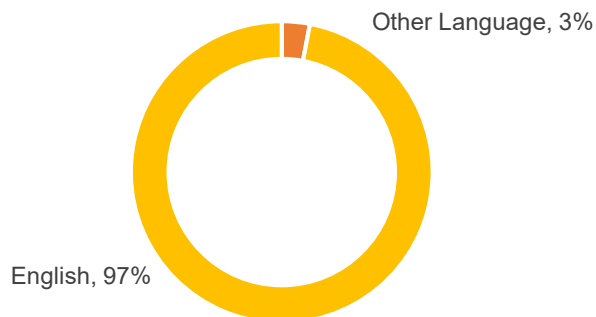




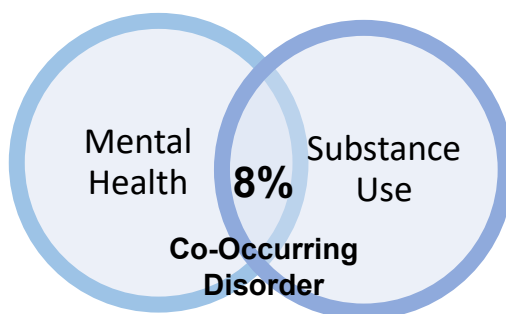
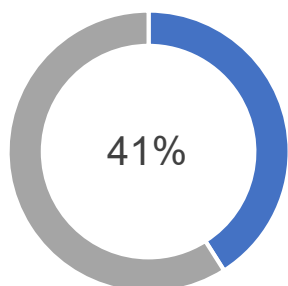
Military Veteran (n=170)



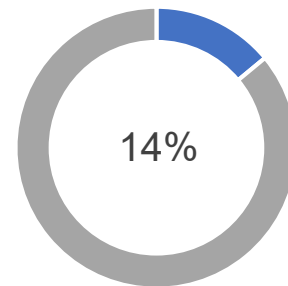
Primary Language Other than English (n=330)



41% of Individuals Self-Identified a Mental Health Concern



14% of Individuals Self-Identified a Substance Use Concern



REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: COMMUNITY ADVISORY GROUP PRESENTATION

RECOMMENDATION:

That the RCR Principals Assembly receive information and any presentation provided by members of the RCR Community Advisory Group.

BACKGROUND DISCUSSION:

The RCR Principals Assembly has expressed an interest in creating formal space to hear from members of the Community Advisory Group at every Principals Assembly meeting. Several members of the Community Advisory Group expressed an interest in speaking to the Principals Assembly during this meeting. The Executive Director is in process of working with Community Advisory Group members to finalize who will speak, and what they will say to represent their fellow Group members.

During the last month of 2023, Community Advisory Group members decided to take time off from regular meetings to allow each member to meet one on one with the RCR Executive Director and share feedback about the goals and process for the upcoming year. These meetings are ongoing, with Community Advisory Group members consistently expressing pride in accomplishment and excitement for the coming year, but with divergent opinions on requirements for Community Advisory Group membership. The Executive Director will facilitate an informal consensus process during the January meeting of the Community Advisory Group.

Action Recommended

It is recommended that the RCR Principals Assembly receive information and any presentation provided by Community Advisory Group members and ask questions.

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: COMMUNITY VISIONING PROCESS END PRODUCT

RECOMMENDATION:

That the RCR Principals Assembly receive a presentation on the RCR Community Visioning process and end product.

BACKGROUND DISCUSSION:

During the last half of 2023, RCR convened nearly 100 people during multiple in-person and remote Community Visioning Sessions at various locations, to share their dreams and vision for crisis care services in our North King County community. Meetings took place during day and evening hours, in person and remote, to maximize community members' ability to participate. Participants included community members, human services providers, elected officials at the local and state levels, city and county staff, criminal legal system partners; many of whom brought active and past lived experience to the table.

Participants were encouraged to dream big and describe what the crisis system would look like in a "beautiful future," and collectively described a crisis system that meets people where they are with holistic, whole-person care that reflects back their own cultural, ethnic, linguistic and other identities; a proactive system engages people in care at all stages of life. The continuum of care is long-term and robust, shifting with people's needs over their lifespans, regardless of their background or their ability to pay for care.

Community Visioning participants also described what effective crisis intervention would look like, using words like genuine, caring, connection, safety, space, empathy, and believing. Functionally, the Crisis Responder should address all the factors driving the crisis or distress, to support people breaking the cycle. Participants strongly identified follow-through as an important element of effective crisis response. After the crisis, follow-up should include true and effective linkages to the community of care.

Overall, RCR staff noted that the Agency and the team of Crisis Responders are on the right track to provide the services our community wants. The learnings from these sessions will be used to inform many facets of the RCR Agency going forward, including job descriptions and performance evaluation, data collection and measuring success, Crisis Responder trainings, crisis system

continuum of care coordination at the RCR Operations Board, program development, and so much more.

The written end product of the Community Visioning Sessions is included here as Attachment 1, and will be shared with those who participated.

Action Recommended

It is recommended that the RCR Principals Assembly receive information and ask any questions.

List of Attachments

Att-1 Regional Crisis Response Agency: A Community Vision for Crisis Care

Regional Crisis Response Agency

A Community Vision for Crisis Care

Regional Crisis Response Agency acknowledges that the Southern Salish Sea region in which we work lies on the unceded and ancestral land of the Coast Salish peoples, the Duwamish, Muckleshoot, Puyallup, Skykomish, Snoqualmie, Snohomish, Suquamish and Tulalip tribes and other tribes of the Puget Sound Salish people, and we are engaging in this work in the traditional heartland of the Lake People and the River People. We honor with gratitude the land itself, the First People – who have reserved treaty rights and continue to live here since time immemorial – and their ancestral heritage.

About the Regional Crisis Response (RCR) Agency

RCR (pronounced ‘Racer’) is a collaborative effort among the north King County cities of Bothell, Kenmore, Kirkland, Lake Forest Park, and Shoreline that provides consolidated and standardized regional behavioral health crisis response services for the five-city region through the public safety system, transforming first response for people in behavioral health crisis. RCR was established by an Inter-Local Agreement effective January 1, 2023, and became operational June 1, 2023.

What is Community Visioning?

Community Visioning is a planning tool that empowers people to express a vision for the future of their community, based not on current landscape or deficit analysis, but on common dreams and aspirations.

The 2023 RCR Community Visioning Process

During the last half of 2023, RCR convened nearly 100 people during multiple in-person and remote Community Visioning Sessions at various locations, to share their dreams and vision for crisis care services in our North King County community. Meetings took place during day and evening hours, in person and remote, to maximize community members’ ability to participate. Gift cards were provided to individuals with lived experience to compensate them for their time and wisdom. Participants were encouraged to dream big and describe what the crisis system would look like in a “beautiful future” for our community.

The “Beautiful Future” of Our Community

Across sessions, participants were invited to dream, aspire, and describe a “beautiful future” for our community, as related to our crisis care continuum. Several consistent themes emerged as community members imagined together.



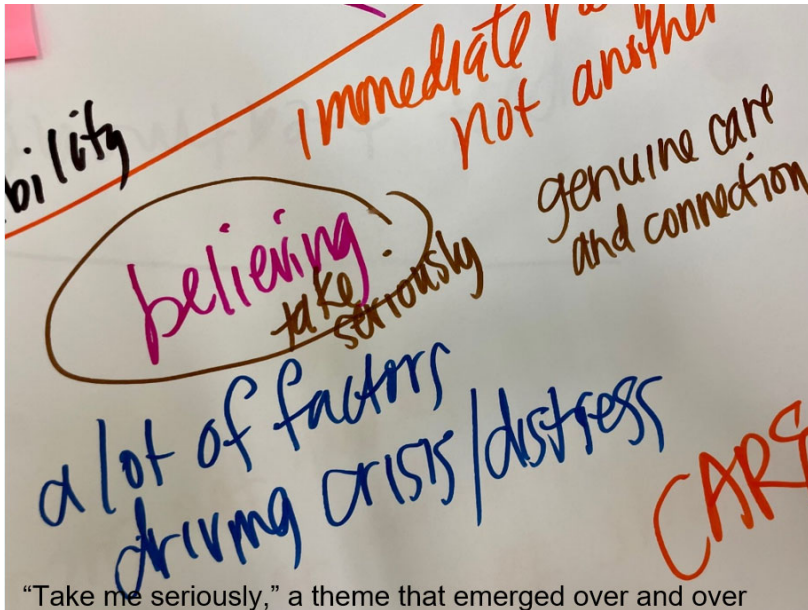
Participants described our beautiful future as one in which individuals and families are holistically supported in their home communities. Wellness is woven into every aspect of daily life, including a built and natural environment that promotes well-being. The system meets people where they are with holistic, whole-person care that reflects back their own cultural, ethnic, linguistic and other identities. A proactive system engages people in care at all stages of life. The continuum of care is long-term and robust, shifting with people’s needs over their lifespans, regardless of their background or their ability to pay for care.

This beautiful future is characterized by love, equity, forgiveness, acceptance, and holistic care. Every aspect celebrates all the cultures that make up our full community.



Characteristics of a Crisis System that Meets Community Needs

Participants in the Community Visioning Sessions were universally clear in a conviction that crisis should be rare, because people's needs should be met in a holistic way in their own home communities. Mental health *is* health, and should be part of the primary care system and integrated into schools. Mental health should be no more stigmatized than any other medical condition, so people are comfortable seeking care early and when they need it.



When crisis does occur, people in crisis should have immediate and no-wrong-door access to appropriate, linguistically and culturally responsive care with providers who are qualified, skilled, and well-trained, who are representative of their community, and have lived experience. Crisis care providers are respected, well-compensated, and supported.

The ideal crisis care system is integrated across the

continuum in every community, and has adequate capacity for anyone in need. Because accessing care can be scary and overwhelming, Visioning Session participants were clear that the crisis care system should be characterized by warmth and be free from judgement or repercussions for seeking care. The continuum must be well-integrated for continuity of care and so people do not have to repeat their stories. Care across the continuum is holistic, "more than med management," and addresses a whole person's wellness.

The Moment of Crisis

Visioning participants discussed our community's commitment to an alternative response through the 911 system, ensuring that people in acute crisis have access to appropriate responses at the right time and that the criminal legal system not become the only viable pathway to services for people in crisis. Participants recognized the need for highly-trained call-takers as part of a full public safety system that is responsive to the needs of people in crisis, and with some knowledge of basic crisis de-escalation and resources.

"When I am in crisis, believe me. Take me seriously." This message emerged again and again from folks who have lived through the crisis system. They emphasize the need for a human, compassionate and loving approach to a person in acute crisis. They describe the ideal crisis responder as someone who is calm, compassionate, non-judgmental, and meets a person where they are without stigma or repercussions. It is someone who mirrors the identity of the person and their community, and wherever possible has some

lived experience to help build a sense of hope into an interaction, a sense of “you can get through this.”

People who have experienced crisis events expressed, “use my name, make me feel like a person, not a number.” They expressed that in addition to being immediate, the response should bring genuine humanity to the encounter. “Introduce yourself,” get on my level. Words used to describe the ideal crisis response included:

- Genuine
- Caring
- Connection
- Human
- De-escalation
- Safety
- Space
- Person-to-person
- Empathy
- Believing

Functionally, the Crisis Responder should address all the factors driving the crisis or distress, to support people breaking the cycle. Participants strongly identified follow-through as an important element of effective crisis response. “Stay with me until the crisis is resolved,” said one, identifying a need for the Crisis Responder to stay with the individual until they are at the hospital or their next destination. Create a sense of, “I’m here for you,” and that the person in crisis has an advocate.



RCR Crisis Resonders join a Community Visioning Session in Shoreline

After the Immediate Crisis: Connection to Community of Care

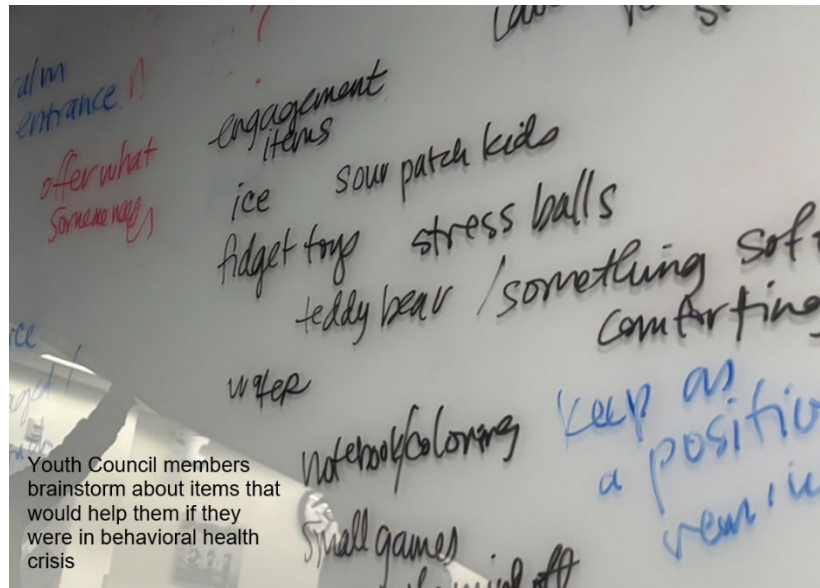
Community participants described their ideal situation where a Crisis Responder would support and stay with a person until they have their next step in place, and that an individual would be able to access whole-person community care without having to repeatedly re-tell their story, which can be traumatizing. They described a community care system that is interconnected with the crisis and public safety system so that the transition is smooth, that the right resources are available, and the care feels continuous.

Specific to Young People

In all sessions, participants expressed that young people have special needs and that the system has a long way to go to fully serve young people with behavioral health concerns. RCR staff also spoke specifically to a large group of young people who are active in their community thanks to the Kirkland Youth Council.

Repeatedly, education and stigma were identified as key issues for young people. Our

young participants spoke to a need for privacy and the ability to access services without their peers being aware. They also called for more information and education about the crisis system and how to access services for themselves and their friends. Finally, they encouraged Crisis Responders to carry items that would help a young person in crisis, and identified a list of things that would help them if they were experiencing crisis. The young participants strongly identified a need for effective follow up and linkage to the community of care.



Measuring Success

After extensive discussion of what the behavioral health crisis continuum and crisis services should look like, participants were invited to think about how we will know when we get there to help define RCR's outcome measures and data collection strategy. Several key indicators and questions were identified and repeated across multiple sessions:

1. People get the right response at the right time
 - How many people with behavioral health conditions get a behavioral health response?
 - Which 911 calls are behavioral health related?
2. Crisis Services are effective and people get the resources they need
 - Repeat calls
 - Tracking follow up
 - Transitions
 - Long-term outcomes
 - How people felt about the services they received
3. Equity
 - Demographic and identity data monitoring over time
 - Demographic breakdowns on other indicators, such as community-member satisfaction

4. Highly skilled and consistent team members
 - Staff turnover
 - Appropriate and culturally responsive training

What's Next?

RCR is deeply appreciative of all of the community members who came together to provide wisdom, input and direction. The learnings from these sessions, summarized in this document, will be used to inform many facets of the RCR Agency going forward, including job descriptions and performance evaluation, data collection and measuring success, Crisis Responder trainings, crisis system continuum of care coordination at the RCR Operations Board, program development, and so much more.

In Gratitude

Deep thanks to all who participated in the process of imagining a beautiful future for our community, including: Addie, Addison, Aimal, Amanda, Amber, Anand, Andrew, Angie, Anil, Bill, Bipasha, Brook, Brooke, Carmen, Cathy, Chelsey, Chivo, Christine, Christopher, Corlando, Cory, Damon, Danny, David, Debra, Devan, Donna, Eileen, Eleanor, Ethan C., Ethan L., Garathien, Gildas, Heather, Heather, Jackson, Jasmin, Jerry, Jessie, Jintana, Joel, John, Justin, Kary, Kelly, Kendra, Laura, Lauren, Lauren Lucy, Manasana, Mary Margaret, Margaret, Matt, Matthew, Meghan, Mitchell, Monica, Nandini, Naya, Neal, Notter, Phil, Rebecca, Rex, Rick, Rick, Rob, Ryan, Samantha, Sarah, Shreya, Sidh, Silje, Sophia, Sophie, Sriram, Stuart, Svetlana, Sylvia, Szane, Tambi, Tasnen, Tony, Ty, Zach, Zunirah and others; who represented community members, human services providers, elected officials at the local and state levels, city and county staff, and criminal legal system partners; many of whom brought active and past lived experience to the table.

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: OPERATIONS BOARD WORKPLAN ON THE CRISIS CONTINUUM OF CARE

RECOMMENDATION:

That the RCR Principals Assembly receive an update on the work of the RCR Operations Board to coordinate the Crisis Continuum of Care.

BACKGROUND DISCUSSION:

The RCR Operations Board represents leadership from across the crisis continuum of care in North King County. An updated list of Operations Board members, as appointed by Resolution R-2023-12 (Attachment 1) at the [RCR Executive Board meeting on June 1, 2023](#)¹ and Resolution R-2023-17 (Attachment 2) as follows:

- Cherie Harris, Police Chief, Kirkland Police Department
- Ken Seuberlich, Police Chief, Bothell Police Department
- Brandon Moen, Police Chief, Kenmore Police Department
- Mike Harden, Police Chief, Lake Forest Park Police Department
- Kelly Park, Police Chief, Shoreline Police Department
- Bill Hamilton, Executive Director, NORCOM
- Grace Meyers, Police Support Services Manager, City of Bothell
- Matt Cowan, Fire Chief, Shoreline Fire Department
- Joe Sanford, Fire Chief, Kirkland Fire Department
- Mark Risen, Fire Chief, Bothell Fire Department
- Sarah Lopez, Vice President Implementation, Connections Health Solution
- Monique Gablehouse, Chief Operations Officer, Post Acute Care, EvergreenHealth
- Beratta Gomillion, Executive Director, Center for Human Services
- Michelle McDaniel, Chief Executive Officer, Crisis Connections

At the first Operations Board meeting on August 9, 2023, police and fire chiefs; leaders from 911; ED and crisis center partners; and behavioral health agencies participated in a data walk to

¹ "RCR Executive Board Meeting Packet 2023-06-01," *Regional Crisis Response Agency*, May 31, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v1/city-managers-office/pdfs/agendas/rcr-executive-board-regular-meeting-packet-2023-06-01.pdf>

ground the discussion, a system mapping exercise, and a gap analysis. The group quickly identified five key areas where there are strategic opportunities to connect across system silos, which are listed below.

RCR Operations Board Strategy Workgroup Updates

On December 17, 2023 the full RCR Operations Board re-convened to hear updates from Strategy Workgroups, based on the five Strategic Worklines identified during the inaugural Operations Board meeting.

1. 911-988 Connection

Crisis Connections, operator of 988 for King County, reported to the group on National Emergency Number Association standards for 911-988 Interoperability. Crisis Connections is piloting embedded 988 clinicians at several other 911 Dispatch Centers in the region in the coming years.

2. RCR Resource deployment

RCR Crisis Responders are now on radio air in all five cities, allowing Crisis Responders to self-attach to calls. King County Sheriff's Office provided information on the new call sign with King County Sheriff communications and how RCR Resources are deployed across Shoreline and Kenmore.

3. First Responder drop off to the Crisis Facility

ConnectionsHealth staff reported that the Crisis Facility is set to open Summer 2024. ConnectionsHealth staff report a plan to visit the local police agencies in North King County to do co-briefings with RCR staff shortly before the facility opens to ensure that drop off protocols are fresh in first responders' minds. They also plan to have the Connections law enforcement liaison present during the initial days of operation to ensure that first responders' operational needs are met by the drop off process.

4. Crisis Facility-Evergreen ED transfer workflow

ConnectionsHealth and Evergreen staff communicate regularly, and plan to develop specific patient transfer workflows closer to the anticipated Crisis Facility open date, summer 2024.

5. Transportation across the continuum

RCR staff, Shoreline Fire, Kirkland Fire and Bothell Fire are participating in a workgroup with King County Emergency Medical Services to define transport criteria for the Connections Crisis Facility. These criteria will likely become the transport criteria for other Crisis Care Facilities under the Crisis Care Center Levy.

Action Recommended

It is recommended that the RCR Principals Assembly receive information and ask questions.

List of Attachments

Att-1 Resolution R-2023-12 Appointing Members of the RCR Operations Board

Att-2 Resolution R-2023-17 Amending the Appointed Members of the Operations Board

Att-3 RCR Operations Board Crisis Continuum of Care Coordination Workplan

RESOLUTION R-2023-12

A RESOLUTION OF THE REGIONAL CRISIS RESPONSE AGENCY
APPOINTING MEMBERS OF THE OPERATIONS BOARD.

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, as set forth in Section 9. Advisory Groups; Principal's Assembly of the founding ILA, the Executive Board is to create an Operations Board to serve in an advisory capacity to the Executive Director and Executive Board; and

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

Section 1. The Executive Board appoints the following individuals as members of the RCR Operations Board:

Cherie Harris, Police Chief, Kirkland Police Department

Ken Seuberlich, Police Chief, Bothell Police Department

Brandon Moen, Police Chief, Kenmore Police Department

Mike Harden, Police Chief, Lake Forest Park Police Department

Kelly Park, Police Chief, Shoreline Police Department

Bill Hamilton, Executive Director, NORCOM

Grace Meyers, Police Support Services Manager, City of Bothell

Matt Cowan, Fire Chief, Shoreline Fire Department

Joe Sanford, Fire Chief, Kirkland Fire Department

Sarah Lopez, Vice President Implementation, Connections Health Solutions

Monique Gablehouse, Chief Operations Officer, Post Acute Care, Evergreen Health

Beratta Gomillion, Executive Director, Center for Human Services

Michelle McDaniel, Chief Executive Officer, Crisis Connections

Section 2. The Executive Board will revisit the composition of the Operations Board in 6 months to a year to evaluate if additional stateholders should be appointed.

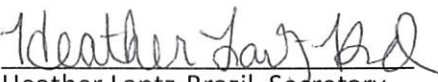
Passed by majority vote of the RCR Executive Board in open meeting this 1st day of June, 2023.

Signed in authentication thereof this 5 day of June, 2023.



Kurt Triplett, President

Attest:



Heather Lantz-Brazil, Secretary

RESOLUTION R-2023-17

A RESOLUTION OF THE REGIONAL CRISIS RESPONSE AGENCY AMENDING THE APPOINTED MEMBERS OF THE OPERATIONS BOARD.

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, as set forth in Section 9. Advisory Groups; Principal's Assembly of the founding ILA, the Executive Board is to create an Operations Board to service in an advisory capacity to the Executive Director and Executive Board; and

WHEREAS, with the adoption of Resolution 2023-12 on June 1, 2023, the Executive Board appointed members of the Operations Board and would evaluate if additional stakeholders should be appointed in 6 months to a year from initial adoption; and

WHEREAS, appointing an additional Fire Department seat would ensure Fire emergency services representation across the five-city region;

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

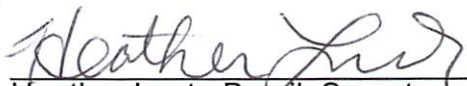
Section 1. The Executive Board appoints Mark Risen, Fire Chief, Bothell Fire Department to the Operations Board.

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

Signed in authentication thereof this 4th day of January, 2024.


Kurt Triplett, President

Attest:


Heather Lantz-Brazil, Secretary

Regional Crisis Response Agency Operations Board | Crisis Continuum of Care Coordination Workplan

Behavioral Health Crisis Continuum of Care



Strategic Work Lines			
<p>1. 988 ↔ 911 Connection</p> <p><i>the challenge:</i> lack of existing relationship/ SOPs for transfer between 988 and 911</p> <p><i>the players:</i> NORCOM, Crisis Connections</p> <p><i>next step:</i> Engage Crisis Connections in initial dialogue</p>	<p>2. RCR resource deployment</p> <p><i>the challenge:</i> no effective, inter-jurisdictional method for Crisis Responder call out, officers may not know when or how to call out a Crisis Responder</p> <p><i>the players:</i> RCR, Police agencies, NORCOM</p> <p><i>next step:</i> Deploy and socialize officer pocket cards with single RCR Point of Contact. Bothell and LFP dispatch transition to NORCOM</p>	<p>3. First Responder drop off to Crisis Facility</p> <p><i>the challenge:</i> drop-off must be quick and seamless the first time or first responders will not use the facility</p> <p><i>the players:</i> Connections Health Solutions, Police agencies, Fire agencies</p> <p><i>next step:</i> Connections Health Solutions to meet with Police and Fire chiefs</p>	<p>4. Crisis Facility ↔ Emergency Department transfer</p> <p><i>the challenge:</i> need to create clear workflows for patient transfer to ensure pts sent to ED for medical clearance are easily able to return to Crisis Facility</p> <p><i>the players:</i> Connections Health Solutions, EvergreenHealth</p> <p><i>next step:</i> Connections Health Solutions and EvergreenHealth are already actively engaged in developing these workflows</p>
<p>5. Transportation across the continuum</p> <p><i>the challenge:</i> lack of transportation at any point along the continuum. Very limited reimbursement for existing transportation options.</p> <p><i>the players:</i> Connections Health Solutions, Fire agencies, Police agencies, RCR</p> <p><i>next step:</i> Potential for transportation pilot, Connections Health Solutions to seek support from King County</p>			

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: BUDGET RECONCILIATION OVERVIEW

RECOMMENDATION:

That the RCR Principals Assembly receive an overview of the upcoming fiscal timeline as it relates to the RCR Budget reconciliation process.

BACKGROUND DISCUSSION:

At the [November 2, 2023 RCR Executive Board meeting](#)¹, the Board reviewed the 2023 Third Quarter Budget to Actuals Report and Proposed Mid-Biennium Budget Amendments. The only proposed amendment to the budget was additional grant revenue in an amount of \$260,000 from the Association of Washington Cities (AWC) Alternative Response Team Grant Program for the term of July 1, 2023, through June 30, 2024.

The mid-biennium budget amendments were adopted by Resolution R-2023-16 (Attachment 1) passed by majority vote of the RCR Executive Board in [open meeting on December 7, 2023](#)².

The City of Kirkland Fiscal Agent will continue to provide quarterly Budget to Actual Reports to the RCR Executive Board. 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 to address personnel and other cost savings which may include:

- 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.

¹ "RCR Executive Board Meeting Packet 2023-11-02," *Regional Crisis Response Agency*, October 31, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2023-11-02.pdf>

² "RCR Executive Board Meeting Packet 2023-12-07," *Regional Crisis Response Agency*, December 4, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2023-12-07.pdf>

In the first quarter of 2024, Year-Ending Financial Statements will be provided by fiscal agent staff. Additional grant funding from King County MIDD Behavioral Health Tax Levy and the Washington Association of Sheriffs and Police Chiefs is pending agreement, and the associated revenues and expenditures will also be addressed in the first quarter.

Action Recommended

It is recommended that the RCR Principals Assembly receive information and identify any additional policy considerations for the RCR Executive Board regarding the reconciliation framework and potential policy options.

List of Attachments

Att-1 Resolution R-2023-16 Amending the Adopted 2023-2024 Budget

RESOLUTION R-2023-16

A RESOLUTION OF THE REGIONAL CRISIS RESPONSE AGENCY AMENDING THE ADOPTED 2023-2024 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 RCR Agency adopted the 2023-2024 budget through Resolution R-2023-06, on January 12, 2023; and

WHEREAS, the RCR Agency has completed a mid-biennial review of its expenditures and revenues and identified modifications thereto; and

WHEREAS, since adopting the founding ILA the RCR Agency has been awarded additional grant revenues from the Association of Washington Cities (AWC) Alternative Response Team Grant in an amount of \$260,000; and

WHEREAS, the amended 2023-2024 budget summarized in Exhibit "A" reflects the updated revenues and expenditures that are intended to ensure the provision of mobile crisis response services envisioned by the agency.

NOW, THEREFORE, be it resolved by the Executive Board of the Regional Crisis Response (RCR) Agency as follows:

Section 1. The Amended 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 Budget of the Regional Crisis Response Agency for 2023-2024.

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

Signed in authentication thereof this 4th day of January, 2024.



Kurt Triplett, President

Attest:



Heather Lantz-Brazil, 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)
		Adopted 2023	Amend.	Revised 2023	Adopted 2024	Amend.	Revised 2024	TOTAL '23-'24	
EXPENSES									
Personnel	\$ 8,580	\$ 2,020,933		\$ 2,020,933	\$ 2,104,847		\$ 2,104,847	\$ 4,125,780	\$ 4,134,360
Professional Services & Training	\$ 18,000	\$ 49,400	\$ -	\$ 49,400	\$ 50,882	\$ -	\$ 50,882	\$ 100,282	\$ 118,282
Clothing and Equipment	\$ 41,400	\$ 10,450	\$ -	\$ 10,450	\$ 10,764	\$ -	\$ 10,764	\$ 21,214	\$ 62,614
IT, Supplies, and Furniture	\$ 52,830	\$ 155,745	\$ -	\$ 155,745	\$ 160,763	\$ -	\$ 160,763	\$ 316,508	\$ 369,338
Vehicles	\$ 100,000	\$ 24,740	\$ -	\$ 24,740	\$ 25,482	\$ -	\$ 25,482	\$ 50,222	\$ 150,222
Miscellaneous	\$ 184,246	\$ 195,340	\$ -	\$ 195,340	\$ 201,917	\$ -	\$ 201,917	\$ 397,257	\$ 581,502
TOTAL EXPENSES	\$ 405,056	\$ 2,456,607	\$ -	\$ 2,456,607	\$ 2,554,655	\$ -	\$ 2,554,655	\$ 5,011,262	\$ 5,416,318
REVENUES									
TOTAL EXTERNAL REVENUES		\$ 658,900	\$ 130,000	\$ 788,900	\$ 508,400	\$ 130,000	\$ 638,400	\$ 1,427,300	\$ 1,427,300
MEMBER AGENCIES SHARES¹	\$ 405,056	\$ 1,797,707		\$ 1,797,707	\$ 2,046,255		\$ 2,046,255	\$ 3,843,962	\$ 4,249,018
TOTAL REVENUES	\$ 405,056	\$ 2,456,607	\$ 130,000	\$ 2,586,607	\$ 2,554,655	\$ 130,000	\$ 2,684,655	\$ 6,271,262	\$ 6,676,318
FUND BALANCE	\$ -	\$ -	\$ 130,000	\$ 130,000	\$ -	\$ 130,000	\$ 130,000	\$ 260,000	\$ 260,000

¹2023-2024 MEMBER AGENCIES 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%
MEMBER AGENCIES SHARES						
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
TOTAL 2023-2024	\$ 646,110	\$ 318,038	\$ 2,308,707	\$ 179,812	\$ 786,350	\$ 4,249,018

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

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: STAFFING AND COVERAGE OVERVIEW

RECOMMENDATION:

That the RCR Principals Assembly receive information on RCR staffing and coverage.

BACKGROUND DISCUSSION:

When the RCR Agency was created by Interlocal Agreement between the five principal RCR cities on January 1, 2024, the RADAR Navigator Program had two full-time staff and the Kirkland Crisis Responder Program had three full-time staff. These five Responders became RCR Agency employees on June 1, 2023. By December 2023, nine of the positions were filled and on-boarded, and by the end of January 2023, all ten budgeted positions will be filled.

As Crisis Responder Staff have been added to the team, RCR leadership has worked to add capacity equitably to all five cities. Below is a sample schedule showing coverage across the cities with all ten positions filled. Regardless of where a Crisis Responder is physically stationed, they are available across the five-city region. Responders stationed at Shoreline are available on the same air to Kenmore, and Responders stationed at Bothell are available on the same air to Lake Forest Park. All RCR staff work on Wednesdays to support training and team meetings.

	SUN	MON	TUE	WED	THU	FRI	SAT
Kirkland				6AM-4PM	6AM-4PM	6AM-4PM	6AM-4PM
	8AM-6PM	6AM-4PM	6AM-4PM	6AM-4PM			
				2PM-4PM	2PM-12AM	2PM-12AM	2PM-12AM
	3PM-1AM	3PM-1AM	3PM-1AM	2PM-12AM			
Bothell		7AM-5PM	7AM-5PM	7AM-5PM	7AM-5PM		
		12PM-10PM	12PM-10PM				
				2PM-12AM	2PM-12AM	2PM-12AM	2PM-12AM
				4PM-12AM			
Shoreline				10AM-8PM	10AM-8PM	10AM-8PM	
	10AM-8PM*	10AM-8PM	10AM-8PM	10AM-8PM			
	10AM-8PM*	10AM-8PM	10AM-8PM	10AM-8PM			
LFP				8AM-6PM	8AM-6PM		
Kenmore							10AM-8PM
	10AM-8PM*						
	10AM-8PM*						

*CRs rotate every Sunday at Shoreline or Kenmore

Additional Positions

With nearly a million dollars in funding secured from the Washington Association of Sheriffs and Police Chiefs Mental Health Field Response Team Grant program, RCR will add three temporary FTE Crisis Responders in 2024. These temporary positions are advertised, and recruitment is ongoing.

Changes to Supervision Structure

The addition of three FTE Crisis Responders will necessitate adjustments to the supervision structure within the RCR Agency. Traditionally clinical supervisors cover 7-8 employees, and the additional WASPC positions will bring the team to 13. Analysis is ongoing of how the supervision structure will change, with options including adding an additional supervisor position, re-classing an existing position as a second supervisor, or re-classing two existing positions as Leads.

Action Recommended

It is recommended that the RCR Principals Assembly receive information and ask any questions regarding staffing and coverage.

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Principals Assembly

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

Date: January 18, 2024

Subject: UPDATE ON EXECUTIVE BOARD DISCUSSIN OF CRITERIA FOR READINESS TO CONSIDER POTENTIAL ADDITIONAL RCR PRINCIPALS

RECOMMENDATION:

That the RCR Principals Assembly receive information about the Executive Board process to create criteria for readiness to consider potential additional RCR Principals.

BACKGROUND DISCUSSION:

During the [October 18, 2023 meeting](#)¹ of the Principals Assembly, a Principal representative raised a question about the potential of adding new Principal Members of the RCR Agency. Discussion included a desire to have a common approach to by RCR Principal elected officials or staff when receiving questions from other jurisdictions.

During the [November 2, 2023 meeting](#)² of the Executive Board, the Board discussed readiness for the addition of new Principals and directed the Executive Director to create draft Readiness Criteria for discussion.

At the [November 6, 2023 Special meeting](#)³ of the Redmond City Council, a motion to approve AM No. 23-165: Approval of the Community Health Through THRIVE Staffing Authorization was approved as amended with “*a condition that the city send a letter of interest to join Regional Crisis Response (RCR) program and explore joining any other relevant nearby crisis response programs.*”⁴

¹ “RCR Executive Board Meeting Packet 2023-10-18”, *Regional Crisis Response Agency*, October 11, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-principals-assembly-meeting-packet-2023-10-18.pdf>

² “RCR Executive Board Meeting Packet 2023-11-02”, *Regional Crisis Response Agency*, October 31, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2023-11-02.pdf>

³ “Special Meeting Notice and Agenda,” *City of Redmond*, November 3, 2023, <https://redmond.legistar.com/View.ashx?M=PA&ID=1121290&GUID=BA9976FC-C87E-4E00-8714-BDD53F5E5B42>

⁴ “SPC 23-083 - Meeting Minutes for November 6, 2023,” *City of Redmond*, November 21, 2023, <https://redmond.legistar.com/View.ashx?M=F&ID=12458796&GUID=F1FFF23E-492F-4900-830C-06AA7724D38C>

During the [December 7, 2023 meeting](#)⁵ of the RCR Executive Board, the Executive Director presented draft Criteria for Readiness to Add New Principals for feedback and guidance. Executive Board members provided feedback on the internal criteria for readiness and directed the Executive Director to draft a tool to assess the readiness of entities which seek to become Principals.

On January 2, 2024, the RCR Executive Director received a letter, included here as Attachment 2, from City of Redmond Chief Operating Officer Malisa Files expressing “interest in joining the collaboration of North and East King County Cities Regional Crisis Response Agency.” The letter notes, “We understand that RCR is still considering expanding its program and is not yet open to new cities, however, as soon as the opportunity arises, Redmond staff would like to explore a potential partnership.”

During the [January 4, 2024 meeting](#)⁶ of the RCR Executive Board, the Executive Director presented updated draft Criteria for Readiness to Add New Principals for additional feedback and guidance. The Executive Board also directed the Executive Director to support Executive Board President Kurt Triplett in preparing a response letter to the City of Redmond.

Section 14 of the [RCR Interlocal Agreement](#)⁷ establishes the following regarding the addition of new Principals:

SECTION 14. ADDITION OF NEW PRINCIPALS

- a. Additional Principals. A governmental entity meeting the qualifications of a Principal in Section 3.t and this Section may be admitted as an Agency Principal upon Supermajority Vote of the Executive Board as required under Section 7.g. In addition to meeting the conditions of Section 3.t, a city seeking to become a Principal must:
 - i. Have a coterminous jurisdictional boundary with at least one then-current Principal;
 - ii. Accept the terms of this Agreement, any Agency Bylaws, and adopted policies and procedures; and
 - iii. Not have held Principal status with the Agency within the five years immediately preceding the date of application to become a Principal.
- b. Other Conditions for Additional Principals. As a condition of becoming a Principal, the Executive Board may require payment or other contributions or actions by the new Principal as the Executive Board may deem appropriate and may set such start date for service as it deems appropriate, it being the intention of this provision that the addition of new Principals shall not cause pre-existing Principals to incur additional cost or to experience any material reduction in services from the Agency.
- c. Addition of Non-City Principals. A non-city governmental entity otherwise meeting the requirements of Section 14.a. may be admitted as an Agency Principal on the

⁵ “RCR Executive Board Meeting Packet 2023-12-07”, *Regional Crisis Response Agency*, December 4, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2023-12-07.pdf>

⁶ “RCR Executive Board Meeting Packet 2024-01-04”, *Regional Crisis Response Agency*, January 2, 2024, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2024-01-04.pdf>

⁷ “Regional Crisis Response Agency Interlocal Agreement”, *Regional Crisis Response Agency*, January 27, 2023, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/regional-crisis-response-agency-interlocal-agreement-final-executed-copy.pdf>

terms and conditions acceptable to the parties and their respective legislative authorities.

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

In partnership with City of Kirkland Administrative and Fiscal Agent Staff and with direction from the RCR Executive Board, the RCR Executive Director has developed a draft Readiness Criteria to consider potential new Principals. The draft Criteria are divided into two categories: Operational Readiness, which describes RCR Agency operational capacity to absorb additional workload; and Administrative and Fiscal Readiness, which describes the ability of the City of Kirkland, as the RCR Fiscal and Administrative Agent, to meet the fiscal and administrative needs of an additional Principal member. The purpose of these criteria is to ensure that the RCR Agency is fully operational and stable prior to engaging in the discussion of additional principals, in order to ensure that existing RCR Principals experience no reduction in services or increase in cost, as specified in the ILA.

Staff are exploring cost modeling methodologies for understanding potential costs to adding a RCR Principal, to include analysis of how marginal costs would scale; one-time and ongoing operational costs; potential changes to the contribution model from a strict per capita rate to a utilization-based rate or hybrid model; and how a new Principal might fit into a potential Rate Stabilization structure.

At the direction of the Executive Board and in partnership with City of Kirkland Administrative, Fiscal and Legal staff, RCR staff is working on a draft tool for assessing the readiness and alignment of a potential new Principal, as well as an outline of the process of assessment and negotiation with a potential new Principal. Suggested domains for assessment of entities interested in becoming RCR Principals may broadly include:

1. Baseline ILA criteria for Principalship;
2. Demonstrated commitment to RCR Agency goals;
3. Demonstrated understanding of Agency services, and demonstrated willingness of stakeholders and public safety partners to engage in the work of the Agency; and
4. Fiscal readiness and ability to contribute on an ongoing basis

Action Recommended

It is recommended that the RCR Principals Assembly receive information, ask questions, and provide feedback.

List of Attachments

Att-1 Draft Readiness Criteria to Consider the Addition of New RCR Agency Principal Members
Att-2 City of Redmond Letter of Intent

REGIONAL CRISIS RESPONSE (RCR) AGENCY

Readiness Criteria to Consider the Addition of New RCR Agency Principal Members

Operational Criteria

1. The Agency has operated for at least one year after operational go-live date of June 1, 2023. *No Principals in addition to the Formation Principals shall be admitted within the first year of the Agency's operations (ILA 14.d)*
2. RCR has a data collection and quality monitoring strategy in place which allows RCR staff to evaluate potential impact of additional Principals on operations and outcomes to ensure that existing Principals would *not experience any material reduction in services (ILA 14.b)*
3. Executive Director has communicated with all funders and can demonstrate that the addition of the new Principal would not impact RCR grants; lead to loss of revenue; *or cause pre-existing Principals to incur additional cost (ILA 14.b)*
4. Executive Director has undertaken an assessment process of the potential new Principal entity's readiness and alignment with Agency mission and purpose
5. Team is staffed with no more than 10% vacancy rate and 90% of FTE Crisis Responders fully trained and on-boarded at time of decision to begin assessment process
6. Supervisor and lead positions filled (potential staffing model changes to be discussed early 2024)
7. All components of the "Crisis Now" system (someone to call, someone to respond, somewhere to go) are in place for The RCR Region: adequate coverage in place for existing Principals; Kirkland Crisis Facility is open and operational

Fiscal and Administrative Criteria

1. Budget and invoicing are sufficiently institutionalized that fiscal staff can reasonably assess the cost of services and potential fiscal impact of the addition of a Principal
2. Principal cost allocation methodology decided (per capita, utilization, hybrid)
3. Invoicing happening regularly and smoothly and all billing is up to date
4. Fiscal policies approved and adopted
5. Rate stabilization policy in place

Relevant Text from the RCR Inter-Local Agreement

SECTION 3. DEFINITIONS.

- a. Principal. A "Principal" is a general purpose municipal corporation formed under the laws of the State which meets the requirements of Section 14, has accepted the terms of and is a party to this agreement and has paid its share of initial costs as may be required by the Executive Board as a condition to becoming a Principal. Principals shall receive services offered by the Agency according to such terms and conditions as may be established by the Executive Board. The Formation Principals are Principals.

SECTION 14. ADDITION OF NEW PRINCIPALS

- a. Additional Principals. A governmental entity meeting the qualifications of a Principal in Section 3.t and this Section may be admitted as an Agency Principal upon Supermajority Vote of the Executive Board as required under Section 7.g. In addition to meeting the conditions of Section 3.t, a city seeking to become a Principal must:
 - i. Have a coterminous jurisdictional boundary with at least one then-current Principal;
 - ii. Accept the terms of this Agreement, any Agency Bylaws, and adopted policies and procedures; and
 - iii. Not have held Principal status with the Agency within the five years immediately preceding the date of application to become a Principal.
- b. Other Conditions for Additional Principals. As a condition of becoming a Principal, the Executive Board may require payment or other contributions or actions by the new Principal as the Executive Board may deem appropriate and may set such start date for service as it deems appropriate, it being the intention of this provision that the addition of new Principals shall not cause pre-existing Principals to incur additional cost or to experience any material reduction in services from the Agency.
- c. Addition of Non-City Principals. A non-city governmental entity otherwise meeting the requirements of Section 14.a. may be admitted as an Agency Principal on the terms and conditions acceptable to the parties and their respective legislative authorities.
- d. No Additional Principals in first year of Agency Operations. Notwithstanding the foregoing terms of this Section 14, no Principals in addition to the Formation Principals shall be admitted within the first year of the Agency's operations.



December 20, 2023

Regional Crisis Response Agency
c/o Brook Buettner, Executive Director
11750 NE 118th Street
Kirkland, WA 98034

Dear Ms. Buettner,

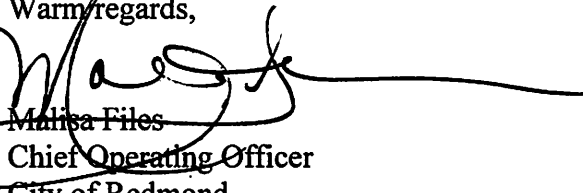
The City of Redmond is writing to express interest in joining the collaboration of North and East King County Cities Regional Crisis Response Agency (RCR). We understand that RCR is still considering expanding its program and is not yet open to new cities, however, as soon as the opportunity arises, Redmond staff would like to explore a potential partnership.

For several years, the City of Redmond has valued the inclusion of a mental health clinician, mobile integrated health staff, and homeless outreach staff as a part of our follow-up emergency response system. Building on that success, our Council recently adopted the creation of the Community Health and Wellness Program with the addition of three Community Care Coordinators focused on follow-up care.

At the heart of our Community Health and Wellness Program is a commitment to promoting the physical, mental, and overall wellbeing of individuals residing in our communities. By supporting connections to resources that provide wraparound services to clients in need, we strive to break down barriers and provide accessibility to long-term solutions. As RCR explores expanding to include additional neighboring cities, we believe that your mobile crisis response pairs well with the follow-up support that Redmond's Community Health and Wellness Program brings to the table.

Redmond understands that these issues do not adhere to city boundaries, and we would like to be a partner in a regional solution. We will be looking at expanding our programs in our next biennial budget and we hope that a solution is in partnership with RCR. We have also directed our staff to explore joining any other relevant crisis response programs. We look forward to our potential future collaboration.

Warm regards,



Malisa Files
Chief Operating Officer
City of Redmond

City Hall

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Redmond, WA
98073-9710