

Regional Crisis Response (RCR) Agency
Executive Board Meeting
March 7, 2024

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 February 1, 2024
- 5) Draft RCR 2025-2026 Budget Timeline
- 6) 2023-2024 Estimated Ending Fund Balance and Reserves Policies
- 7) Discussion of Readiness to Add New Principals (a multi-meeting conversation)
 - a. 24/7 Data Analysis Proposal
- 8) Discussion of Emergency Medical Services and Crisis Transportation
- 9) Executive Director Report
- 10) Good of the Order
- 11) Adjournment

Regional Crisis Response (RCR) Agency
Executive Board Meeting
February 1, 2024

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
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 January 4, 2024
Bristol Ellington moved to approve the January 4, 2024 meeting minutes, seconded by Stephanie Lucash.
Vote: Motion approved 5-0
Yes: Kurt Triplett, Stephanie Lucash, Kyle Stannert, Phillip Hill, Bristol Ellington
- 5) Resolution R-2024-01 Amending Authorized Signers for the Agency
Kyle Stannert moved to adopt Resolution R-2024-01 Amending Authorized Signers for the Agency, seconded by Stephanie Lucash.
Vote: Motion adopted 5-0
Yes: Kurt Triplett, Stephanie Lucash, Kyle Stannert, Phillip Hill, Bristol Ellington
- 6) 2023 Budget to Actuals (through December)
Michael Olson, Finance Director for City of Kirkland and RCR Executive Board Treasurer presented the 2023 Budget to Actuals highlights, potential pending items in 2024, and next steps for revenue and fund balance policies. The Board discussed next steps for revenue and fund balance policies, and staff will bring draft policies to the March regular meeting.

- 7) Discussion of Readiness to Add New Principals (a multi-meeting conversation)
Brook Buettner, RCR Executive Director presented the draft letter in response to the City of Redmond. The Board discussed sending out the amended draft letter. RCR Executive Director presented suggested data for analysis of 24/7 service and potential operational models for 24/7 service. Staff received feedback from the Board.
- 8) Draft 2024 RCR Agency Work Plan
RCR Executive Director presented the draft 2024 RCR Agency work plan. The Board provided feedback and discussed adding the development of a process for requesting ride alongs.
- 9) Executive Director Report
RCR Executive Director reported on the following topics:
 - a. Governance Bodies
 - b. Operations Update: Hiring and Staffing, Team
 - c. Crisis Triage Facility anticipated open date mid-2024
 - d. Budget and Grants
 - e. Legislative Landscape
 - f. RCR Mission Moment: shared successful outcome of an interaction with a community member in crisis
- 10) Good of the Order
RCR Executive Director requested feedback from the Board on the level of information shared in the Executive Director report and in the agenda materials.
- 11) Adjournment
Board President Kurt Triplett adjourned the meeting at 12:05 pm.

Kurt Triplett, President

Attest:

Heather Lantz-Brazil, Secretary

REGIONAL CRISIS RESPONSE (RCR) AGENCY

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: March 4, 2024

Subject: DRAFT 2025-2026 RCR Budget Process Timeline

RECOMMENDATION:

The RCR Executive Board review the draft 2025-2026 RCR Budget Timeline and provide feedback for finalization.

BACKGROUND DISCUSSION:

The RCR Interlocal Agreement (ILA) provides direction on the biennial budget process which is noted in the attached draft 2025-2026 Budget Timeline.

The draft 2025-2026 Budget Timeline includes anticipated dates for Executive Board Action on the 2025-2026 Budget adoption.

BOARD ACTION RECOMMENDED

It is recommended that the Board review the draft 2025-2026 Budget Timeline and identify any questions or additional information needed to proceed with the timeline as presented.

List of Attachments

1. Draft RCR 2025-2026 Budget Timeline



DRAFT RCR 2025-2026 BUDGET TIMELINE

MONTH	MEETING DATE	EXECUTIVE BOARD ITEMS
MARCH	March 7	DRAFT 2025-2026 Budget Timeline
APRIL	April 4	Discussion: 2025-2026 Budget - Priorities/Assumptions
MAY	May 2	Discussion: 2025-2026 Budget - Priorities/Assumptions
JUNE	June 6	2023-24 Budget Amendment Presentation: DRAFT Preliminary 2025-2026 Budget <i>(Per ILA: present proposed budget no later than June 30th)</i>
JULY	July 4 (to be rescheduled)	Public Hearing: DRAFT Preliminary 2025-2026 Budget <i>(Per ILA: conduct a public hearing on the proposed budget no later than August 31st)</i>
AUGUST	August 1	Preliminary 2025-2026 Budget – Approval <i>(Per ILA: approve proposed budget and forward to Principal Agencies no later than August 31st)</i>
SEPTEMBER	September 5	HOLD – Discussion: Preliminary 2025-2026 Budget (and Principal Agency Budget Process/Questions) <i>(Per the ILA: budget presentation at Principals Assembly meeting: to be scheduled)</i>
OCTOBER	October 3	HOLD – Discussion: Preliminary 2025-2026 Budget (and Principal Agency Budget Process/Questions)
NOVEMBER	November 7	HOLD – Discussion: Preliminary 2025-2026 Budget (and Principal Agency Budget Process/Questions) <i>(Per ILA: confirm budget approval by the legislative authorities of the Principals Agencies, as evidenced by resolution or other appropriate method, no later than December 1st)</i>
DECEMBER	December 5	Adopt Final 2025-2026 Budget <i>(Per ILA: adopt budget by Supermajority Vote of Executive Board no later than December 15th)</i>

REGIONAL CRISIS RESPONSE (RCR) AGENCY

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: March 4, 2024

Subject: 2023-2024 Estimated Ending Fund Balance and Reserve Policies

RECOMMENDATION:

The RCR Executive Board review the draft reserve policy, based on the NORCOM example, for potential adoption.

BACKGROUND DISCUSSION:

At the May 4, 2023, Executive Board Meeting, the 2023-2024 Budget Reconciliation Framework was presented, discussing estimated savings due to delayed start up of full operations and the following possible uses of these funds.

- 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.

The estimated ending fund balance at that time was \$690,000 and the expenditures for Kirkland's Community Responders not reimbursed by grants for the period of January through May 2023, was \$159,356.

Preliminary 2023 Budget to Actuals

The 2023 Budget to Actuals Report for the period of January through December 2023, presented at the February 1, 2024, Executive Board meeting estimated the ending fund balance to be \$932,385. The actual net cost to Kirkland for the Community Responders for January through May 2023 is \$125,419 as seen in the table below.

Table 1. Actual RADAR and Community Responder Costs for January through May 2023

Actual Costs for January-May 2023	Total	Grant Funded	Net Cost After Grants
RADAR (Bothell reimbursed by MIDD Grants)	133,420	133,420	-
Kirkland CR (Partial reimbursed by WASPC & AWC Grants)	205,338	79,919	125,419

The April 2023 Budget Reconciliation Framework memo included a recommendation 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. On this basis, the unreimbursed Community Responder expenditures from January through May 2023 totaling \$125,419, should be applied to Kirkland's share of the savings, with that amount reallocated to the other members, proportionate to the member's rate, to increase their share of the savings.

However, Kirkland has not billed RCR for the unreimbursed Community Responder expenditures and the preliminary Budget to Actuals does include these costs. These costs will not be billed to RCR, resulting in an estimated ending fund balance of \$1,057,084, as seen in the table below.

Table 2. RCR Ending Fund Balance 2023

	2023 Updated Preliminary Budget to Actual	2023 Preliminary Budget to Actual
Unreimbursed Kirkland CR Expenditures	125,419	0
Operating Reserve (Budgeted in Start-Up Budget)	184,246	184,246
Equipment Replacement Reserves	23,898	23,898
2023 Ending Fund Balance Start Up	201,042	201,042
2023 Ending Fund Balance Operations	523,199	523,199
Preliminary Ending Fund Balance	\$ 1,057,804	\$ 932,385

The estimated ending fund balance consists primarily of the cost of 2 vehicles budgeted in the Start-Up budget which are in the process of being purchased, with funds not spent at this time, and salary savings from the timing of hiring RCR staff.

As the Executive Board indicated that fund balance should be used for future budget rate stabilization, the following section discusses the proposed reserves and reserves policy.

Reserves Policy

As discussed above, the RCR Executive Board considered several policy options for the use of the estimated 2023-2024 ending fund balance (savings) and expressed a preference to create a rate stabilization fund. A draft policy for Board review and discussion is attached, patterned after the NORCOM Revenue and Fund Balance Policies, as recommended (*Attachment 1*).

The purpose of reserves is to reduce volatility and uncertainty in public finances. Increased reserves also help support higher bond ratings. For RCR, volatility in the revenue stream is low as the majority of the revenues are provided by the participating agencies. Additionally, RCR will not be issuing debt and would not subject to bond ratings.

Many public entities set an Operating Expense Reserve at 2 months expenditures or near 17%. For RCR, the recommendation is to set the Operating Expense Reserve at a maximum of 10% of the annual expenditures, about \$250,00. This would enable RCR to respond to the need for additional vehicles, vehicle replacement, short term staffing needs or other unforeseen expenditures. Since the Start-Up Budget placed \$184,286 in this reserve, the Executive Board could leave the reserve at this level to gather some history on the actual need and uses of the reserve over the next biennium or could add to this reserve in the next budget period.

Based on the April 2023 reconciliation memo options presented to the Executive Board in May 2023, the Executive Board direction was to consider funding a rate stabilization reserve.

The attached Rate Stabilization Reserve policy recommends a maximum amount of 20 percent of biennial revenues to be placed in a Rate Stabilization Reserve, about \$1 million. It is recommended that this reserve be used to minimize the impact to rate fluctuations between budget periods for the member agencies.

Next Steps:

The City of Kirkland Fiscal Agent Team will update the Reserve Policy based on the Executive Board's feedback, for review, discussion and possible approval at the April 2024, Executive Board Meeting.

BOARD ACTION RECOMMENDED

1. It is recommended that the Board review the Draft Reserves Policy and identify any questions or additional information needed to proceed with approval in the April 2024 meeting.

List of Attachments

1. Draft RCR Reserve Policies



REGIONAL CRISIS RESPONSE AGENCY (RCR)

RESERVES POLICIES

DRAFT 3/5/2024

I. PURPOSE

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

II. POLICY

- A. An Operating Expense Reserve and an Equipment Replacement Reserve will be maintained.
- B. A Rate Stabilization Reserve shall be established in order to identify, reserve, and accumulate unexpended resources for use in mitigating the impact of future rate increases (to participant contributions) and assisting with the transition to higher rates.
- C. Additional reserve accounts may be created by the Executive Board to account for monies for future known expenditures, special projects, or other specific purposes.
- D. All reserve accounts will be presented in the biennial budget.

III. PROCEDURE

A. Operating Expense Reserve

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

B. Equipment Replacement Reserve

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

C. Rate Stabilization Reserve

- i. Unless otherwise directed by the Executive Board the Rate Stabilization Reserve shall be established using the Biennial Ending Fund Balance. One-time revenues, new agency initial assessments/fees, Ending Fund Balance and other sources deemed appropriate by the Executive Board may be accumulated for future use.



REGIONAL CRISIS RESPONSE AGENCY (RCR)

RESERVES POLICIES

- ii. The amount of reserves used each year shall be analyzed to determine the long-term effect on rates to avoid large rate increases or decreases in future years.
- iii. Accumulated reserves shall not exceed twenty percent of the biennial budget Operating Fund Revenues.
- iv. Funds shall accumulate from year to year until a Super Majority Vote of the Executive Board appropriates all or part of the available reserves.
- v. Identified funds shall be applied to overall budget (similar to outside revenues) to offset transition to higher rates, fund one-time expenditures, or other exigent circumstances.
- vi. All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the biennial budget.

IV. RESPONSIBILITY

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

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Executive Board

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

Date: March 1, 2024

Subject: DISCUSSION OF CRITERIA FOR READINESS TO ADD NEW PRINCIPALS

RECOMMENDATION:

That the RCR Executive Board receive information and provide any feedback about the draft Criteria for Readiness to Add New Principals, 24/7 Data Analysis Proposal and draft Assessment Tool for entities interested in Principalship; and support RCR staff in gathering relevant data for analysis.

BACKGROUND DISCUSSION:

During the [October 18, 2023 meeting](#)¹ of the RCR 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 RCR 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 Principals Assembly Meeting Packet 2023-10-18,” *Regional Crisis Response Agency*, November 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.

During the [January 4, 2024 meeting](#)⁶ of the RCR Executive Board, the Executive Board reviewed and provided feedback on the draft internal criteria for readiness; the draft tool to assess the readiness of entities which seek to become principals; and a draft letter of response to the City of Redmond Letter of Intent to explore joining RCR as a Principal.

During the [January 24, 2024 meeting](#)⁷ of the RCR Principals Assembly, the Principals Assembly was provided with an overview of the Executive Board process and received a presentation on the draft internal readiness criteria. Members of the Principals Assembly asked questions and provided feedback.

During the [February 1, 2024 meeting](#)⁸ of the RCR Executive Board, the Executive Board reviewed and provided feedback on an updated letter of response to the City of Redmond Letter of Intent to explore joining RCR as a Principal and approved finalized language. The RCR Executive Board also received information and provided feedback on a drafted list of data points for analysis of community need for 24/7 services, as well as a draft list of potential operational models for 24/7 service provision.

Readiness Criteria to Consider New Principals

The amended draft included as Attachment 1 lists suggested criteria for readiness to consider the candidacy of additional RCR Principals. 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. RCR staff is working to create a dashboard with the criteria to show progress on these key organizational indicators.

Operational Readiness

Assessing Need for 24/7 Service Coverage

In the draft Readiness Criteria, 24/7 coverage remains a question- namely whether the RCR Executive Board would like some form of 24/7 coverage to be in place prior to considering the addition of new Principals. Based on feedback from the Executive Board, the Executive Director proposes analysis of the following:

- Call for service data from the five RCR police and fire agencies, broken down by time
- Clearing code data from each of the five RCR police and fire agencies, broken down by time

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 "RCR Principals Assembly Meeting Packet 2024-01-24", *Regional Crisis Response Agency*, January 22, 2024, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-principals-assembly-meeting-packet-2024-01-24.pdf>

⁸ "RCR Executive Board Meeting Packet 2024-02-01", *Regional Crisis Response Agency*, January 30, 2024, <https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/agendas/rcr-executive-board-meeting-packet-2024-02-01.pdf>

- Call type data from the two 911 Dispatch Centers serving RCR cities, broken down by time
- Number of referrals received by the RCR Team from overnight shifts
- Cost modeling of different staffing models to achieve 24/7

Community Need Analysis Proposal

A first step in analysis of need for 24/7 services is to identify and gather relevant data. A Community Need Analysis Proposal is included as Attachment 2. The Proposal lists desired data sets, rationale, and data owners. RCR staff seeks Executive Board support in obtaining the identified data sets from partner police, fire, and dispatch entities.

Fiscal Readiness

Staff continues to explore cost modeling methodologies for understanding the potential costs of 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. This work is ongoing and will be presented to the Executive Board for discussion at a future meeting.

Assessment of Entities Interested in Principalship

The draft assessment tool included as Attachment 3 lists suggested domains for assessment of entities interested in becoming RCR Principals. They 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

Letter of Intent from the City of Redmond

On January 2, 2024, the RCR Executive Director received a letter 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.” A letter of response included here as Attachment 4, from RCR Executive Board President Kurt Triplett was drafted and sent on behalf of the Executive Board on February 22, 2024.

Board Action Recommended

It is recommended that the Board receive information and provide any feedback about the draft Criteria for Readiness to Add New Principals, 24/7 Data Analysis Proposal and draft Assessment Tool for entities interested in Principalship; and support RCR staff in gathering relevant data for analysis.

List of Attachments

Att-1 Draft Readiness Criteria to Consider the Addition of New RCR Agency Principal Members
 Att-2 Community Need 24/7 Data Analysis Proposal
 Att-3 Draft Assessment Tool for Entities Seeking to Become RCR Principals
 Att-4 Letter of Response to the City of Redmond

REGIONAL CRISIS RESPONSE (RCR) AGENCY

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

Suggested 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 compatibility
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
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

Suggested 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

Text from the RCR Inter-Local Agreement

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.

Regional Crisis Response (RCR) Agency
Community Need Analysis Proposal

Prepared by Brook Buettner, RCR Executive Director
for the RCR Executive Board, March 7, 2024

Objectives:

- To identify data points across data systems which reasonably proxy the volume and type of calls that the RCR Team might expect to respond to on overnight shift
- To define volume and acuity of relevant calls for service during overnight hours as compared with day and swing hours
- To collect and analyze appropriate and available data to inform RCR Executive Board decision-making regarding 24/7 Crisis Responder Coverage and potential operational models

Period of analysis: 1/1/2023-12/31/2023

Breakdown: by day of the week and by hour of the 24-hour day

<i>Suggested datasets and description</i>	<i>Rationale</i>	<i>Data owner</i>
Police department calls for service	Shows overall call volume	RCR Police Agencies
Specific police department clearing codes representative of call types likely appropriate for RCR Crisis Responders	Shows volume of potential RCR calls	RCR Police Agencies
Fire department calls for service	Shows overall call volume	RCR Fire Departments
Fire Department behavioral health calls	Shows volume of potential RCR calls	RCR Fire Departments
Call type data from the 911 Public Safety Answering Points (PSAPs)	Shows volume of incoming potential RCR calls	NORCOM and KCSO Comms
Number of referrals received by RCR from overnight shifts	Shows volume of current RCR referrals	RCR Agency

REGIONAL CRISIS RESPONSE (RCR) AGENCY

DRAFT Assessment Tool for Entities seeking Principal Membership in the Regional Crisis Response Agency

Assessment Domains

1. Entity meets baseline criteria established in the ILA:
 - a. *The entity is a general purpose municipal corporation formed under the laws of the State (3.t)*
 - and
 - b. *Have a coterminous jurisdictional boundary with at least one then-current Principal;*
 - c. *Accept the terms of this Agreement, any Agency Bylaws, and adopted policies and procedures; and*
 - d. *Not have held Principal status with the Agency within the five years immediately preceding the date of application to become a Principal (14.a.i-iii)*
2. Demonstrated commitment to Agency Goals as defined in ILA Section 4
 - a. *Terms and conditions are acceptable to the parties and their respective legislative authorities (ILA 14.d)*
3. Demonstrated understanding of Agency Services as defined in ILA Section 5; demonstrated willingness of stakeholders and public safety partners to engage in the work
 - a. Executive Director has met with leadership from law enforcement, fire, city staff, 911 dispatch and other stakeholders from candidate entity
 - b. RCR Agency is represented in the policy goals, workplans and/ or other direction-setting documents of the entity, its public safety agencies, and other key stakeholders
4. Fiscal readiness and ability to contribute immediately and on an ongoing basis
 - a. City of Kirkland Administrative and Fiscal Agent staff have reviewed relevant budgetary and administrative documentation

Process and Decision Authority

1. At the direction of the Executive Board, the Executive Director, RCR staff, and fiscal and administrative agent staff will conduct a thorough assessment of readiness of any entity seeking Principal Membership and make recommendations to the Executive Board.
2. The Executive Board may approve the addition of a Principal by Supermajority Vote. *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. (ILA 14.a)

Relevant Text from the RCR Inter-Local Agreement

SECTION 3. DEFINITIONS.

- t. 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.

REGIONAL CRISIS RESPONSE AGENCY



City of Bothell

February 22, 2024



City of Redmond
City Hall
P.O. Box 97010
15670 NE 85th Street
Redmond, WA 98073-9710

Dear Ms. Files,

On behalf of the Executive Board, I would like to thank you for your interest in becoming a Principal of the Regional Crisis Response (RCR) Agency. We are proud of our work to transform the first crisis response system in North and East King County, and interest from the City of Redmond, a valued and respected regional partner, is quite meaningful to us.



While the RCR Executive Board considers the possibility of expansion, RCR staff is actively developing criteria to assess Agency readiness to consider potential additional Principals, and an application process for interested entities. Any decision will include review by the RCR governing Board and City Councils. We recognize that the City of Redmond will be entering its budget process, and to support your decision-making, City of Kirkland fiscal agent staff are working to estimate the potential cost of Principalship for a city of Redmond's size.



The RCR Interlocal Agreement specifies 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." (ILA 14.b) We appreciate your patience as we work to staff our new Agency and understand the true need and cost of services, to ensure that the addition of a Principal would not impact the services provided to current RCR community members in crisis.



We appreciate the City of Redmond's commitment to alternative response and to a regional approach to behavioral health crisis. We will stay in close contact as this work matures. Our team looks forward to working to explore a potential future collaboration.

Sincerely,

Kurt Triplett, Executive Board President
Regional Crisis Response Agency

REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Executive Board

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

Date: March 1, 2024

Subject: EMERGENCY MEDICAL SERVICES AND CRISIS TRANSPORTATION

RECOMMENDATION:

That the RCR Executive Board receive information and provide direction to RCR Staff on engagement with the Washington State Department of Health regarding Emergency Medical Services Guideline Criteria for Transport to Mental Health or Chemical Dependency Services.

BACKGROUND DISCUSSION:

During the inaugural meeting of the RCR Operations Board on August 9, 2023, members of the operations board identified ambulance transport for people in behavioral health crisis as a major underlying systemic challenge for providing crisis services. Members of the Operations Board also identified potential areas for impact during the coming year as part of the Crisis Continuum of Care Coordination Workplan (Strategic work lines 3. First Responder drop off to Crisis Facility; and 5. Transportation across the continuum). The full Operations Board Workplan is included as Attachment 1. In discussion with RCR Staff and City of Kirkland staff, ConnectionsHealth staff have also identified ambulance transport criteria and reimbursement structures in Washington as a primary systemic challenge to effective crisis clinic utilization.

The RCR Executive Director has been participating in an informal workgroup, along with staff from King County Emergency Medical Services (EMS), Department of Community and Human Services (DCHS) Crisis Care Center Levy Team, RCR Fire Departments, and ConnectionsHealth to create criteria for transport to the ConnectionsHealth Crisis Clinic when it is open, which will very likely also inform criteria for future Crisis Care Centers under the Levy.

In February 2024, the Washington Department of Health (DOH) requested input from EMS partners across the state on updating the EMS Guidelines for Transport to Mental Health or Chemical Dependency Services. The original DOH guidelines are available [here](https://content.govdelivery.com/attachments/WADOH/2024/01/24/file_attachments/2759418/EMS%20Guideline%20Transport%20to%20Mental%20Health%20and%20Chemical%20Dependency%20Services_09.2021_Survey%20Track%20ed.docx)¹. King County EMS and DCHS Staff, with feedback from the informal workgroup discussed above, provided suggested changes to the criteria, including:

¹ "EMS Guideline: Transport to Mental Health or Chemical Dependency Services," *WA State DOH*, January 24, 2024, https://content.govdelivery.com/attachments/WADOH/2024/01/24/file_attachments/2759418/EMS%20Guideline%20Transport%20to%20Mental%20Health%20and%20Chemical%20Dependency%20Services_09.2021_Survey%20Track%20ed.docx

- Revisions to inclusion and exclusion criteria, including fully aligning the criteria for transport to mental health and substance use facilities, that would establish a foundation of practical guidelines that can be adapted to local circumstances and resources;
- Revisions to the procedures so that contacting the receiving facility is an optional consideration rather than a requirement;
- Rename the guidelines to reflect modern terminology as “Transport to Mental Health or Substance Use Service Facilities;”
- Plan for an evaluation of people with “new onset delusions, hallucinations, or bizarre behavior in absence of substance use or known mental health condition with similar prior symptoms” to inform future updates of these guidelines; and
- Discontinue the Health Care Authority (HCA) requirement for ambulances to complete the Authorization for Transportation to an Evaluation & Treatment Facility form (HCA 13-680) when providing transportation to alternative destinations.

King County’s letter to DOH and suggested edits to the criteria are included as Attachment 2 and Attachment 3.

At the Board’s direction, the Executive Director could send a letter to DOH on behalf of the RCR Agency supporting these suggestions and expressing why these changes would be important for the effective delivery of crisis services in King County. Draft language for discussion is included as Attachment 4.

Board Action Recommended

It is recommended the Board receive information and provide direction to RCR Staff on engagement with the Washington State Department of Health regarding Emergency Medical Services Guideline Criteria for Transport to Mental Health or Chemical Dependency Services.

List of Attachments

Att-1 RCR Operations Board Work Plan

Att-2 King County Letter to Department of Health on EMS Guideline Criteria for Transport to Mental Health or Chemical Dependency Services

Att-3 King County Proposed Revisions to EMS Guideline: Transport to Mental Health or Substance Use Service Facilities

Att-4 Draft RCR Agency Letter to Department of Health on EMS Guideline: Transport to Mental Health or Substance Use Service Facilities

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

Behavioral Health Crisis Continuum of Care



Strategic Work Lines

Strategic Work Lines			
1. 988 ↔ 911 Connection <i>the challenge:</i> lack of existing relationship/ SOPs for transfer between 988 and 911 <i>the players:</i> NORCOM, Crisis Connections <i>next step:</i> Engage Crisis Connections in initial dialogue	2. RCR resource deployment <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 <i>the players:</i> RCR, Police agencies, NORCOM <i>next step:</i> Deploy and socialize officer pocket cards with single RCR Point of Contact. Bothell and LFP dispatch transition to NORCOM	3. First Responder drop off to Crisis Facility <i>the challenge:</i> drop-off must be quick and seamless the first time or first responders will not use the facility <i>the players:</i> Connections Health Solutions, Police agencies, Fire agencies <i>next step:</i> Connections Health Solutions to meet with Police and Fire chiefs	4. Crisis Facility ↔ Emergency Department transfer <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 <i>the players:</i> Connections Health Solutions, EvergreenHealth <i>next step:</i> Connections Health Solutions and EvergreenHealth are already actively engaged in developing these workflows
5. Transportation across the continuum <i>the challenge:</i> lack of transportation at any point along the continuum. Very limited reimbursement for existing transportation options. <i>the players:</i> Connections Health Solutions, Fire agencies, Police agencies, RCR <i>next step:</i> Potential for transportation pilot, Connections Health Solutions to seek support from King County			

401 Fifth Avenue
Seattle, WA 98104

February 15, 2024

Dear Ms. Holstein,

King County is writing in response to the Department of Health's (DOH) request for comments on the Emergency Medical Services (EMS) Guideline Criteria for Transport to Mental Health or Chemical Dependency Services. King County recommends the following changes to the guideline criteria, as described below and in the attached line-edited document:

- Revisions to inclusion and exclusion criteria, including fully aligning the criteria for transport to mental health and substance use facilities, that would establish a foundation of practical guidelines that can be adapted to local circumstances and resources;
- Revisions to the procedures so that contacting the receiving facility is an optional consideration rather than a requirement;
- Rename the guidelines to reflect modern terminology as "Transport to Mental Health or Substance Use Service Facilities;"
- Plan for an evaluation of people with "new onset delusions, hallucinations, or bizarre behavior in absence of substance use or known mental health condition with similar prior symptoms" to inform future updates of these guidelines; and
- Discontinue the Health Care Authority (HCA) requirement for ambulances to complete the *Authorization for Transportation to an Evaluation & Treatment Facility form (HCA 13-680)* when providing transportation to alternative destinations.

King County is committed to facilitating transport to alternative destinations for immediate specialty mental health and substance use services for people presenting with acute behavioral, mental health, or substance use disorder complaints. Historically, these patients have been cared for in hospital emergency departments. However, multiple recent developments have increased the demand for transport to alternate destinations, including:

- The growing demand for mental health and substance use treatment;
- An overburdened healthcare system that has been challenged to provide timely, evidence-based care for these populations; and
- A major decrease in EMS transport to hospitals following a treated opioid overdose, a trend driven in part by more frequent naloxone administration by bystanders and law enforcement.

In response to the need for safe places to go for care in a behavioral health crisis, King County voters approved the Crisis Care Centers (CCC) Levy to fund and create a network of facilities that provide services to people experiencing mental health and/or substance use crises in King County. Separately, a crisis facility in Kirkland is expected to begin opening as early as mid-2024, and a specialty overdose recovery center is being planned for downtown Seattle. These facilities will provide novel and dedicated resources for the treatment of mental health and substance use disorders.

King County has been working closely with partners from public health, community and human services, addiction medicine, psychiatry, emergency medicine, local hospital leadership, law enforcement, and EMS agencies to prepare strategies to integrate these facilities into prehospital evaluation, care, and disposition of patients with behavioral health, mental health, or substance use conditions. This process has clarified the need for local EMS guidance on transportation criteria to address specific resources unique to the centers coming online in our county.

We are pleased that DOH has already created EMS Guideline Criteria for Transport to Mental Health or Substance Use Services. The comprehensive state guidelines serve as a cornerstone as we draft our local criteria. We do have some concerns about the guidelines that may limit the potential positive impacts of King County's crisis care centers and other initiatives. We ask DOH to consider these revisions as we move forward to implement operational plans.

The guidelines' exclusion criteria are currently numerous and specific, which make local adoption a challenge. Furthermore, the DOH criteria are embedded in the HCA ambulance transportation billing guide and consequently create a barrier for reimbursement. For example, a patient who suffered from an "intentional or accidental overdose" from opioids would not qualify for their ambulance transport to be reimbursed if transported to an alternative destination. King County's concern is that the restrictiveness of the current DOH criteria will create financial disincentives for partnering ambulance companies to provide transport to alternative destinations, thus limiting the King County EMS system's ability to reliably engage and transport high-risk target populations to these specialty centers. Furthermore, King County is concerned that HCA's current requirement for ambulance providers to complete the *Authorization for Transportation to an Evaluation & Treatment Facility form (HCA 13-680)* creates an administrative burden that further disincentivizes transport to alternative destinations.

King County recognizes that the DOH criteria, as required by the Washington State Legislature (RCW 70.168.170), were created several years ago in a much different context. While the original criteria are helpful, we encourage DOH to revise their criteria to optimize inclusiveness and thus support local strategies to navigate the delivery of resources. Moreover, these guidelines and policies need to allow for routine reimbursement for appropriate transports to non-hospital specialty facilities. Please see attached for King County's proposed revisions to the EMS Guideline Criteria for transport to mental health or substance use services.

Finally, King County recommends that, following implementation of the updated guidelines, there be a planned evaluation of people with "new onset delusions, hallucinations, or bizarre behavior in absence of substance use or known mental health condition with similar prior symptoms." Though we understand the initial goal of this criterion was to retain the status quo of emergency department (ED) evaluation, it is not yet known how care for this specific clinical group may be improved at specialty behavioral health facilities such as those in development in King County. The crisis care centers and Kirkland crisis facility in particular are expected to have capable diagnostics and specialty providers focused on timely care for



401 Fifth Avenue
Seattle, WA 98104

this specific group of patients. Monitoring rates of transportation to EDs and subsequent transfer to behavioral health facilities in this group will make it possible to assess whether this pathway is appropriately being utilized and inform future updates of these guidelines.

We appreciate your partnership in this effort to ensure King County can optimize local behavioral health facility resources to improve access to care and health outcomes.

Sincerely,

David Murphy, MD
Associate Medical Director, EMS Division, Public Health King County

Thomas Rea, MD, MPH
Medical Program Director, EMS Division, Public Health King County

Matthew L. Goldman, MD, MS
Medical Director, Crisis Care Centers Initiative, Behavioral Health and Recovery Division, King County
Department of Community and Human Services

Washington State Department of Health Office of Community Health Systems
Emergency Medical Services and Trauma Section

EMS Guideline

Transport to Mental Health or Substance Use Service Facilities

FACILITY:

Reference:

RCW 71.24.025- Definitions

RCW 71.05.020 - Definitions

RCW 71.05.153 - Emergent detention of persons with mental disorders – Procedure

Mental health and substance use disorder treatment services authorized to receive patients include: crisis stabilization units, mental health evaluation and treatment facilities, opioid withdrawal management facility including secure withdrawal management, overdose recovery services in an outpatient setting, sobering centers, and 23-hour crisis relief centers.

Mental health service providers that have elected to operate as an involuntary facility may receive patients referred by a peace officer or a patient in involuntary status by a designated crisis responder (DCR).

POPULATION:

- Voluntary with a mental health or substance use chief complaint and willing to go to an alternative destination.
- Patients with a mental health or substance use chief complaint referred by a peace officer.
- Patients with a mental health or substance use chief complaint detained under the Involuntary Treatment Act (ITA) by a DCR. The proper documents must be completed and signed by a DCR for reimbursement.

INCLUSION CRITERIA:

- The EMS agency was dispatched via 911.
- Voluntary patients are able to give informed consent to transport to alternative facility, hospital ED, or decline transport
- Age \geq 13 years
- Blood sugar $> 70/\text{dl}$
- Vital signs:
 - HR 45-120
 - SBP $> 100/\text{p}$
 - Temperature 95-100.3 F
 - Room air SpO₂ $\geq 92\%$

EXCLUSION CRITERIA:

Mandatory:

- Obtunded or decreased level of consciousness
- Any acute medical problem requiring immediate treatment
- Any acute trauma other than minor wounds (that can be definitively cared for by EMS).
- New onset delusions, hallucinations, or bizarre behavior in absence of substance use or known mental health condition with similar prior symptoms
- Seizure within the last 24 hours
- Pregnant >20 weeks or any pregnancy-related symptoms or complaints
- Indwelling tubes, lines or catheters that the patient cannot manage independently.

Suggested:

- Inability to mobilize or transfer independently
- Voluntary patients who cannot care for self or perform activities of daily living (ADLs).
- Patients with functional and access needs, including developmental delay, traumatic brain injury, organic brain syndrome, dementia, etc.

PROCEDURE:

- Scene safety and crisis de-escalation.
- Consider contacting law enforcement to assist EMS with on scene mitigation of suicidal patients who are not voluntary and for agitated or combative patients.
- Ask the patients if they normally take medication for mental health and chronic medical problems. Record medications and dosages if possible.
- Obtain history regarding alcohol and illicit drug use.
- Assess for inclusion and exclusion criteria.
- For patients who meet screening criteria, consider contacting the receiving center to determine resource availability.
- Secure a safe method of transportation identified and approved by the MPD in COPs or protocols.
- Document criteria-based eligibility status in the patient care report.
- Patients who meet exclusion criteria, or voluntary patients who decline alternative destination, should be transported to a local hospital emergency department using agency-specific standard operating procedures.
- If at any time the receiving facility determines the patient condition has changed and emergency department evaluation is required, EMS should be re-contacted via 911 dispatch and the reason documented.

REGIONAL CRISIS RESPONSE AGENCY

Date



Carolyn Holstein
EMS Director
Washington Department of Health
111 Israel Road Southeast
Tumwater, WA 98501

Dear Ms. Holstein:



In 2023, the North King County cities of Bothell, Kenmore, Kirkland, Lake Forest Park and Shoreline signed an Interlocal Agreement creating the Regional Crisis Response (RCR) Agency in order to provide consolidated, standardized behavioral health crisis response services through our region's public safety system. RCR Crisis Responders deploy to people in behavioral health crisis via the 911 system, alongside police officers and firefighters.



As a region, we are leading the way in building the full continuum of crisis care. When the ConnectionsHealth Crisis Triage Facility opens in Kirkland in Summer 2024, our community will have the full SAMHSA Crisis Now model: 1. Someone to call (988 or 911); 2. Someone to Respond (RCR Crisis Responders); and 3. Somewhere to go (ConnectionsHealth Crisis Triage Facility).

As our community's response to behavioral health crisis evolves, ambulance transport criteria and reimbursement models have consistently been identified as one of the primary systemic challenges to diversion from costly interventions such as jail and emergency department for people in behavioral health crisis.



The RCR Agency would like to support the recommendations for changes to DOH guidelines for Transport to Mental Health or Substance Use Service Facilities, made by our partners at King County EMS and DCHS, which are:

- Revisions to inclusion and exclusion criteria, including fully aligning the criteria for transport to mental health and substance use facilities, that would establish a foundation of practical guidelines that can be adapted to local circumstances and resources;
- Revisions to the procedures so that contacting the receiving facility is an optional consideration rather than a requirement;
- Rename the guidelines to reflect modern terminology as "Transport to Mental Health or Substance Use Service Facilities;"
- Plan for an evaluation of people with "new onset delusions, hallucinations, or bizarre behavior in absence of substance use or known mental health condition with similar prior symptoms" to inform future updates of these guidelines; and
- Discontinue the Health Care Authority (HCA) requirement for ambulances to complete the Authorization for Transportation to an Evaluation & Treatment Facility form (HCA 13-680) when providing transportation to alternative destinations.



REGIONAL CRISIS RESPONSE AGENCY



These changes to existing guidelines would be an important step toward incentivizing transportation to the right care at the right time for people in crisis.

Finally, as we quickly move toward becoming one of the first fully realized Crisis Now Communities in the region, North King County excited to partner with DOH, EMS and our local Fire Districts to pilot and refine system improvements. We are especially willing to pilot new or innovative reimbursement models for transportation to alternative destinations for people in behavioral health crisis.

Thank you for your time. RCR and North King County look forward to ongoing partnership to improve emergency care for people experiencing behavioral health crisis.



Sincerely,

Kurt Triplett
President, RCR Executive Board



REGIONAL CRISIS RESPONSE (RCR) AGENCY

MEMORANDUM

To: RCR Executive Board

From: Brook Buettner, Executive Director

Date: March 1, 2024

Subject: EXECUTIVE DIRECTOR REPORT

RECOMMENDATION:

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

Governance Bodies

Executive Board

In a separate agenda item for the March 7, 2024 meeting, the Executive Board will see a draft budget timeline which identifies Executive Board meeting dates and proposed actions. The July regular meeting of the Executive Board falls on July 4, 2024. RCR Staff suggests re-scheduling this meeting to Thursday, June 27, 2024. Based on the budget timeline, this meeting may also be a public hearing on the proposed 2025-2026 Agency Budget.

Principals Assembly

The Executive Director requests the Executive Board's direction on upcoming Principals Assembly Meetings in 2024. RCR Staff suggest a June meeting in conjunction with an Anniversary Celebration event for the RCR one-year anniversary; as well as a September meeting to provide the Principals Assembly an opportunity to review and provide comment on the draft budget. The ILA calls for a joint meeting of the Principals Assembly and the Executive Board, and this joint meeting could formally take place at either of those two suggested meetings.

Operations Board

Strategy-specific subgroups of the Operations Board have been meeting on an ongoing basis since the initial Operations Board meeting on August 9, 2023. The full Operations Board re-convened on December 21, 2023, to revisit the five Strategic Work Lines identified in the Operations Board Workplan and heard from partners on each of the five strategic worklines. RCR staff continues to work with community partners on each of these strategic worklines:

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

In a separate agenda item for the March 7, 2024 meeting, the Executive Board will receive information about systemic challenges with ambulance transport for people in behavioral health crisis, as well as a draft letter for the Department of Health advocating for potential changes to transport guidelines.

Community Advisory Group

The Community Advisory Group met very informally on February 27, 2024. They anxiously await the opening of the Crisis Triage Facility and hope to provide input on how the facility is publicized in the community. Work on this is ongoing by RCR Staff.

Operations

Staffing

All ten FTE Crisis Responder positions are filled and in the field. When the WASPC Grant MOU is finalized, RCR staff has two candidates ready to hire, one for a 1.0 FTE Temporary position and the other for a 0.5 FTE Temporary position. The candidate who is interested in the 0.5 FTE position has previously worked with all the RCR cities as a RADAR Navigator and is a highly skilled and decorated crisis clinician.

An Organizational Trauma consultant who engaged with the team in November and December has completed a survey of team member wellness and level of burnout and presented results and recommendations to the RCR Executive Director and Clinical Supervisor. Final recommendations were presented to the team in February and have become the basis for a suite of staff support strategies for the coming year. The consultant's recommendations were as follows.

Protective Factors Against Organizational Trauma

From Kristine Scott, Consultant on Organizational Trauma, following training, analysis and survey of RCR team members, November/December 2023

1. Offer opportunities for professional growth regularly
2. Ensure the team is aware of signs/symptoms of burnout and compassion fatigue
3. Ongoing trainings and focus on issues of wellness
4. Develop "team agreements" including:
 - a. How we handle conflict when it arises
 - b. What do we do if our team disagrees?
5. Crisis Responders are offered regular clinical supervision/one-on-one meetings
6. Offer some form of critical incident stress debriefing
 - a. Informal, by request and peer based are shown to be most protective by research
7. Trauma support available to anyone on the team as needed, in the style of an EAP
8. Supervisor and Director have trauma-informed clinical support

Crisis Facility Update

ConnectionsHealth staff continue to report an anticipated opening date of Summer 2024 for the Kirkland Crisis Triage Facility. They have hired a Community Outreach Specialist who plans to work with RCR on how the facility is publicized and launched. ConnectionsHealth staff have also committed to extensive briefings of RCR police and fire agencies during opening week.

Budget and Grants

Budget

In a separate agenda item for the March 7, 2024 meeting, the Executive Board will see a draft budget timeline which identifies Executive Board meeting dates and proposed actions.

MIDD

King County MIDD staff report that the MOU and proposed budget are approved and will route for signature soon. Once the MOU is fully executed, RCR Staff will submit invoices for reimbursement for eligible costs effective June 1, 2023.

WASPC

The WASPC Contract and Kirkland Police Department subcontract with RCR are in the routing process for signature. Once those documents are executed, 1.5 of the 3.0 Temporary FTE positions supported by the WASPC grant will be hired and onboarded. There are several other candidates in the pipeline for the other 1.5 Temporary FTE positions.

Association of Washington Cities

AWC is invoiced regularly for the cost of 2.0 FTE Crisis Responders. RCR Staff are providing monthly narrative reports. The application for the coming year of funding (2024-2025) will open March 7, 2024. RCR will apply for a similar or slightly higher level of grant funding. On February 22, 2024, the RCR Team hosted an AWC Site Visit and the AWC Contract Monitor Jacob Ewing participated in a ride-along with a Crisis Responder.

During the site visit, RCR staff was informed that RCR will likely not be eligible for renewal of funding in the subsequent grant cycle (2025-2026) because the state funds are earmarked for “startup.” RCR staff will work with AWC to advocate with the state for additional and/or ongoing funding through this pipeline.

Department of Justice Bureau of Justice Assistance

The Department of Justice Bureau of Justice Assistance Connect and Protect Grant funding, previously awarded to the City of Shoreline/ RADAR Navigator Program, has been re-awarded to the RCR Agency. This re-award will be finalized after City of Shoreline Staff complete all pending reporting.

Landscape Analysis

Relevant Bills at the State Legislature

[House Bill 2245](#)¹ co-sponsored by Representatives Dan Bronoske and Carolyn Eslick to define behavioral health as a crucial part of the first response and public safety system, and direct training and certification in collaboration with University of Washington passed the house unanimously but did not make it to the floor of the Senate. The funding for University of Washington may be allocated in a proviso with the support of Senator Mankha Dhingra.

[House Bill 2088](#)² introduced by Representative Tina Orwall to improve liability protections for crisis outreach teams deployed through 988 and 911 passed through both the house and the senate and went to the Governor’s desk on March 1, 2024.

¹ “HB 2245 – 2023-24: Establishing co-response services...”, *Washington State Legislature*, January 29, 2024, <https://app.leg.wa.gov/billssummary?billnumber=2245&year=2023&initiative=False>

² “HB 2088 – 2023-24: Extending liability protections for responders...”, *Washington State Legislature*, January 29, 2024, <https://app.leg.wa.gov/billssummary?BillNumber=2088&Initiative=false&Year=2023>

[Senate Bill 6251](#)³ introduced by Senator Manka Dhingra to improve coordination of crisis care across the continuum and create an explicit role for the BH-ASOs in coordinating the full crisis continuum has passed both the Senate and the House.

Board Action Recommended

No formal action is recommended at this time.

³ “SB 6251 – 2023-24: Coordinating regional behavioral crisis...”, *Washington State Legislature*, January 29, 2024, <https://app.leg.wa.gov/billsummary?BillNumber=6251&Initiative=false&Year=2023>