

Regional Crisis Response Agency  
Principals Assembly  
June 26, 2024

6:30-8:00PM  
Shoreline City Hall, Room 303  
17500 Midvale Ave N, Shoreline, WA 98133

--Hybrid option available--  
Link: [Microsoft Teams](#)  
Webinar ID: 261 340 682 195  
Passcode: immRB2

- 1) Call to Order
- 2) Roll Call
- 3) Public Comment
- 4) Approval of the Minutes
  - a. Minutes from Regular Meeting January 24, 2024
- 5) Community Advisory Group Presentation
- 6) Data Dashboard Review
- 7) Community Need Analysis and Potential 24/7 Coverage Models
- 8) Operations Board Workplan on the Crisis Continuum of Care
- 9) Staffing and Coverage Overview
- 10) Draft Preliminary 2025-2026 Agency Budget
- 11) Good of the Order
- 12) Next Meeting
- 13) Adjournment

Regional Crisis Response Agency  
Principals Assembly  
Regular Meeting Minutes  
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  
The RCR Principals Assembly meeting was called to order at 6:06 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 October 18, 2023  
Neal Black moved to approve, seconded by Debra Srebrik.  
Vote: Motion carried 5-0  
Yes: Jenne Alderks, Debra Srebrik, Neal Black, Larry Goldman, John Ramsdell
- 5) 2023 Full-Year Data Dashboard Review  
Brook Buettner, RCR Executive Director gave a presentation on the RCR Agency 2023 Full-Year response data; encounter number quality improvement strategies; and service utilization analysis. Principals discussed data collection strategies and staff answered questions.
- 6) Community Advisory Group Presentation  
Community Advisory Group member Patricia Dehart shared a lived experience presentation to the Principals.

- 7) Community Visioning Process End Product Presentation  
Brook Buettner, RCR Executive Director gave a presentation on the RCR Community Visioning process and final report. Staff answered questions from the Principals.
- 8) Operations Board Workplan on the Crisis Continuum of Care  
Brook Buettner, RCR Executive Director gave a presentation on the RCR Operations Board strategy workgroup updates for each item on the Crisis Continuum of Care Workplan. Workplan strategies include 911-988 Connection, RCR Resource deployment, First Responder drop off to the Crisis Facility, Connections Health Solutions Crisis Facility-EvergreenHealth Emergency Department transfer workflow, and Transportation across the continuum. Staff answered questions from the Principals.
- 9) Budget Reconciliation Overview  
Brook Buettner, RCR Executive Director gave an overview of the upcoming fiscal items, reconciliation framework, and potential policy options.
- 10) Staffing and Coverage Overview  
Brook Buettner, RCR Executive Director gave information to the Principals on current organizational structure, coverage, and staffing model. Staff answered questions from the Principals.
- 11) Update on Executive Board Discussion of Criteria for Readiness to Consider Potential Additional RCR Principals  
Brook Buettner, Executive Director presented information about the RCR Executive Board process to create criteria for readiness to consider potential additional RCR Principals, including operational and fiscal/administrative readiness. Staff answered questions from the Principals.
- 12) Good of the Order
- 13) Next Meeting  
Principals discussed standardizing the meeting date for future Principals Assembly meetings and the potential for a joint RCR Executive Board and Principals Assembly meeting in the future.
- 14) Adjournment  
The Principals Assembly meeting was adjourned at 7:36 PM.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Principals Assembly

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

**Date:** June 20, 2024

**Subject:** Community Advisory Group

### **RECOMMENDATION:**

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

### **BACKGROUND DISCUSSION:**

The RCR Community Advisory Board is made up of individuals with lived experience in behavioral health crisis and utilizing the 911/ first response system. This group has been pivotal in informing programmatic decision making at every level. Most recently, the Community Advisory Group has met several times with ConnectionsHealth staff to help inform the roll-out and operation of the Crisis Facility set to open in July.

#### *About the Community Advisory Group:*

We believe that people who have experience with behavioral health, homelessness, and the crisis system have invaluable expertise in how to make the system better. The Regional Crisis Response (RCR) Agency Community Advisory Group integrates the expertise of people who have lived experience with behavioral health conditions, homelessness, or the crisis system and their families and caregivers and brings that wisdom to all elements of Agency program design and operational implementation. The Community Advisory Group aims to be representative of the diversity of our community including age, race, ethnicity, city, religion, gender identity, disability status, and other identities.

The Principals Assembly has directed RCR staff to create a standing agenda item for Community Advisory Group feedback or presentation, and Community Advisory Group members are in the process of choosing whether to send a representative to speak to the members of the Principals Assembly on June 26th.

### **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

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## MEMORANDUM

**To:** RCR Principals Assembly

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

**Date:** June 20, 2024

**Subject:** Data Dashboard Review

### RECOMMENDATION:

It is recommended that the RCR Principals Assembly receive a presentation on the RCR Agency 2024 response data from January 1 to June 15, 2024.

### BACKGROUND DISCUSSION:

From January 1 to June 15, 2024, RCR Crisis Responders provided services for a total of 857 individuals in the community, during a total of 1,939 encounters. Table 1 displays the individuals served and the number of encounters by City for first half of 2024.

Table 1. Response by City (Jan 1 – Jun 15, 2024)

<b>City (Population %)</b>	<b>2024 individuals</b>	<b>% of Total</b>	<b>2024 encounters</b>	<b>% of Total</b>
<i>Bothell (20.35%)</i>	174	20%	521	27%
<i>Kenmore (10.1%)</i>	45	5%	87	5%
<i>Kirkland (38.9%)</i>	400	47%	818	42%
<i>Lake Forest Park (6.8%)</i>	23	3%	46	2%
<i>Shoreline (25.08%)</i>	215	25%	464	24%
<b>Total City Individuals</b>	<b>857</b>	<b>100%</b>	<b>1,936</b>	<b>100%</b>

Demographic data has not changed significantly from prior years under the RADAR Navigator Program or the Kirkland Community Responder Program. Of all individuals served during this period, 53% identified as female, 46% identified as male, and 1% identified as trans, non-binary or other gender expression.

For those individuals for whom data was available, 30% 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, 67% were White, and 33% were Black, Indigenous or People of Color (BIPOC).

### ***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. Crisis Responders are also now on King County Sheriff's Office radio air which has improved the number of responses in Shoreline and Kenmore. Staffing has also increased in Bothell, Lake Forest Park, Shoreline and Kenmore, which we anticipate will continue to 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 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 is now be coded as one of the following:

- 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

Early results showed that 45% of RCR encounters were "in-progress" calls. 14% were officer referrals from calls where a RCR Crisis Responder was not available, and 41% of RCR encounters were follow up from a previous call.

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 Regional Crisis Response Agency Data Dashboard Jan 1 – Jun 15, 2024



## Regional Crisis Response Agency Data Dashboard

### January 1, 2024 – June 15, 2024

**Total Served: 857    Total Encounters: 1936**

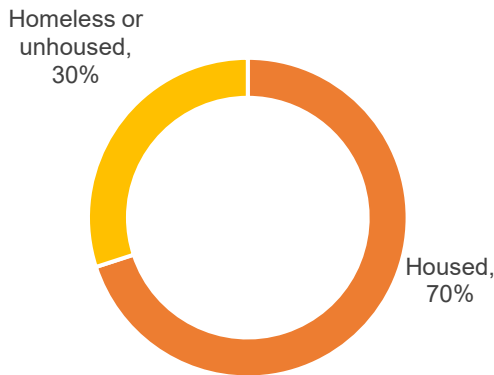
From January 1 to June 15, 2024, RCR Crisis Responders provided services for a total of 857 individuals in our community, during a total of 1936 encounters.

Of those individuals served for whom race data was available (n=472), 67% were White, and 33% were Black, Indigenous or People of Color (BIPOC).

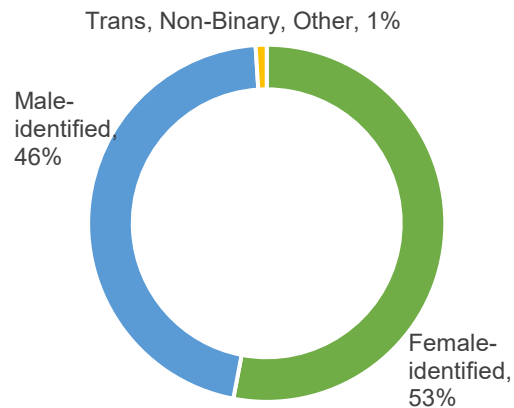
Of those for whom housing data was available (n=338), 30% were homeless or unhoused. Of individuals served, 53% identified as female, 46% identified as male, 1% identified as trans, non-binary or other gender expression.

City	Individuals served	Encounters
Bothell	174	521
Kenmore	45	87
Kirkland	400	818
Lake Forest Park	23	46
Shoreline	215	464

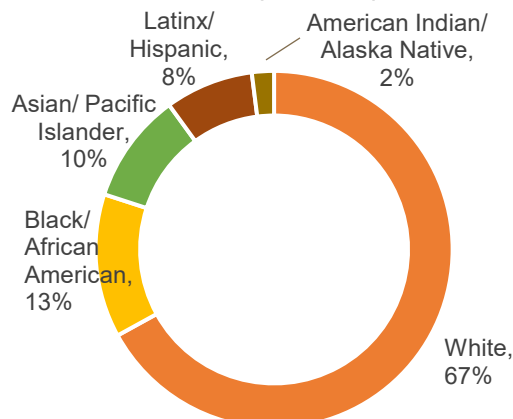
**Homelessness Status (n=338)**

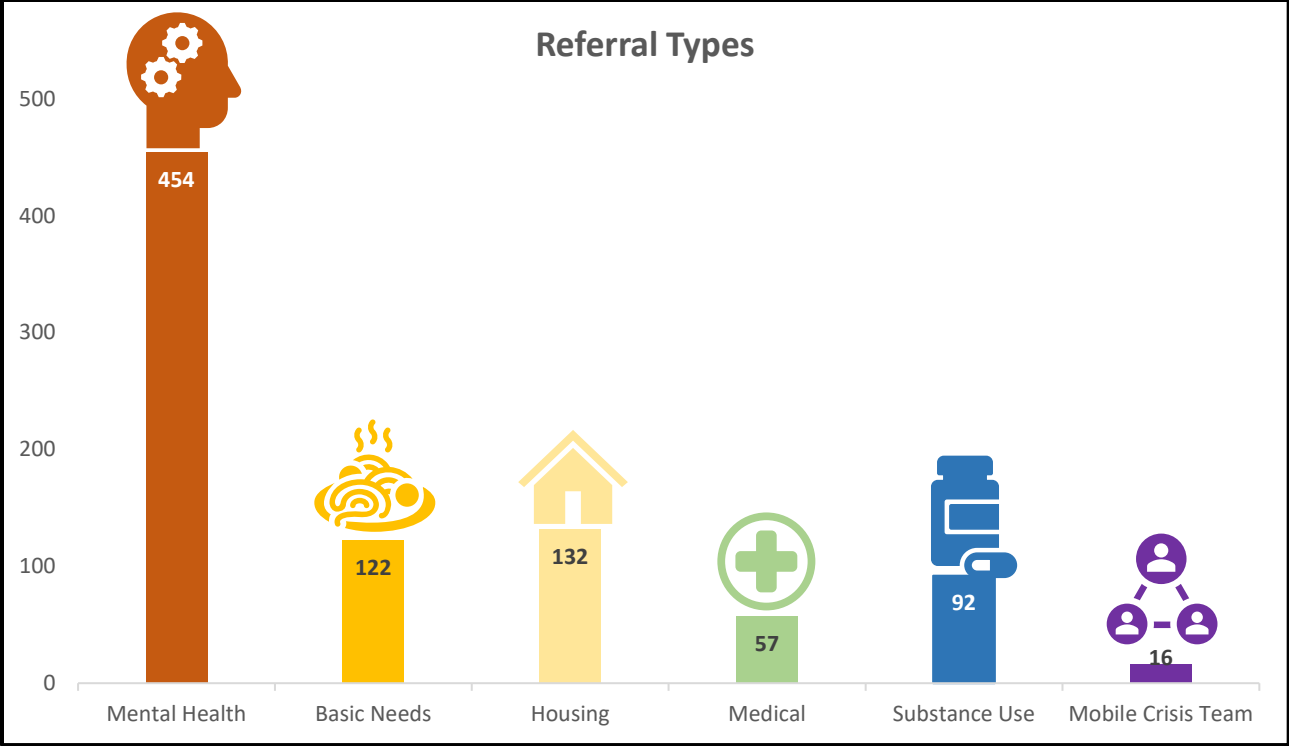


**Gender Identity (n=820)**



**Race (n=472)**







# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Principals Assembly

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

**Date:** June 17, 2024

**Subject:** Community Need Analysis and Potential 24/7 Coverage Models

### **RECOMMENDATION:**

That the Principals Assembly receive information on call volume and projected community need for RCR Crisis Responder services, ask questions, and provide feedback.

### **BACKGROUND DISCUSSION:**

RCR staff has been engaged in an analysis of community need for Crisis Response support during the overnight hours, with the goal of understanding the depth of need of 24/7 coverage to community members in crisis, as called for in the RCR ILA. This analysis included collecting call for service data from the five RCR cities' first response agencies as well as 911 dispatch entities, over the course of 2023. Call for service types that could potentially be appropriate for an RCR Crisis Responder were analyzed.

#### ***Summary of findings:***

- There is significant unmet need in the community for RCR Crisis Responder intervention during behavioral health crisis events
- At least 5,000 potential RCR calls were received by RCR first response agencies during all of 2023, of which:
  - 860 received a RCR intervention
  - Nearly 500 were during the 1:00am-6:00am block when no RCR Crisis Responder was available
- An average of 1.26 potential RCR call is received daily by the by RCR first response agencies during the 1:00am-6:00am window
- Results are likely an undercount
- Results were similar to a 2022 analysis, supporting validity

#### ***Need for overnight services:***

RCR is not currently responding to any in-progress calls that come in between 1:00am and 6:00am but do follow up on referrals from these calls. Based on analysis, about 10% of potential RCR calls come in during the 1:00am-6:00am window (at least 500 potential RCR calls during that window in 2023, an average of 1.26 during that window each day).

#### ***Potential Operational Models***

There is a spectrum of possible operational models to provide at least some services during the overnight hours, ranging from phone-based triage to a full crisis responder shift offering teams of two which could deploy independently of law enforcement. The 2025-2026 biennial budget considered during the creation of and included as part of the executed RCR ILA included the cost of an on-call coverage model.

### **Action Recommended**

That the Principals Assembly receive information, ask questions and provide feedback.

### List of Attachments

Att-1 Community Need Analysis Report

**Regional Crisis Response Agency**  
**Community Need Analysis**

***Considering 24/7 Operations***

The Regional Crisis Response (RCR) Agency was created by the cities of Bothell, Kenmore, Kirkland, Lake Forest Park and Shoreline, Washington to provide appropriate responses to people in behavioral health crisis through the 911 system. The Interlocal Agreement (ILA) that establishes the RCR Agency calls for some form of 24 hours per day, 7 days per week (24/7) coverage and services for community members in crisis.

RCR staff has been engaged in an analysis of community need for Crisis Response support during the overnight hours, with the goal of understanding the depth of need of 24/7 coverage to community members in crisis, as called for in the RCR ILA.

***Analysis Description***

<i>Objectives</i>	<ul style="list-style-type: none"> <li>• 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</li> <li>• To define volume and acuity of relevant calls for service during overnight hours as compared with day and swing hours</li> <li>• 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</li> </ul>
<i>Period of analysis</i>	1/1/2023-12/31/2023 for Kirkland, Shoreline and Kenmore 11/1/2023-12/31/2023 for Bothell and Lake Forest Park
<i>Breakdown</i>	Day of the 7-day week, and by hour of the 24-hour day
<i>Relevant text from RCR ILA</i>	<p><b>SECTION 4. AGENCY GOALS</b></p> <p>The goals of the Agency shall be to:</p> <p>...</p> <p>c. Enable Agency service coverage 24 hours per day, 7 days per week.</p>

***Unmet need***

During 2023, RCR Crisis Responders provided services to over 860 individuals in acute behavioral health crisis, and we are confident that the need is much greater. While it is difficult to measure calls that merited but did not get a Crisis Responder because of availability, we know from the Community Need Analysis discussed below that there were at least 5,000 calls across our five cities during 2023 that were potential RCR calls based on clearing code, and we believe this to be a significant undercount. Approximately 500 of these were during the 1:00am to 6:00am block.

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

### **Data Analyzed**

RCR Staff requested and received call for service and clearing code data from RCR Police and Fire Agencies, as well as NORCOM 911. These police call classifications included “Mental/Emotional,” “Transient,” “Suicide,” and others. Fire data was not instructive and therefore has not been included here. King County Sheriff’s Office data reflects only a single clearing code, likely resulting in a significant overall undercount of potential RCR calls for the cities of Shoreline and Kenmore.

The cities of Bothell and Lake Forest Park transitioned their 911 call dispatch to NORCOM 911, and comparable call for service data was available only for the period of November 1, 2023-December 31, 2023, and was extrapolated to cover the full year. More qualitative analysis of Lake Forest Park data over the course of the entire 2023 calendar year was consistent, validating this approach. Each agency uses clearing codes in different ways, so the comparisons are not perfect, however the analysis does provide a general idea for the frequency of potential RCR call types over the course of the 24-hour day.

When this analysis was conducted in 2022 for a 26-week period, the results were similar, which supports the validity of the 2023 analysis.

Currently, the hours of 1am-6am are not covered by any RCR staff (represented in the charts below by red dashed lines).

### **Quantitative Results**

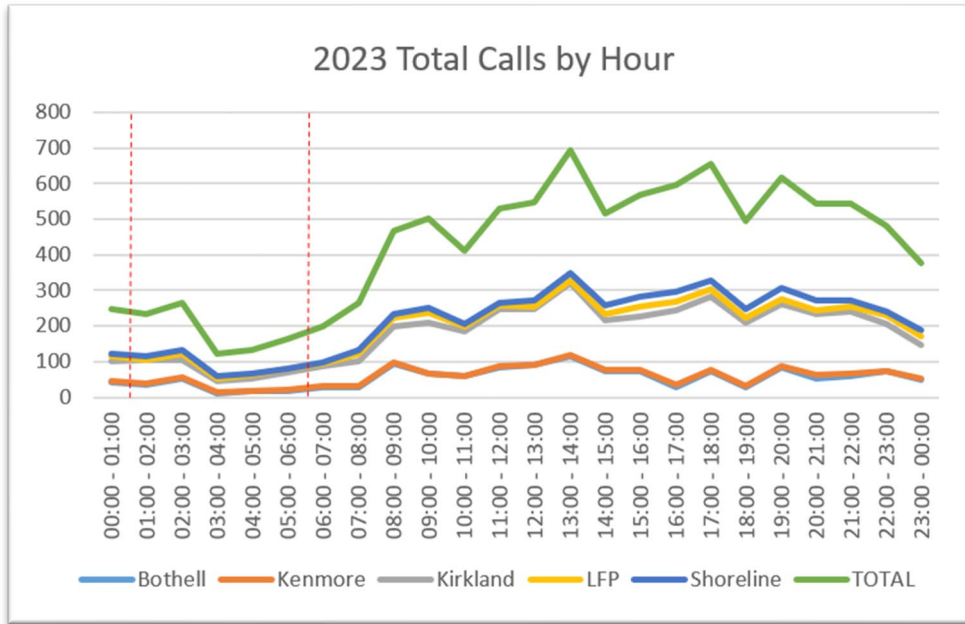
Data analysis shows that there are **an average of at least 1.26 calls per night during the 1:00am-6:00am window, across the RCR region**. Broken down by city, these averages are as follows:

*Average daily potential RCR calls during the 1:00am-6:00am window, by city*

Bothell	0.46
Kenmore	0.02
Kirkland	0.63
LFP	0.13
Shoreline	0.09
<i>Total</i>	<i>1.26</i>

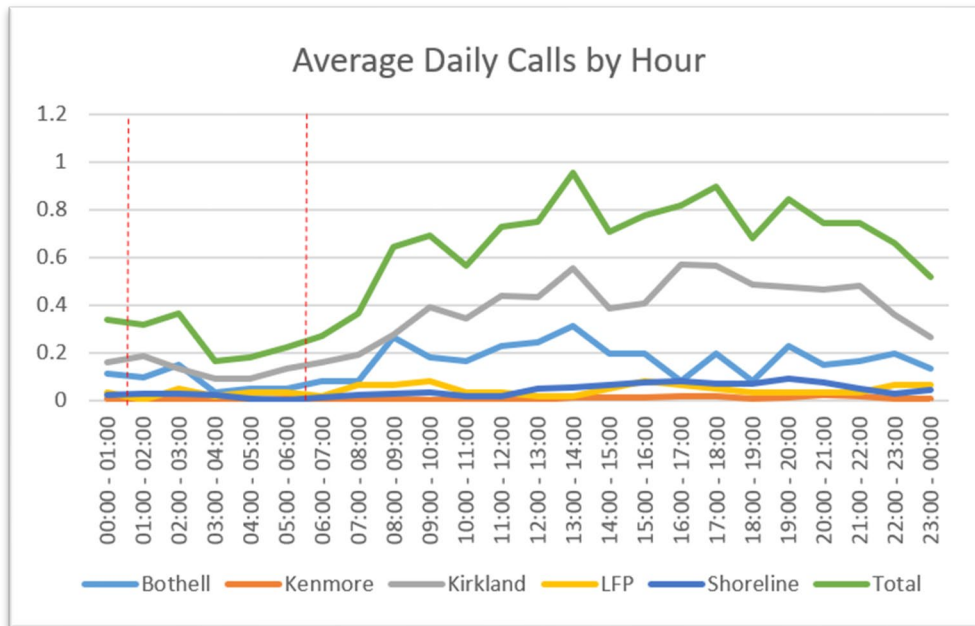
RCR Crisis Responders can spend anywhere from 15 minutes to multiple hours on a single call. During 2023 the **average encounter length was 46 minutes**, which generally does not include the Crisis Responder’s travel time.

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



--- = un-covered overnight hours

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



--- = un-covered overnight hours

## **Qualitative Results**

RCR Staff conducted informal stakeholder interviews with public safety and Crisis Responder partners, as well as with members of the Community Advisory Group (individuals with lived experience in the crisis system). Key findings:

- Several police chiefs mentioned that their overnight shifts have asked for RCR Crisis Responder Coverage.
- Crisis Responder staff and RCR Leadership are aware that calls come in during the overnight shift but do not think the volume is high enough to merit a full overnight shift.
- Community Advisory Group members have emphasized that they feel community members should have access to a Crisis Responder regardless of day or time.

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

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

### *Potential staffing models to address overnight coverage*

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

	Cost estimate based on current and projected staffing costs plus 2% overnight differential.	
5. Fully staffed overnight shift	Full service, 24/7. Crisis Responders could potentially respond to calls as a pair without police or fire personnel.  Cost estimate based on current and projected staffing costs plus 2% overnight differential.	\$3,800,000

The 2023-2024 Approved RCR Budget included funding for on-call or overtime coverage at the amount of approximately \$190,000 for the biennium. This is projected to rise to \$208,488 for the 2025-2026 biennium and is included in the RCR Proposed 2025-2026 Biennial Budget for the RCR Executive Board's consideration.

***Conclusion***

The RCR ILA calls for some form of overnight coverage. The potential volume of RCR-appropriate calls does not seem to merit a full overnight shift, but analysis does show that our community would benefit from some form of coverage. Option 3 above, on-call Crisis Responders who deploy to the scene, is already included in the previously approved steady state budget for 2025-2026 and could meet some of the unmet need on the overnight hours. It could also serve as a stepping stone to deeper overnight coverage in the future as the program grows. However, with this staffing model and based on average call numbers, there will likely still be calls on the overnight shift that do not get a RCR Crisis Responder because of limited capacity.

# REGIONAL CRISIS RESPONSE (RCR) AGENCY

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## MEMORANDUM

**To:** RCR Principals Assembly

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

**Date:** June 17, 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. A list of Operations Board members 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

### **RCR Operations Board Strategy Workgroup Updates**

Operations Board members and other key stakeholders continue their work in the five Strategic Worklines identified during the inaugural Operations Board meeting. These five areas were identified as key areas to implementation of the crisis continuum and where there were strategic opportunities this year.



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

Behavioral Health Crisis Continuum of Care			
Community	911	First Responders	Crisis Stabilization
Community Behavioral Health Providers	988	Police Fire RCR	Emergency Department
			Community Behavioral Health Providers

Strategic Work Lines			
<p><b>1. 988 ↔ 911 Connection</b></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><b>2. RCR resource deployment</b></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><b>3. First Responder drop off to Crisis Facility</b></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><b>4. Crisis Facility ↔ Emergency Department transfer</b></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><b>5. Transportation across the continuum</b></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>			

**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 ValleyComm 911 in South King County and beginning to develop the decision-making criteria for behavioral health crisis calls.

**2. RCR Resource Deployment**

RCR Crisis Responders are now on radio air in all five cities, allowing Crisis Responders to self-attach to calls in all five of the RCR jurisdictions. This means being on multiple channels on two separate 911 communications centers, NORCOM and King County Sheriff’s Office Communications. RCR staff continues to work closely with partners across the continuum and problem solve to improve deployment.

**3. First Responder Drop-off to the Crisis Facility**

ConnectionsHealth staff reported that the Crisis Facility is set to open July 2024. ConnectionsHealth staff, including their law enforcement liaison, will visit the local public safety 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 have outlined patient flows both to and from the hospital, including scenarios and role definition. Both Evergreen and ConnectionsHealth staff were present during working sessions and are in the final stages of completing workflows for training. Staff will also continue to communicate when the facility opens to ensure the transfers are efficient and appropriate. This is important to ensure that when patients must be transferred from ConnectionsHealth to Evergreen, there is a clear pathway for their return to the lower acuity setting.

#### 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.

Additionally, the RCR Executive Board sent a letter to the Washington State Department of Health (DOH) to advocate for changes to DOH guidelines for Transport to Mental Health or Substance Use Service Facilities, made by our partners at King County Emergency Medical Services and Department of Community and Human Services to improve the ability of ambulances to transport individuals in crisis to alternative locations such as crisis facilities and substance use treatment facilities. The DOH has adopted most of these recommendations. Also in this letter, the RCR Executive Board indicated interest in partnering with DOH to pilot alternative reimbursement models for transportation and crisis services across the continuum.

#### **Action Recommended**

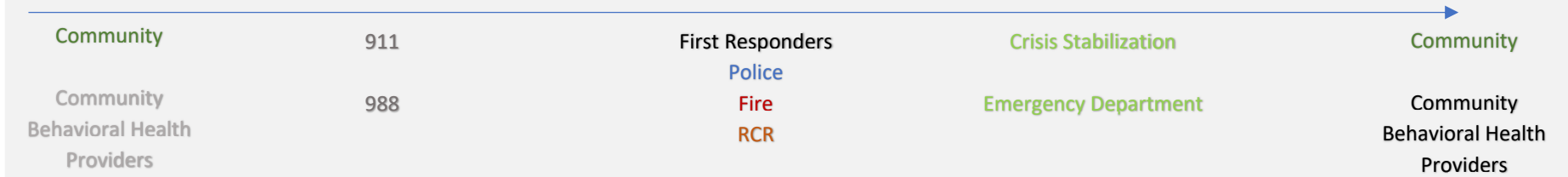
That the Principals Assembly receive information, ask questions and provide feedback.

#### List of Attachments

Att-1 RCR Operations Board Strategic Work Lines

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

*Behavioral Health Crisis Continuum of Care*



**Strategic Work Lines**

<b>Strategic Work Lines</b>			
<p><b>1. 988 ↔ 911 Connection</b></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><b>2. RCR resource deployment</b></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><b>3. First Responder drop off to Crisis Facility</b></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><b>4. Crisis Facility ↔ Emergency Department transfer</b></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>
<b>5. Transportation across the continuum</b>			
<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

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## MEMORANDUM

**To:** RCR Principals Assembly

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

**Date:** June 17, 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 February 2024, all ten FTE positions were filled with highly experienced MHP Crisis Responders. Additionally, RCR successfully applied for a WASPC Mental Health Field Response Teams Grant, which was awarded almost a million dollars to support 3.0 temporary Crisis Responder positions for the two-year period of the grant. 2.5 of these FTEs have been hired and onboarded and are in the field.

As Crisis Responder Staff have been added to the team, RCR leadership has worked to add capacity equitably to all five cities. 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.

RCR Staff monitors utilization by city, and is constantly engaged in city-specific strategies. For example, during the first half of 2024, RCR Staff has worked with the Kenmore Police Chief Brandon Moen to boost utilization in Kenmore. Strategies have included increasing the time that Crisis Responders are physically stationed in Kenmore City Hall with Kenmore deputies to build relationships and trust, and Chief Moen personally reviewing all calls for service for potential RCR referrals. In addition, RCR Crisis Responders are now available on KCSO radio air which has improved the ability to deploy to in-progress calls.

REGIONAL CRISIS RESPONSE AGENCY SHIFT SCHEDULES							
	SUN	MON	TUE	WED	THU	FRI	SAT
Kirkland				6AM-4PM	6AM-4PM	6AM-4PM	6AM-4PM
	6:30AM-4:30PM	6:30AM-4:30PM	6:30AM-4:30PM	6:30AM-4:30PM			
				2PM-12AM	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
	10AM-8PM 12PM-4PM	12PM-10PM	12PM-10PM				10AM-8PM
				12PM-8PM	12PM-8PM		
Shoreline				10AM-8PM	10AM-8PM	10AM-8PM	
	10AM-8PM*	10AM-8PM	10AM-8PM	10AM-8PM			
	10AM-8PM*	10AM-8PM	10AM-8PM	10AM-8PM			
			10:30AM-8:30PM	10:30AM-8:30PM	10:30AM-8:30PM	10:30AM-8:30PM	
LFP				8AM-6PM	8AM-6PM		
Kenmore							10AM-8PM
	10AM-8PM						

**Changes to Supervision Structure**

The addition of three additional WASPC positions brings the team to 13 FTE Crisis Responders, and the region is covered seven days a week, during day and swing shifts. RCR Staff are finding that adjustments to the supervision structure are needed to support all the field-based work. Traditionally clinical supervisors cover 7-8 employees, and RCR currently only has one Supervisor position for 13 employees. In addition, the work of the RCR Crisis Responders is far more complex and dynamic than traditional clinical mental health services. The RCR Executive Board has supported two temporary, out of class Lead assignments, which are in progress. 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, which would take one Crisis Responder out of the field.

**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

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## MEMORANDUM

**To:** RCR Executive Board

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

**Date:** June 20, 2024

**Subject:** RCR Fiscal Agent Update: 2025-26 Budget Process & 2023-24 Budget Amendment

## RECOMMENDATION:

The RCR Principals Assembly receive an update on the 2025-2026 RCR Budget Process and proposed 2023-2024 RCR Budget Amendments.

## BACKGROUND DISCUSSION:

The RCR Interlocal Agreement (ILA), Section 12, outlines the process for budget development, adoption, and modification.

### 2025-2026 RCR Budget Process and Timeline

At the March 7, 2024, Executive Board meeting, the City of Kirkland Fiscal Agent team presented a 2025-2026 Budget Timeline, based on the direction provided by the RCR ILA on the biennial budget process, and 2024 Executive Board meeting dates. The timeline includes anticipated dates for Executive Board and Principal Agency action, as well as interaction with the Principals Assembly. The 2025-2026 Budget Timeline is included as Attachment 1.

### 2025-2026 Preliminary Budget

On May 15, 2024, the Executive Board held a Budget Retreat and reviewed the draft RCR 2025-2026 "Steady State" budget, which was prepared utilizing the same assumptions as the 2023-2024 Budget. At this time, the Board also discussed a number of policy questions that inform potential alterations to the 2025-2026 Budget, including: reserves, grants, facility needs, staffing, and the potential addition of a new principal agency.

Of these potential policy decisions, the Executive Board expressed interest in further review of alternatives for funding additional Supervisor and Lead Positions, utilizing monies in the Rate Stabilization Reserve to offset Principal Agency contributions for the two-year budget term, and research on potential facility relocation costs.

On June 6, 2024, the Executive Board reviewed the Draft 2025-2026 Preliminary Budget, and discussed alternatives regarding staffing, the Rate Stabilization Reserve, and facility relocation planning.

On June 27, 2024, the Executive Board will hold a public hearing on the draft Preliminary 2025-2026 Budget and continue to discuss alternatives regarding staffing and utilization of the Rate

Stabilization Reserve. The packet materials for the board meeting will include the most up-to-date version of the draft Preliminary Budget and is anticipated to be distributed Monday, June 24, 2024.

2023-2024 Budget Amendment

On June 27, 2024, the Executive Board will consider amendments to the 2023-2024 Budget, to include adjustments related to new grant revenues received in 2024, as well as expenditure adjustments for the following categories: personnel; professional services and training; clothing and equipment; IT, supplies, and furniture; vehicles; recovery support, insurance, and outreach; and Fiscal Agent fees and facilities charges.

Budget Amendment – Summary:

	2024 Original Budget	Proposed Amendment	2024 Revised Budget
Grant Revenues	\$508,400	\$779,133	\$1,287,533
Expenditures	\$2,554,655	\$85,023	\$2,639,678

Based on these budget amendments, ***the newly estimated 2024 ending fund balance will increase by approximately \$694,110.*** The Rate Stabilization Reserve will also receive the transfer of \$800,000 based on the Executive Board’s recommended use of 2023 ending fund balance.

The packet materials for the Executive Board meeting will include the most up-to-date version of the proposed 2023-2024 Budget Amendments and is anticipated to be distributed Monday, June 24, 2024.

**NEXT STEPS**

The Executive Board will continue to follow the 2025-2025 Budget Timeline and anticipates approving the 2025-2026 Preliminary Budget on August 1, 2024. The Preliminary Budget will then be distributed to the Principal Agencies no later than August 31, 2024. The legislative authorities of the Principal Agencies are to confirm budget approval, as evidenced by resolution or other appropriate method, no later than December 1, 2024; and the Executive Board will consider adoption of a Final 2025-2026 Budget on December 5, 2024.

List of Attachments

1. 2025-2026 Budget Timeline



**Revised 04/25/2024**

# RCR 2025-2026 BUDGET TIMELINE

MONTH	MEETING DATE	EXECUTIVE BOARD ITEMS
MARCH	March 7	DRAFT 2025-2026 Budget Timeline
APRIL	April 4	<del>Preview: 2025-2026 Budget Priorities/Assumptions (Executive Director Report)</del>
MAY	May 2	Updated 2025-2026 Budget Timeline & Budget Retreat Agenda Preview
	May 15	Budget Retreat
JUNE	June 6	2023-24 Budget Amendment Presentation: DRAFT Preliminary 2025-2026 Budget <i>(Per ILA: present proposed budget no later than June 30<sup>th</sup>)</i>
JULY	June 27 (rescheduled due to holiday)	2023-24 Budget Amendment Public Hearing: DRAFT Preliminary 2025-2026 Budget <i>(Per ILA: conduct a public hearing on the proposed budget no later than August 31<sup>st</sup>)</i>
AUGUST	August 1	Preliminary 2025-2026 Budget – Approval <i>(Per ILA: approve proposed budget and forward to Principal Agencies no later than August 31<sup>st</sup>)</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 1<sup>st</sup>)</i>
DECEMBER	December 5	Adopt Final 2025-2026 Budget <i>(Per ILA: adopt budget by Supermajority Vote of Executive Board no later than December 15<sup>th</sup>)</i>