

# Familiar Faces Cost Analysis

## Summary of Findings: Phase I

April 7, 2016

Working Draft

### EXECUTIVE SUMMARY

“Familiar Faces,” as defined by King County, are individuals who are booked into King County jails four or more times in a 12-month period and who also have a behavioral health disorder. The purpose of this report is to understand how much King County spends serving Familiar Faces each year across a variety of programs and services – from criminal justice to public health to housing – that are disproportionately used by this population. This 2014 analysis will:

- Provide a reasonable estimate of how much King County spends annually serving Familiar Faces.
- Provide a baseline expenditure level to understand expenditure trends over time.

This analysis tracks Familiar Faces’ participation in and use of 61 different programs and services during 2014, plus mainstream courts and King County jail, and provides cost estimates for most of the programs and services. The analysis was conducted by the King County Office of Performance, Strategy and Budget in collaboration with service-administering agencies.

### Familiar Faces Overview

In 2014, there were 1,252 Familiar Faces. Compared to the King County Population as a whole, these individuals were disproportionately people of color, male, and under 35 years of age. Over the course of the year, Familiar Faces utilized an average of 2.2 of the 61 programs and services tracked. Twenty-five percent (315) had no record of participating in any of the tracked programs or services in 2014, aside from jail or mainstream court. Familiar Faces spent a total of 112,597 days in King County jails.

### *How to use this report*

Cost analysis in this report can be used to better understand the proportion of county resources devoted to Familiar Faces in 2014. It also illustrates the distribution of costs between preventative/treatment services, such as health care and mental health treatment, and reactionary services, such as criminal justice and emergency services.

**This report cannot be used to estimate how much money could potentially be saved from impacting Familiar Faces’ usage of the County’s jails or services.**

There are several important considerations to keep in mind to understand this analysis. This report:

- Includes expenditures that are included in King County agency budgets, regardless of funding source.
- Only includes programs and services administered or provided by King County in four areas: crisis response and diversion, criminal justice, housing and reentry services, and health care.
- Includes utilization data only on the 61 programs and services listed in Appendix A, mainstream District Court Cases, mainstream Superior Court cases, and jail. Of these programs, costs are not estimated for most housing programs or for two other programs.
- Law enforcement, a substantial component of criminal justice costs, is not included.
- Estimates are generally average costs, which represent the current proportion of resource use devoted to Familiar Faces, but cannot be used to predict budgetary savings from a change in how Familiar Faces access programs and services.

**Figure ES- 1: Estimated King County expenditures on Familiar Faces, 2014**

Program or Service	Estimated 2014 Expenditures	Estimated 2014 Expenditure per FF	External Revenue Sources*	County-Funded Expenditures
<b>Response and Diversion</b>	<b>\$1,510,000</b>	<b>\$1,206</b>	<b>\$690,000</b>	<b>\$820,000</b>
Emergency Medical Services (EMS)	\$520,000	\$415	\$0	\$520,000
Crisis and Commitment Services (incl. ITA Court)	\$660,000	\$527	\$570,000	\$90,000
Crisis Response and Diversion	\$330,000	\$264	\$120,000	\$210,000
<b>Criminal Justice</b>	<b>\$29,150,000</b>	<b>\$23,283</b>	<b>\$7,790,000</b>	<b>\$21,360,000</b>
Superior Court Cases	\$8,480,000	\$6,773	\$0	\$8,480,000
District Court Cases	\$950,000	\$759	\$0	\$950,000
Adult and Juvenile Detention	\$14,450,000	\$11,542	\$5,470,000	\$8,980,000
Jail Health	\$4,720,000	\$3,770	\$2,320,000	\$2,400,000
Therapeutic Courts	\$550,000	\$439	\$0	\$550,000
<b>Housing and Reentry Services</b>	<b>\$490,000</b>	<b>\$391</b>	<b>\$240,000</b>	<b>\$250,000</b>
Housing and Housing Services	\$200,000	\$160	\$90,000	\$110,000
Reentry, Case Management, Other Support	\$290,000	\$232	\$150,000	\$140,000
<b>Healthcare</b>	<b>\$4,080,000</b>	<b>\$3,259</b>	<b>\$2,950,000</b>	<b>\$1,130,000</b>
Physical Healthcare	\$170,000	\$136	\$130,000	\$40,000
Behavioral Healthcare	\$3,910,000	\$3,123	\$2,820,000	\$1,090,000
<b>Total</b>	<b>\$35,230,000</b>	<b>\$28,139</b>	<b>\$11,670,000</b>	<b>\$23,560,000</b>

Source: King County Office of Performance, Strategy and Budget, 2016.

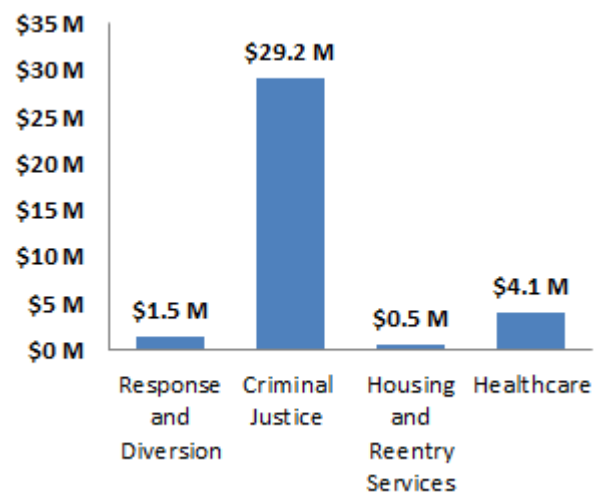
\*Major non-County revenue sources included as available. This includes federal, state, private, and other local (such as city) funding sources that flow through the County's budgets.

## Key Cost Analysis Findings

Figure ES-1, above, shows estimates for known King County expenditures devoted to Familiar Faces across four broad categories.

- In total, King County spent about \$35 million serving the Familiar Faces population in 2014, or an average of about \$28,000 for each Familiar Face.
- About \$11.7 million of this spending was supported by external revenue sources, including contracts, state funding, and federal funding.
- Of the estimated resources spent on Familiar Faces, 87 percent was devoted to criminal justice or crisis response programs, which primarily deal with the negative results of behavioral health disorders, such as crime or mental health crises.
- About 13 percent was devoted to housing, reentry, or health care; these programs treat physical and behavioral health problems, provide services to people who are struggling, and may prevent future incidents.

**Figure ES-2: FF Expenditures by type, 2014**



## Next Steps

Additional analyses, potentially including an estimate of non-county organization costs and an estimate of potential budgetary savings, will be a key focus of the planned next phase of this analysis.

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>i</b>
Familiar Faces Overview .....	i
Key Cost Analysis Findings.....	ii
Next Steps.....	ii
<b>Background and Purpose</b> .....	<b>1</b>
<b>Approach and Methodology</b> .....	<b>1</b>
Programs included in this analysis .....	1
Cost analysis .....	3
Scope of analysis .....	4
<b>Familiar Faces Population Description</b> .....	<b>5</b>
<b>Summary of Findings</b> .....	<b>6</b>
How Familiar Faces are using the King County system .....	6
Summary of cost estimates .....	6
<b>Findings by topic area</b> .....	<b>8</b>
Response and diversion.....	8
Criminal justice .....	11
Housing and reentry services .....	17
Health care .....	19
<b>Next Steps</b> .....	<b>22</b>
<b>Appendices</b> .....	<b>23</b>
Appendix A: Programs included and not included in analysis.....	23
Appendix B: Cost methodology for included programs .....	28
Appendix C: Data limitations and notes .....	28

# Familiar Faces Cost Analysis

## Summary of Findings: Phase I

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### BACKGROUND AND PURPOSE

This report focuses on a small population of 1,242 people who, in 2014, consumed \$35 million in King County services, or an average of \$28,000 per person. This small population, known as Familiar Faces, consists of individuals who are booked into the King County Jail four or more times in a 12-month period and who also have a behavioral health disorder (mental health or substance use). Booking could be the result of an arrest for a new crime, or the result of a warrant related to a previous arrest or failure to comply with the terms of Department of Corrections (DOC) probation.

The purpose of this report is to understand how much King County spends serving Familiar Faces each year across a variety of programs and services – from criminal justice to public health to housing – that are disproportionately used by this population. This 2014 analysis will:

- Provide a reasonable estimate of how much King County spends annually serving Familiar Faces.
- Provide a baseline expenditure level to understand expenditure trends over time.

King County initiated this analysis because having a baseline estimate of expenditures will support future outcome and cost impact analysis of initiatives designed to improve the outcomes for Familiar Faces and reduce their consumption of these downstream services.

### APPROACH AND METHODOLOGY

#### Programs included in this analysis

The King County Departments of Community and Human Services (DCHS) and Public Health Seattle-King County (DPH) manage the Familiar Faces dataset, which combines information from the County's criminal justice, public health, housing, and human services organizations to identify and understand the Familiar Faces population.

This report, and the programs included in it, is organized into four main categories. The list below identifies the programs and services included in this report.

Category	Response and Diversion	Criminal Justice	Housing & Reentry	Health Care
<b>What's Included?*</b>	<p>Emergency Medical Services -&gt; <i>Basic and Advanced Response</i></p> <p>Crisis Solutions Center -&gt; <i>Diversion Facility</i> -&gt; <i>Interim Services</i> -&gt; <i>Mobile Crisis Team</i></p> <p>Dutch Shisler Sobering Center</p> <p>Involuntary Treatment (Commitment) Services</p>	<p>Mainstream Courts -&gt; <i>District and Superior Court</i> -&gt; <i>Department of Public Defense</i> -&gt; <i>Prosecuting Attorney's Office</i></p> <p>Therapeutic Courts -&gt; <i>Regional Mental Health Court and Veterans Court</i> -&gt; <i>Drug Court</i></p> <p>Adult and Juvenile Detention -&gt; <i>King County Correctional Facility and Maleng Regional Justice Center</i> -&gt; <i>Work &amp; Education Release</i></p> <p>Jail Health -&gt; <i>Health care</i> -&gt; <i>Psychiatric services</i> -&gt; <i>Release planning</i></p>	<p>Release Planning</p> <p>Reentry Services -&gt; <i>Boundary Spanners</i> -&gt; <i>Case Management</i> -&gt; <i>Mental Health Court Peer Support</i> -&gt; <i>Criminal Justice Liaisons</i></p> <p>Supported Employment</p> <p>Housing utilization -&gt; <i>Permanent Housing</i> -&gt; <i>Transitional Housing</i> -&gt; <i>Emergency Shelters</i> -&gt; <i>Drug Court Housing Vouchers</i></p>	<p>Physical Health Care <i>Health Care for the Homeless Network (HCHN), including:</i> -&gt; <i>Mobile Medical Van</i> -&gt; <i>Downtown Seattle Primary Care</i> -&gt; <i>REACH</i> -&gt; <i>Downtown Seattle Dental</i></p> <p>Behavioral Health Care -&gt; <i>Mental Health Inpatient and Outpatient Treatment</i> -&gt; <i>Substance Use Inpatient and Outpatient Treatment</i> -&gt; <i>Intensive case management with integrated services</i></p>
<b>What's Not Included*</b>	<b><u>King County programs not included in this analysis</u></b>			
	<p>Law Enforcement -&gt; <i>Data was not available</i></p>	<p>Family Court Services Competency hearings</p>	<p>Housing program costs -&gt; <i>Except for emergency shelters, estimated costs are not included in this report, but utilization data is explained</i></p>	<p>Non-HCHN public health center visits -&gt; <i>Data was not available</i></p>
	<b><u>Other key programs not included in this analysis</u></b>			
	<p>Non-EMS City of Seattle Police and Fire Department activity Law Enforcement Assisted Diversion (LEAD)</p>	<p>Municipal courts City and regional jails (some utilization analysis included)</p>	<p>City of Seattle and other jurisdictions' housing and employment programs</p>	<p>Emergency department visits, such as at Harborview Medical Center</p>

\*See Appendix A for a more detailed list of programs included in this analysis

## Cost analysis

This analysis was conducted by the King County Office of Performance, Strategy, and Budget (PSB). PSB collaborated with King County service-providing agencies to collect actual expenditures or to estimate average costs per unit of service, depending on availability of information. Estimates are generally based on utilization data: in most cases, the proportion of services directed towards Familiar Faces was multiplied by the total costs of service provision.

The cost information in this report can be used to better understand the proportion of county resources devoted to Familiar Faces in 2014. It also illustrates the distribution of costs between preventative/treatment services, such as health care and mental health treatment, and reactionary services, such as criminal justice and emergency services.

### Cost terminology

This analysis estimates average costs. Average cost is the total cost of delivering services divided by the quantity delivered. The average costs represent the current proportion of resource use devoted to Familiar Faces, but should not be used to predict budgetary savings from a change in how Familiar Faces access programs and services. *See the sidebar to the right for an example illustrating the difference between average costs and potential budgetary savings.*

Multiplying average cost by the number of units reduced would overestimate savings because average costs include fixed and step-fixed costs (facilities, administration, staff, etc.) that do not scale proportionately with service provided.

- **Average costs:** Total cost divided by quantity
- **Variable costs:** Cost that change directly with the quantity of a good or service produced
- **Step-fixed costs:** Cost that change in set increments. These are also sometimes referred to as threshold costs, because there is a service threshold that must be crossed in order to result in a cost increase.
- **Fixed costs:** Costs that do not change, regardless of the quantity of a good or service produced.
- **Marginal costs:** Cost to produce one more unit. Marginal cost is estimated by understanding how variable costs and step-fixed costs change with service levels.

### ***Why wouldn't the County save the full \$35 million if Familiar Faces reduce their jail and service usage?***

The following jail example illustrates average costs versus potential savings.

The Familiar Faces share of jail's total expenditure to provide daily maintenance (space, food, clothing, supervision) was about \$13 million in 2014. This is based on a calculation of *average cost*. If a single Familiar Face spent one less day in jail in the future, DAJD could not eliminate staff or reduce orders for food or clothing, thus the *marginal cost* of jailing one more inmate is insignificant.

However, if jail time was reduced enough for the jail to close down an entire jail housing unit, fewer staff would be needed and food and clothing expenses would decline. The cost of a housing unit is a *step-fixed cost* of about \$670,000 per year. If Familiar Faces had avoided jail altogether in 2014, five housing units would not have been needed, saving an estimated \$3.4 million of the \$13 million spent on daily maintenance of inmates. The rest of the daily maintenance costs are *fixed costs*, which are incurred regardless of the jail population. Thus, when a housing unit is closed, the average cost of daily maintenance increases.

### DAJD Daily Maintenance Costs:

Estimated savings if FF avoided jail in 2014	\$3.4 Million
Average costs attributed to FF	\$13.0 Million

Source: King County Dept. of Judicial Administration

Most other programs and services in this report have similar cost structures, so expenditure estimates cannot be used to predict "one to one" cost savings in the event that an intervention affects changes in utilization. Additionally, programs with wait lists are likely to serve new customers rather than reduce costs.

## Scope of analysis

There are five important considerations to keep in mind as you read this report:

- **This report includes expenditures that are included in King County agency budgets, regardless of funding source.** Some costs, such as jail expenses for city-responsible inmates, are paid through contractual agreements, while others are funded through state, federal, or private grants. Where possible, the report identifies revenue sources to understand the magnitude of County-funded expenditures.
- **This report only includes programs and services administered or provided by King County.** There are many non-County organizations that also provide services to this population, such as hospitals, cities, and community-based organizations. These entities' expenditures are not included in this analysis.
- **This report only includes King County programs and services in four areas: crisis response and diversion, criminal justice, housing and reentry services, and health care.** This distinction is meant to focus the analysis on programs and services that are related to the definition of the Familiar Faces population, and where this population is likely overrepresented compared to other people living in King County. Unrelated county programs, such as permitting or transit, are not included in the analysis.
- **This report only estimates current expenditures, not potential cost or budget savings.** Current expenditures represent an assessment of how much King County spends today on Familiar Faces. This estimate does not represent how much King County might save or be able to reduce its budget in future years if the Familiar Faces population went down.
- **This estimate is designed to be conservative. In some cases, cost and utilization information was not available for all programs and services of interest, or for all Familiar Faces within each program or service.** This analysis, where possible, erred on the side of creating a conservative estimate that did not overstate the actual expenditures on Familiar Faces.

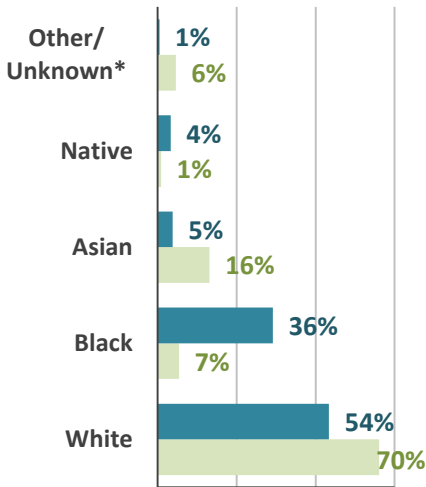
Additional analyses, potentially including an estimate of non-county organization costs and an estimate of potential budgetary savings, will be a key focus of the planned next phase of this analysis. See the "Next Steps" section on page 22 for additional information.

Important notes on data limitations and analytic caveats are included as Appendix C.

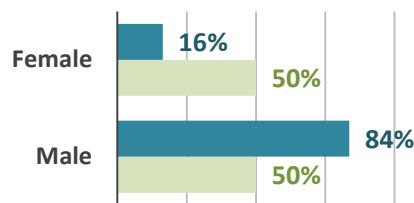
# FAMILIAR FACES POPULATION DESCRIPTION

In 2014, there were 1,252 people who met the Familiar Faces criteria. The three figures below describe the age, race, and gender characteristics of this population as compared to the King County population as a whole, which illustrates that the Familiar Faces population is disproportionately people of color, male and under 35 years of age.

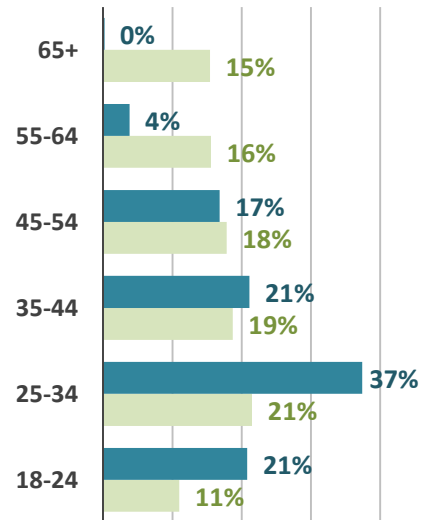
**Figure 1: Populations by race**



**Figure 2: Populations by gender**



**Figure 3: Populations by age**



■ Familiar Faces ■ King County

- Forty-six percent of 2014 Familiar Faces were people of color, compared to 36 percent of the King County population.
- Men made up 84 percent of 2014 Familiar Faces, compared to 50 percent of the King County population over age 18.
- About 80 percent of the King County jail total population was male in 2014.
- Over half of Familiar Faces were under 35 and only three were over age 65.
- Compared to the King County population over age 18, Familiar Faces tend to be significantly younger than the population as a whole.

Source: Department of Community and Human Services, 2015 (for Familiar Faces population). U.S. Census Bureau 2014 American Community Survey 1-Year Estimates (for King County population). \* The U.S. Census uses different race categories than the King County Jail. Census "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are included in "Other" in the graph above.



# SUMMARY OF FINDINGS

## How Familiar Faces are using the King County system

- The analysis tracked 61 distinct King County services, plus jail and mainstream court involvement.<sup>1</sup> Of the 61 services, 22 were targeted towards individuals who are involved in the criminal justice system. On average, Familiar Faces participated in 2.2 of the 61 services in 2014.
- Nine of the programs or services were not utilized by any Familiar Faces and 30 were used by fewer than 10 Familiar Faces.
- Twenty-five percent (315) of Familiar Faces had no records of participating in any of the tracked King County services in 2014. Thirty percent of white Familiar Faces and 34 percent of Asian Familiar Faces utilized no services, while less than 20 percent of Native American and black Familiar Faces utilized no services. Men and women were similarly likely to use at least one service or program.
- The most commonly utilized services were EMS response (472, or 38 percent of Familiar Faces), outpatient mental health care (299, or 24 percent of Familiar Faces), and release planning (223, or 18 percent of Familiar Faces)<sup>2</sup>. Release planning utilization is likely understated, as data was only available for 2.5 out of 6 FTE release planners employed by the County, due to different funding sources.
- A small number of Familiar Faces used services from many programs: 105 people (8.4 percent) utilized six or more services tracked in this analysis and one Familiar Face utilized 14 different services and programs.
- About one third of the programs and services target individuals with jail or court involvement (see Appendix A), so as expected, Familiar Faces with more jail days tended to utilize more services. However, even when only considering services that do not specifically target those with criminal justice involvement, Familiar Faces utilizing at least one service spent more time in jail (an average of 79.3 days for those without any non-criminal justice service utilization and 94.7 days for those using at least one non-criminal justice service).<sup>3</sup>

## Summary of cost estimates

This section describes the key findings of this report – the estimate of King County expenditures for Familiar Faces in 2014. This section provides high-level findings across the major categories studied. Figure 4 summarizes the overall findings of this report.

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<sup>1</sup> See Appendix A for a list of included programs; health services received in jail are not included in the 61 services.

<sup>2</sup> Only DCHS-funded release planner data is included.

<sup>3</sup> Does not include Work and Education Release days.

**Figure 4: Estimated King County expenditures on Familiar Faces, 2014**

Program or Service	Estimated 2014 Expenditures	Estimated 2014 Expenditure per FF	External Revenue Sources*	County-Funded Expenditures
<b>Response and Diversion</b>	<b>\$1,510,000</b>	<b>\$1,206</b>	<b>\$690,000</b>	<b>\$820,000</b>
Emergency Medical Services (EMS)	\$520,000	\$415	\$0	\$520,000
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Physical Healthcare	\$170,000	\$136	\$130,000	\$40,000
Behavioral Healthcare	\$3,910,000	\$3,123	\$2,820,000	\$1,090,000
<b>Total</b>	<b>\$35,230,000</b>	<b>\$28,139</b>	<b>\$11,670,000</b>	<b>\$23,560,000</b>

Source: Office of Performance, Strategy and Budget, 2016.

\*Major non-County revenue sources included as available. This includes federal, state, private, and other local (such as city) funding sources that flow through the County's budgets.

- In total, King County spent over \$35 million serving the Familiar Faces population in 2014, or an average of about \$28,000 for each Familiar Face.
  - Criminal justice or crisis response programs, which primarily deal with the negative results of behavioral health disorders, such as crime or mental health crises made up 87 percent of the estimated resources spent on Familiar Faces.
    - Therapeutic courts, which include both punitive and treatment components, made up 2 percent of estimated costs.
  - Housing, reentry, or health care made up 13 percent of estimated expenses; these programs treat physical and behavioral health problems, provide services to people who are struggling, and may prevent future negative incidents.
- About \$11.7 million of this spending was supported by external revenue sources, including contracts, state funding, and federal funding.
- While Familiar Faces were likely assessed court fees, fines, and legal financial obligations, it is unlikely a significant amount of revenue was collected.

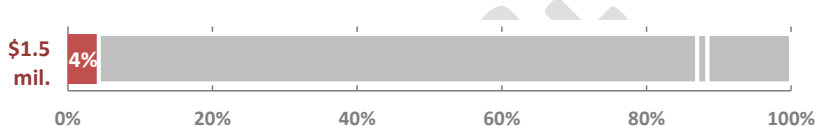
The following sections go into additional detail on how the estimates in each category were developed, and the utilization and cost information that created the expenditure estimates.

## FINDINGS BY TOPIC AREA

This chapter is divided into four main topics, as highlighted in Exhibit 4: Response and Diversion, Criminal Justice, Housing and Reentry Services, and Health Care. Within each of these four large categories, specific topic areas or programs are described separately as needed. The purpose of this section is to give a high-level overview of the programs and services, and their relative costs, that comprise this analysis.

### Response and diversion

This category comprises \$1.5 million annually, or 4 percent of total County expenditures on Familiar Faces. Law enforcement costs are not included.



About 45 percent of expenditures included in this category are funded by external revenue sources, largely driven by non-Medicaid state funding support of involuntary treatment court.

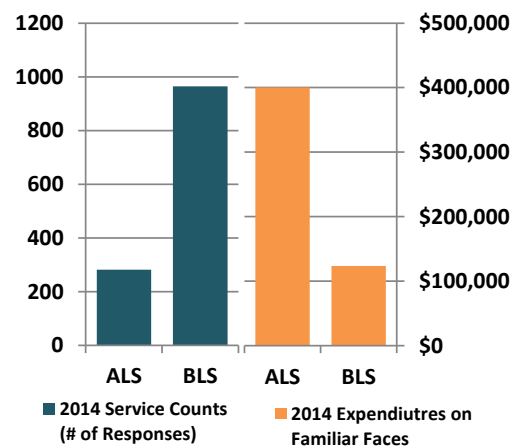
#### **Emergency Medical Services** | \$520,000 per year

King County Department of Public Health provides emergency medical services (dispatch services and paramedic and emergency medical technician response) to people in King County in response to 9-1-1 calls for service. The system is managed by King County and relies on partnerships with fire departments, including City of Seattle; paramedic agencies; dispatch centers; and hospitals.

King County expenditures occur when King County-contracted teams respond to 9-1-1 calls. These responses include:

- **Basic Life Support (BLS).** A BLS response sends emergency medical technicians, who have training for responding to emergency situations, stabilizing non-life-threatening injuries, and taking people to the hospital. All calls for service include BLS.
- **Advanced Life Support (ALS).** An ALS response occurs for life-threatening situations and includes a paramedic unit, which consists of emergency doctors with specialized training. Given the specialized staffing needs and higher severity injuries, ALS responses cost more per event than BLS responses.

**Figure 5: Familiar Faces ALS and BLS responses and associated expenditures, 2014**



Source: Department of Public Health, 2015.

#### **Law enforcement** | cost information not available for this analysis

Law enforcement is often the first organization to have contact with a Familiar Face, due to a dispatched call or encounter during patrol. Law enforcement services are provided by city police departments in many of the largest cities in King County, and by the King County Sheriff's Office (KCSO) in unincorporated areas and in smaller cities which contract with KCSO for service. After an arrest, a Familiar Face may be booked directly into one of the county jails. Alternatively, law enforcement may release the Familiar Face with instruction to appear in court.

The Familiar Faces dataset does not include information on the number of times law enforcement responded to or arrested this population, nor which law enforcement agency was involved. Therefore, cost estimates for law enforcement activity is not included in this analysis. Based on the agency responsible for bringing a Familiar Face to the jail for booking, the King County Sheriff makes up a relatively small component of law enforcement

resources devoted to Familiar Faces. Only 10 percent of Familiar Faces bookings originated with the King County Sheriff (including Transit Police), while 37 percent originated with Seattle Police.<sup>4</sup>

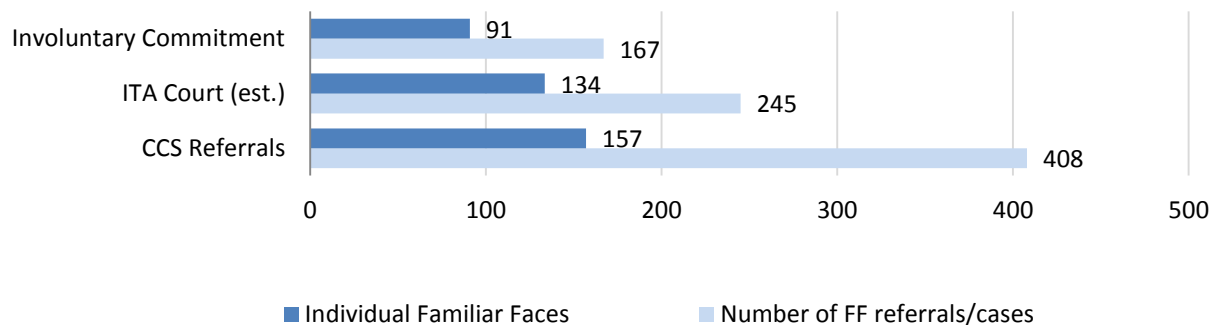
**Crisis and Commitment Services | \$660,000 per year**

Crisis and Commitment Services (CCS) is a program operated by DCHS that responds to crisis situations to try to get people in crisis stabilized and in appropriate treatment. A crisis situation could result from a law enforcement contact or from family, friends, or acquaintances contacting CCS with concerns about the mental health of a Familiar Face. Additionally, individuals whose criminal charges are dismissed due to lack of legal competency may be referred to CCS for civil commitment evaluation.

CCS provides evaluation of people who are gravely disabled or a danger to self or others for possible involuntary commitment in psychiatric (Evaluation and Treatment) facilities. If appropriate, CCS will refer individuals to Involuntary Treatment Act (ITA) Court (also referred to as Civil Commitment Court). ITA court determines whether an individual can be hospitalized for mental health treatment without their consent. Many County agencies participate in the ITA process, including DCHS, Superior Court, Prosecuting Attorney’s Office (PAO), and Department of Public Defense (DPD).

- Figure 6 shows that 157 Familiar Faces were referred to CCS 408 times in 2014. Familiar Faces made up 4.8 percent of all King County referrals in 2014 (8,422).
- While individual level data is not available for ITA court due to confidentiality policies, PSB estimates 134 Familiar Faces cases appeared in ITA court a total of 245 times. After going through the ITA process, 91 Familiar Faces were involuntarily hospitalized in 167 episodes. Familiar Faces made up 6.4 percent of all involuntary commitments in 2014 (167 of 2,624). For additional information on mental health hospitalization, see the Behavioral health care section on page 20.
- The estimated total expenditures to provide crisis and commitment services to Familiar Faces in 2014, including CCS and ITA court proceedings was \$660,000. As shown in Figure 7, most direct costs were reimbursed by the King County Regional Support Network (RSN) and over half of these costs were in DCHS.

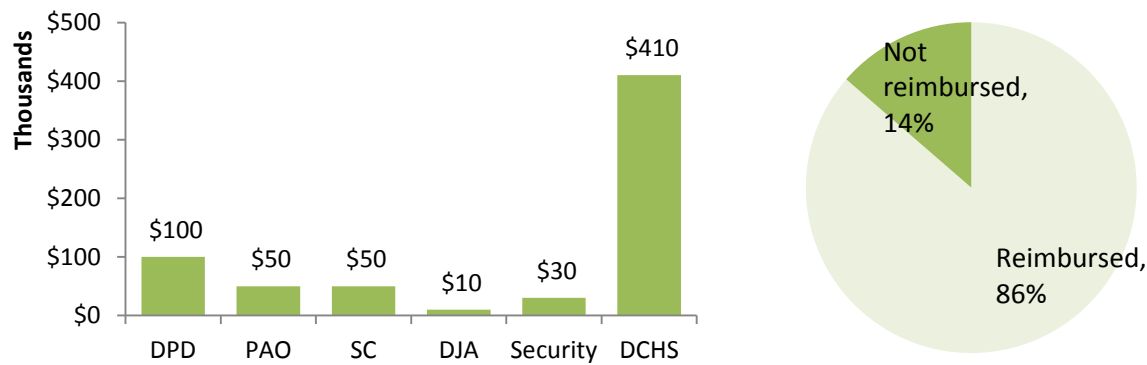
**Figure 6: Familiar Faces Involuntary Commitment, 2014**



Sources: Department of Judicial Administration; Department of Community and Human Services; Performance, Strategy and Budget, 2015.

<sup>4</sup> Based on DCHS analysis of 2013 and 2014 Familiar Faces bookings. Forty percent of bookings originated with the Department of Corrections, and King County Sheriff deputies may have also been responsible for bringing some of those Familiar Faces to jail. Source: DCHS. (9.28.15). Population analysis combined.

**Figure 7: Familiar Faces Crisis and Commitment Services and ITA Court expenditures, 2014**



Sources: Department of Judicial Administration; Department of Community and Human Services; Performance, Strategy and Budget, 2015.

### **Crisis response and diversion | \$330,000 per year**

In general, programs and services in this category exist to provide first responders with an alternative to jail when handling a situation with someone experiencing a behavioral health crisis. These facilities provide a safe and appropriately therapeutic option, where a team of mental health and chemical dependency professionals can triage and stabilize the situation, and connect people to services.

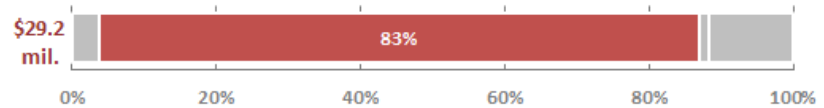
- Crisis Solutions Center.** The Crisis Solutions Center provides three functions: the Crisis Diversion Facility, which is a state-licensed residential treatment facility that can accept individuals in crisis for up to 72 hours for stabilization, evaluation, and treatment; the Crisis Diversion Interim Services step-down program that allows individuals leaving the Diversion Facility with up to 14 additional days of housing and service; and the Mobile Crisis Team, which responds directly to crisis situations when referred by first responders.

Familiar Faces used these three services a total of 650 times in 2014, including 275 admits to the Crisis Diversion Facility, 300 admits to the Crisis Diversion Interim Service, and 75 responses by the Mobile Crisis Team. The total cost of these encounters is estimated at about \$147,000.

- Sobering.** The Dutch Shisler Sobering Support Center (known as Sobering) serves people who need a safe place to sleep off the effects of alcohol or drugs. Individuals enter Sobering through walk-ins, through the Emergency Services Patrol service that provides transportation, and through being brought in by first responders who determined Sobering was a better fit than Jail for someone under the influence. Sobering also provides screening for medical issues and case management as needed, since most of its clients are people experiencing homelessness who could benefit from physical health care and other services. One hundred thirty eight Familiar Faces utilized the Sobering Support Center 2,443 times in 2014 at an estimated total cost of \$112,000.

## Criminal justice

This category comprises an estimated \$29.2 million annually, or 83 percent of total county expenditures on Familiar Faces.



About 26 percent of expenditures included in this category are funded by external revenue sources. The primary source of external revenue is contract revenue from cities and the Washington State Department of Corrections for detention and jail health services for non-County-responsible inmates.

This category includes the following:

- **Mainstream courts.** Estimates of King County costs to handle mainstream cases in King County Superior Court and King County District Court. While in Washington State, misdemeanor crimes and infractions are handled by multiple courts of limited jurisdiction – District Courts and Municipal Courts, only King County’s court costs are included in this analysis.
- **Therapeutic Courts.** Cost estimates to handle cases in Superior Court’s Drug Court or District Court’s Regional Mental Health and Veteran’s Court. Also includes King County costs in Seattle Municipal Mental Health Court.
- **Jail.** Costs to house and provide medical care for inmates in the two King County jails. Part of this expenditure is paid by cities that contract with King County for jail beds.

ITA Court is included above in Crisis and Commitment Services.

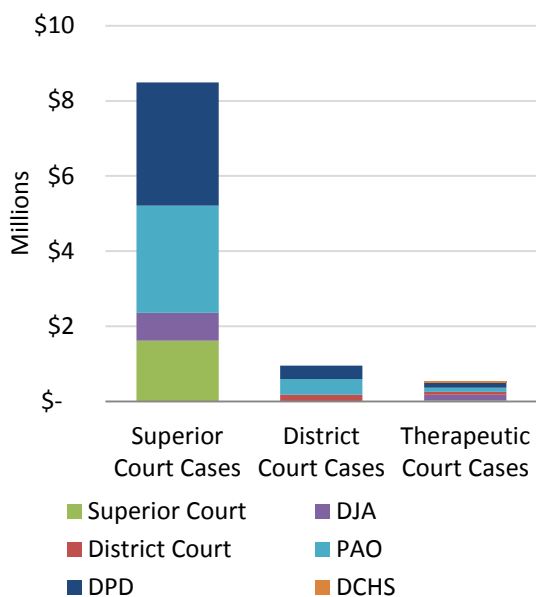
A description of the potential savings associated with jail costs is included in the sidebar on page 3. Expenditures on mainstream courts and therapeutic courts are largely fixed or threshold costs, including the court facilities themselves and a base staffing level for judges, bailiffs, and clerks. There is some room for decrease in costs at a threshold level for legal representation, but since Familiar Faces make up a relatively small proportion of total cases, decreasing their utilization alone isn’t likely to result in significant savings. Estimates of potential savings will be further explored in the planned Phase II analysis.

### ***Mainstream courts | \$9.4 million per year***

King County is responsible for prosecution, defense, and adjudication of all felony crimes committed in the County and misdemeanor crimes committed in unincorporated areas.<sup>5</sup> Cases are heard by King County Superior Court (felonies) or King County District Court (misdemeanors and expedited felonies). District Court also processes infractions, which are non-criminal incidents, such as traffic violations. Court costs include judges, bailiffs, and clerks (including clerks and other costs in the Department of Judicial Administration (DJA)). During adjudication, the King County Prosecuting Attorney’s Office (PAO) represents the state and the King County Department of Public Defense (DPD) represents criminal defendants who cannot afford a private attorney. This analysis includes estimated costs for PAO, DPD, Superior Court, DJA, and District Court and assumes all Familiar Faces were eligible for a public defender.

<sup>5</sup> While King County District Court also provides contract services to several cities, Familiar Faces court utilization is only included for county-responsible filings.

**Figure 8: Familiar Faces mainstream and therapeutic court expenditures, by agency, 2014**



Sources: Department of Judicial Administration; Department of Community and Human Services; Performance, Strategy and Budget; District Court, 2015.

Family Court Services, which handles family law matters, such determining whether it is safe for a child to remain in the home (dependency) is not included in this analysis, though Familiar Faces may be high utilizers of that system. Familiar Faces cases were also handled by non-King County Courts (for example, Seattle Municipal Court), and those costs are not estimated.

The distribution of case types described below is based on new King County filings in 2014. Only 49 percent of Familiar Faces had 2014 King County filings. Jail booking may be related to these new cases, to King County cases filed prior to 2014, to municipal court cases, or to violations of probation.<sup>6</sup> Not all court cases result in jail bookings.

Reported costs are an estimate of the total cost to adjudicate Familiar Faces cases in 2014, including cases filed in prior years.<sup>7</sup>

Defendants must pay fines, fees, and legal financial obligations. Some of these are mandatory, while others can be reduced or waived due to indigent status. Courts, PAO, and DPD also receive some state and federal funding. While revenue likely offset some of the Familiar Faces court-related costs, amounts were likely small and are not included in this analysis.

As shown in Figure 8, most court costs were related to mainstream Superior Court cases.

**Superior Court cases:**

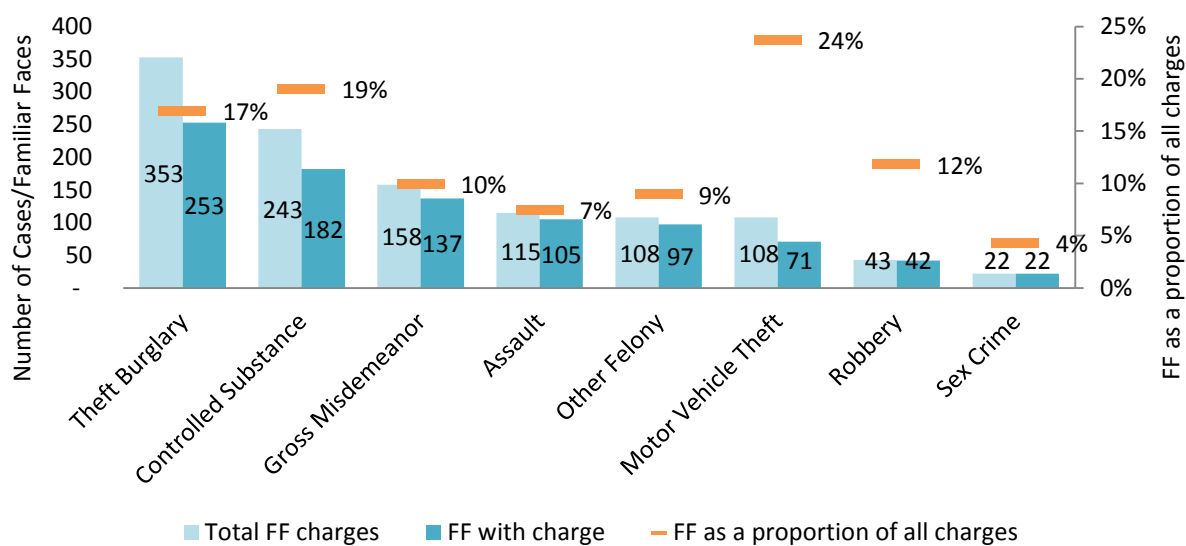
- Forty percent of Familiar Faces had new King County Superior Court filings in 2014. Roughly 20 percent of Familiar Faces bookings were for King County Superior Court cases.<sup>8</sup> The most common charges were theft/burglary and controlled substance, rather than violent crimes. About 41 percent of Familiar Faces bookings were for non-compliance with probation – not new filings.
- Familiar Faces made up 12 percent of all 2014 Superior Court filings, including almost one quarter of car theft charges and 19 percent of controlled substance charges. In contrast, these individuals make up a relatively small proportion of sex and assault charges (4 percent and 7 percent, respectively). Figure 9 shows Familiar Faces Superior Court cases by type and Familiar Faces’ proportional share of all Superior Court cases of that type.
- Estimated costs to process Familiar Faces felonies in Superior Court totaled \$8.5 million in 2014. This includes all felonies prosecuted in King County.

<sup>6</sup> For the 2013 Familiar Faces cohort, 40.7 percent of bookings were for non-compliance, not new filings, and the proportion is likely similar for 2014 Familiar Faces. Source: DCHS. (9.28.15). Population analysis combined.

<sup>7</sup> Agencies do not track costs by case and estimate methodology varies by agency and court type. See Appendix B (available on request) for detail.

<sup>8</sup> Nineteen percent of combined 2013 and 2014 Familiar Faces bookings were associated with Superior Court. Source: DCHS. (9.28.15). Population analysis combined.

**Figure 9: Familiar Faces Superior Court charges, 2014**



Source: Department of Judicial Administration, 2015.

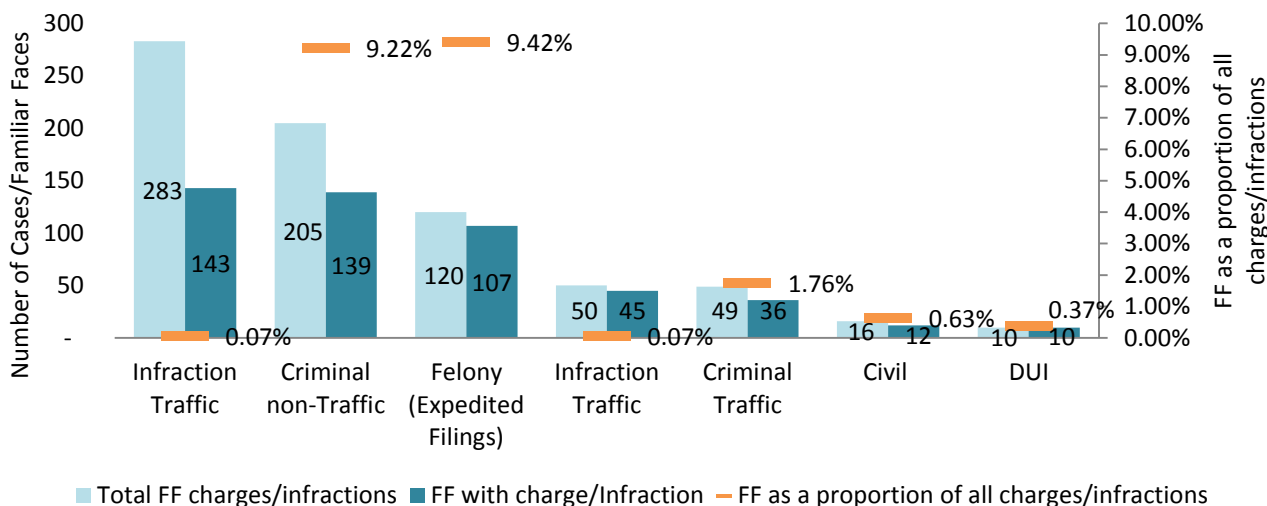
**District Court cases:**

- Twenty-nine percent of all Familiar Faces had a new District Court case in 2014, including infractions and expedited felonies. Most of these were infractions or criminal non-traffic charges. Familiar Faces represented less than 10 percent of each crime or infraction type in District Court, with relatively more expedited felonies and criminal non-traffic charges. Figure 10 shows Familiar Faces District Court cases by type and Familiar Faces’ proportional share of all District Court cases of that type.
- About 20 percent of all Familiar Faces bookings were associated with King County District Court, including those that were the responsibility of contract cities.<sup>9</sup>
- The total estimated cost of King County District Court cases in 2014 is \$950,000. Cities are responsible for prosecuting misdemeanor crimes and infractions committed in cities. Utilization information on municipal courts is not available and those costs are not included in this analysis.

<sup>9</sup> Based on DCHS analysis that 19 percent of 2013 and 2014 Familiar Faces bookings were associated with King County District Court. Source: DCHS. (9.28.15). Population analysis combined.



**Figure 10: Familiar Faces District Court charges/infractions, 2014**



Source: District Court, 2015.

**Therapeutic Courts | \$550,000 per year**

Therapeutic Courts offer treatment and recovery support services for individuals with mental health and/or substance use disorders who have committed a crime. Therapeutic courts require more resources than standard court processes. King County therapeutic courts include King County Regional Mental Health and Veterans Court (RMHC) and King County Drug Court. In addition to the agencies involved in the mainstream court process, DCHS provides services and treatment to therapeutic court participants. Most therapeutic court costs are funded by the Mental Illness Drug Dependency (MIDD) sales tax. This section also includes utilization information for Seattle Municipal Mental Health Court, for which King County provides a clinical staff person to screen individuals for clinical eligibility for the court and set up the initial treatment reentry plan.

**Drug Court:**

King County Adult Drug Diversion Court is a pre-adjudication program that provides eligible defendants the option to receive drug treatment instead of incarceration. Participants are required to attend treatment, undergo urinalysis, and appear before a Superior Court judge regularly.

- Sixty-six Familiar Faces participated in King County Drug Court in 2014. The total estimated cost to provide Drug Court services in 2014 was \$350,000.
- Based on new 2014 enrollees in Drug Court, Familiar Faces made up 11.1 percent of participants (24 of 217).
- Familiar Faces may have also participated in other area drug courts, but utilization and cost data is only available for King County.

### **Mental Health Court:**

District Court's Regional Mental Health and Veterans Court (RMHC) provides an alternative to mainstream court proceedings for qualified cases, and like Drug Court, operates on a therapeutic model. RMHC cases may come from county or municipal courts.

- Thirteen Familiar Faces participated in King County RMHC in 2014 at an estimated total cost of \$190,000.
- Familiar Faces made up 6.8 percent of all 2014 Mental Health Court enrollees (13 of 190).
- Seattle Municipal Court also runs a mental health court. One hundred and one Familiar Faces participated in Seattle's Municipal Mental Health Court, which includes participants in the therapeutic court process and those undergoing competency evaluation. King County provides a Mental Health Liaison to this court, who was assigned 62 Familiar Faces in 2014. Estimated cost to provide this service to Familiar Faces was \$11,000. Other costs of Seattle's Municipal Mental Health Court are not included in this analysis.

### **Jail (Detention and Jail Health) | \$19.1 million per year**

King County's Department of Adult and Juvenile Detention (DAJD) provides jail services for King County inmates as well as contracted services for other entities (most notably the state Department of Corrections and the City of Seattle). Jail Health Services provides mental and physical health care for inmates. The below analysis includes utilization and costs for all Familiar Faces jail stays in the two jails owned and operated by King County. Reentry services provided for inmates in jail is included in the Housing and Reentry Services section below.

King County is financially responsible for jailing individuals in the following circumstances:

- All individuals facing felony charges in King County.
- All individuals facing misdemeanor charges in unincorporated King County.
- Those sentenced to less than 365 days from the above categories.

In addition, the County provides contract services for 25 other entities, including City of Seattle and Department of Corrections (DOC) inmates. King County jail utilization, costs, and revenue for these inmates is included in this analysis. Figure 11 below summarizes jail costs by agency and revenue source.<sup>10</sup>

### **Lack of Legal Competency**

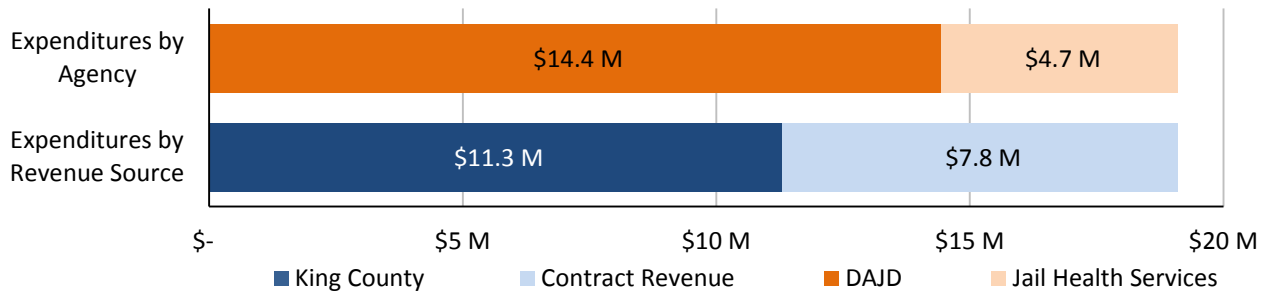
Some defendants are too mentally ill to prosecute. These individuals are not considered legally competent: they lack, as a result of mental disease or defect, the capacity to understand the nature of the proceedings against them and to assist in their own defense.

Before they can go through the court process, they must receive mental health treatment to restore legal competency. Restoration occurs at Western State Hospital and costs for treatment are borne by the state. However, individuals assessed as not legally competent typically wait significant periods of time in the King County jail for availability at Western State Hospital (approximately 50 days for misdemeanors and 75 days for felonies). This wait significantly increases jail costs. Data on the number of Familiar Faces who went through the competency process is not available.

For minor crimes, charges may be dismissed after individuals are assessed through Crisis and Commitment Services (see p. 9). While individuals are released if deemed not a threat, assessment, jail, and court costs can be significant.

<sup>10</sup> This analysis assumes DOC and King County responsible inmate costs are the same as the cities' contract rates.

**Figure 11: Familiar Faces jail expenditures, by agency and revenue source, 2014**



Source: Department of Adult and Juvenile Detention, 2015.

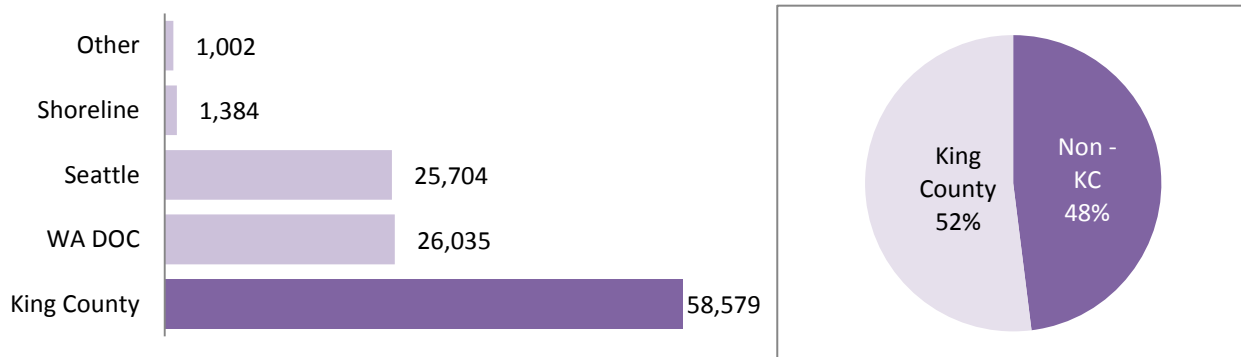
**DAJD**

The Department of Adult and Juvenile Detention (DAJD) provides booking services and supervision in the King County Correctional Facility (KCCF) and Maleng Regional Justice Center (MRJC). DAJD costs include bookings, a daily maintenance rate, and additional supervision costs associated with housing mentally ill inmates in the Psych Unit.

In addition to mainstream jails, DAJD also provides alternatives to detention through King County Community Corrections Division (CCD). This analysis includes costs for Work and Education Release (WER) and some services within other Community Corrections programs.

- On average, Familiar Faces were booked into the King County Jail 4.9 times. Twenty-six Familiar Faces were booked over 10 times. Twenty-three Familiar Faces spent time in WER.
- On average, Familiar Faces stayed in the jail 89.9 days over the course of the calendar year, ranging from six to 363 days. In total, Familiar Faces spent 112,597 days in King County jails in 2014 and 409 days in WER.
- As shown in Figure 12, just over half of all Familiar Faces jail days were the financial responsibility of King County. Most of the remaining Familiar Faces jail days were the responsibility of Seattle, or DOC. Twenty-two other jurisdictions also housed Familiar Faces in King County Jails.

**Figure 12: Familiar Faces jail days, by responsible entity, 2014**



Source: Department of Adult and Juvenile Detention, 2015.

- In addition to bookings in the King County Jail, almost half (47 percent) of the Familiar Faces had bookings at other area jails (SCORE, Enumclaw Jail, Issaquah Jail, Kent Jail, Kirkland Jail). Jail cost estimates in this report do not include these stays at city and regional jails.

- Total costs to DAJD were \$14.5 million in 2014. The County received \$5.5 million in revenue from contract entities.
- Familiar Faces made up about 16 percent of the total average daily population (ADP) in 2014 (309 ADP for Familiar Faces of a total 1,889 ADP).

### **Jail Health Services**

- Jail Health Services provides medical care to inmates in the KCCF in downtown Seattle and MRJC in Kent, including triage of medical needs of new inmates as well as ongoing services. Jail Health Services is located on-site at the two jails, and inmates are transferred out to nearby hospitals as needed for more intensive care. Jail Health costs include the costs of health assessment at booking, mental health care received by inmates housed in the Psych Unit, infirmary costs, other medical costs, and release planning. Release planners support those being released in finding and signing up for appropriate services, such as Medicaid or specific treatment services. Only release planners funded by DCHS (2.5 out of 6) are included in this analysis.
- About one third (31 percent) of Familiar Faces were housed in the Psych Unit or utilized other psychiatric services while in jail. Only King County, DOC, Seattle, and Shoreline Familiar Faces utilized infirmary or other medical services while in the jail. Two hundred and seven Familiar Faces used these services.
- Jail Health Services costs (including DCHS funded release planners) for Familiar Faces totaled \$4.7 million in 2014, over half (\$2.3 million) was paid for by contract entities.

## **Housing and reentry services**

This category comprises \$490,000 annually, or 2 percent of total county expenditures on Familiar Faces.

However, most housing costs are not included in this cost estimate.

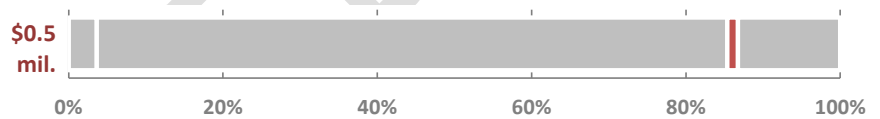
About 49 percent of expenditures included in this category are funded by external revenue sources, including federal, state, and other local funding for emergency shelters, and state-funding for some reentry support programs.

This category includes the following programs and services:

- **Housing.** DCHS provides many housing services to low-income and other vulnerable and special needs populations, ranging from permanent, affordable apartments to temporary specialty housing for substance abuse rehabilitation.
- **Other Reentry Services.** Other reentry services include all other criminal justice programs that connect those being released from jail with services, like housing or support. This category includes Criminal Justice Liaisons at the jails (DCHS contracts with a community mental health agency to provide a Criminal Justice Liaison, a clinical staff who provides discharge release planning for the municipal jails within King County (SCORE, Kirkland Jail, Kent City Jail, Enumclaw Jail, and Issaquah Jail)) and CCAP and short-term reentry case management services focused on linkage to community-based behavioral health and primary care services, employment and education services, and housing.

### **Housing and housing services | \$200,000 per year**

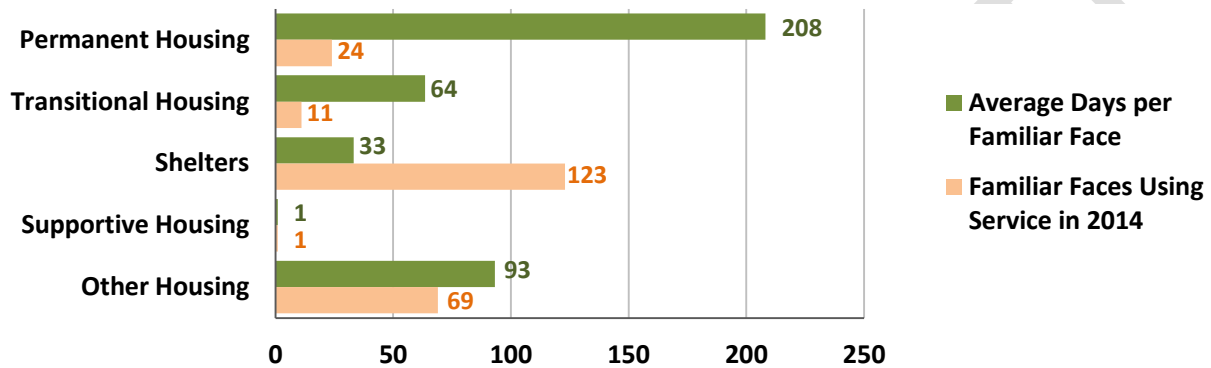
The housing programs for which this analysis includes cost and utilization estimates are residential treatment services, rehabilitation centers, and emergency shelters. In addition, this analysis includes utilization information but not cost information for permanent housing, transitional housing, and supported housing. Permanent housing and transitional housing would likely significantly increase the estimate of expenditures for housing, but data was not available at the time of this report.



The link between expenditures on housing and potential savings that could be realized by changing the usage of housing services varies significantly depending on the type of housing being discussed. Some rehabilitation housing is paid for on a reimbursement basis, so decreased usage would correlate to decreased expenditures. Other housing requires significant capital investments, so expenditures do not vary year to year with the number of people using the housing.

In total, about 196 Familiar Faces spent more than 16,000 nights in housing services in 2014. Figure 13 shows how this breaks down by type of housing. For programs with costs estimates, costs for Familiar Faces were estimated by multiplying the total number of nights that Familiar Faces spent in any housing programs by the average nightly cost of that housing program.

**Figure 13: Familiar Faces housing program utilization, 2014**



Source: Department of Community and Human Services, 2015.

**Reentry, case management, and other support services | \$290,000 per year**

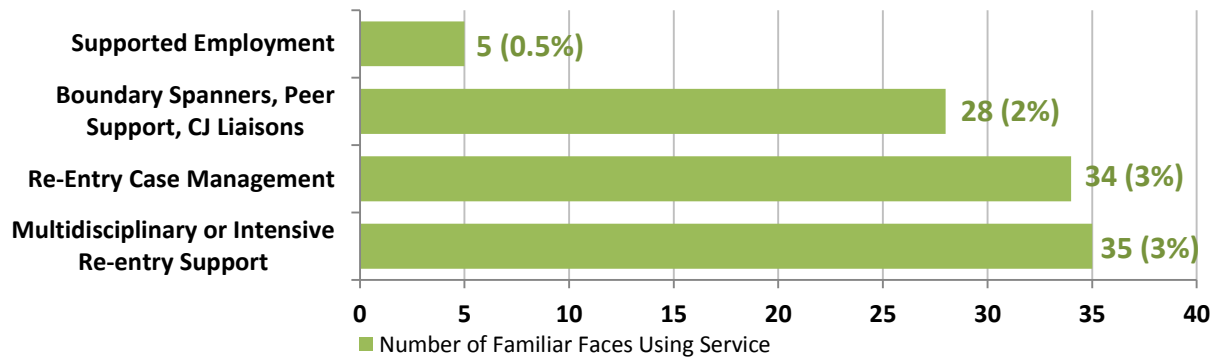
This category includes services that help those being released from jail to transition into the community, via case management and connections to housing, services, and employment support. It includes many small and specialized programs that serve specific population groups. To estimate the cost of these services, the utilization counts for each program were multiplied by the average per-encounter cost of each service. This category includes the following programs:

- Reentry case management
- Criminal justice liaisons, including Work and Education Release and Community Center for Alternative Programs (CCAP) liaisons
- Regional Mental Health Court Peer Support
- Offender Reentry Community Support Program (ORCSP) (costs not included) and Forensic Integrated Reentry Support and Treatment (FIRST), which serve adults with severe and persistent mental illness
- Supported Employment Services
- Forensic Intensive Supportive Housing (FISH) for individuals who have their criminal case dismissed due to legal competency and who do not meet civil commitment criteria for hospitalization

Other than Release Planning, most of these programs or services were not used by very many Familiar Faces, as shown in Figure 14. For context, between about 800-850 people Countywide used these outreach and intensive community support services in 2014.<sup>11</sup>

<sup>11</sup> King County Regional Support Network Mental Health Plan 2014 Fourth Quarter Report Card, p. 4.

**Figure 14: Familiar Faces reentry, case management, and other support services usage, 2014**

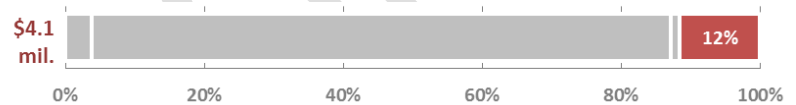


Source: Department of Community and Human Services, 2015.

Note: There may be some duplication of records within categories, so numbers are slightly higher than actual number of Familiar Faces involved in each group of programs.

## Health care

This category comprises \$4.1 million annually, or 12 percent of total County expenditures on Familiar Faces.



About 72 percent of expenditures included in this category are funded by external revenue sources, because most services are Medicaid eligible or can be funded by state non-Medicaid funding.

For physical health care, many of the expenditures are fixed because these services are operated out of County facilities by County public health staff. For behavioral health care, most services are provided on a reimbursement basis to contract providers, so expenditures would decrease as usage decreased. However, since health care is majority funded by non-flexible external sources, such as Medicaid, decreasing expenditures may not result in the ability to reprioritize significant funding to other programs. Estimates of potential savings will be explored in the planned Phase II analysis.

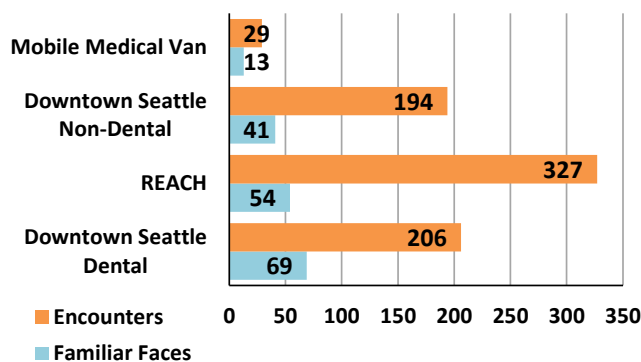
### **Physical health care** | \$170,000 per year (Jail Health Services are grouped with criminal justice)

Public Health Seattle-King County (DPH) provides physical health care services to low-income people in King County, including services such as dental care, family planning, and maternity support services. DPH also provides health care to people in jail through its Jail Health Services division (see page 17). This section describes how Familiar Faces used DPH's services in 2014, and how associated costs were estimated. As a reminder, this analysis does not include hospital or emergency department usage, which will be a focus of the planned Phase II analysis.

DPH provides physical health care services through its public health centers (set locations with physicians and nurses on-site), dental clinics, and its mobile medical van. These services are provided to low-income people, including the privately insured, insured by Medicaid or Medicaid, uninsured, and people experiencing homelessness.

Services to people experiencing homelessness are coordinated through the Health Care for the Homeless Network (HCHN), which includes a subset of public health centers (such as the downtown Seattle center and the mobile medical van). The utilization and cost information available to use for this analysis was only for the HCHN locations – this analysis does not include utilization or costs from other public health center locations. Figure 15 shows the HCHN system utilization for 2014 Familiar Faces.

**Figure 15: Familiar Faces Health Care for the Homeless Network (HCHN) Utilization, 2014**



Source: Public Health Seattle-King County, 2015.

**Behavioral health care | \$3.9 million per year**

King County provides publicly-funded behavioral health (mental health and substance use disorder) services to low-income people. While there are many large and small programs in this area, the main services that fall in this category are:

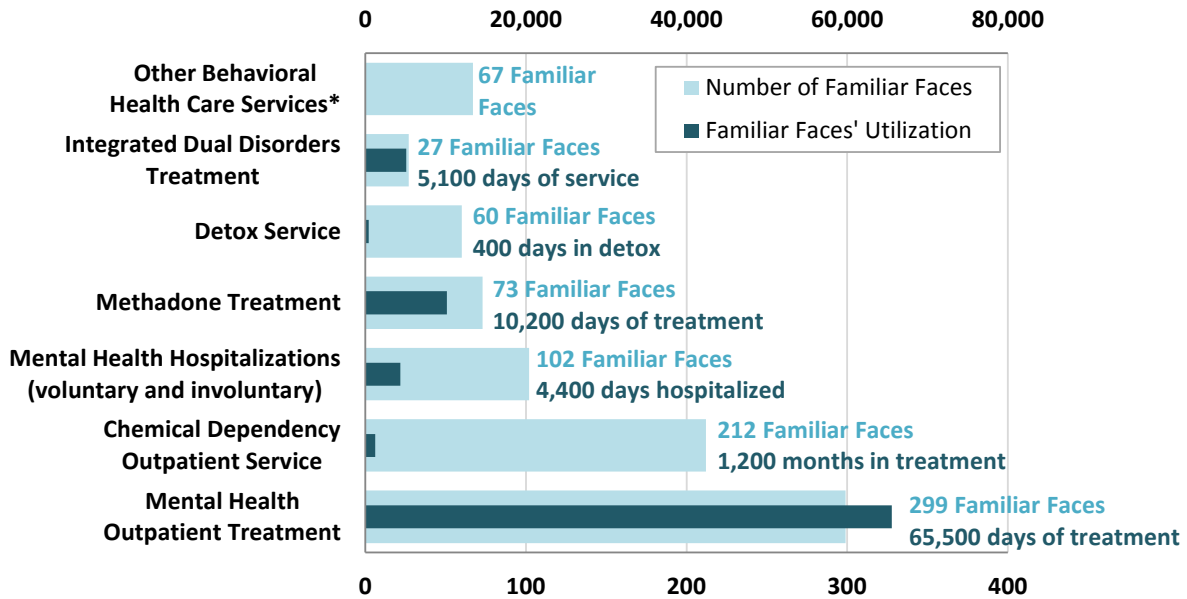
- **Mental health inpatient treatment (hospitalization).** Patients in need of inpatient services for mental health disorders can be either voluntarily admitted or involuntarily committed through the ITA process (see page 9). Inpatient services are usually billed on a per-day per-bed rate, and are funded by Medicaid and non-Medicaid funding from the federal and state government. King County acts as the Regional Support Network (RSN) for the region, meaning they administer the funding by contracting for services and distributing funding through daily rates.
- **Mental health outpatient treatment.** Mental health treatment services are also provided on an outpatient basis, meaning that an individual sees a provider on a visit-by-visits basis. Outpatient services are paid on a “case rate” basis, meaning that the provider is given a set amount per patient based on the type of treatment needed. Outpatient services are funded by Medicaid, with King County acting as the administering RSN. 299 Familiar Faces received outpatient treatment in 2014, which comprises about 0.7 percent of all outpatient treatment administered by the County in 2014.<sup>12</sup>
- **Substance use disorder inpatient treatment.** Patients may receive substance use disorder inpatient services in a hospital or residential detox/rehab facility. Similar to mental health inpatient services, these programs are paid for on a per-day basis. Substance use disorder services are funded by a combination of federal, state, and county funding, as not all substance use disorder treatments are Medicaid-eligible.
- **Substance use disorder outpatient treatment.** These services include treatment programs where patients are not admitted to a specific facility. These services are funded by a combination of federal, state, and county funding, as not all substance use disorder treatments are Medicaid-eligible.

Figure 16 illustrates the number of Familiar Faces that used these services in 2014, as well as the utilization of these services. Units of utilization are identified where possible.

<sup>12</sup> King County Regional Support Network Mental Health Plan 2014 Fourth Quarter Report Card states 42,059 unduplicated people received outpatient benefits in 2014.



**Figure 16: Familiar Faces behavioral health care utilization, 2014**

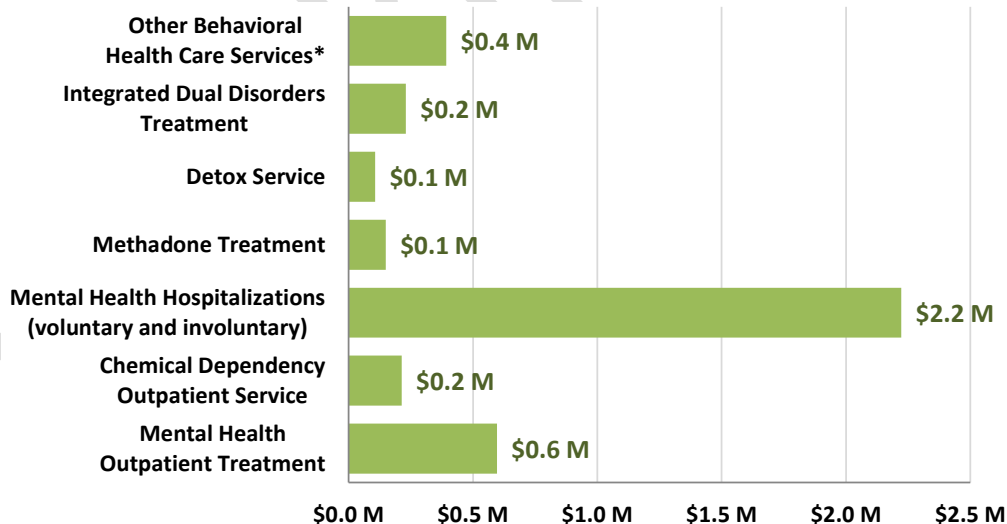


Source: Department of Community and Human Services; Office of Performance, Strategy and Budget; 2015.

\* Other Behavioral Health Care Services is a category that includes multiple types of services with different units of utilization. Therefore, the number of Familiar Faces shown in this category may be slightly duplicated, and utilization cannot be aggregated.

Figure 17 illustrates the estimated 2014 expenditures for King County provided and administered programs. The largest area of expenditure in this category is on mental health hospitalizations, which make up more than half of the \$3.9 million spent on behavioral health care for Familiar Faces in total in 2014.

**Figure 17: Familiar Faces behavioral health care expenditures, 2014**



Source: Department of Community and Human Services; Office of Performance, Strategy and Budget; 2015.

\* Other Behavioral Health Care Services is a category that includes multiple types of services with different units of utilization.



## NEXT STEPS

To build off of the analysis summarized in this report, a planned Phase II will encompass some or all of the following next steps:

- **Current costs to other entities of serving Familiar Faces.** This additional analysis will be designed to understand how much other entities spend providing services to the Familiar Faces population. The analysis will prioritize the largest external providers of service to Familiar Faces, such as:
  - Law enforcement, both King County and other jurisdictions
  - Other municipalities, such as City of Seattle
  - Managed care organizations
  - Hospitals and emergency departments
  - Municipal and regional jails
- **Estimated budget impacts to King County.** Based on utilization changes by FF, how will King County departmental budgets be impacted by utilization changes over time? This analysis will seek to understand the difference between fixed, variable, threshold, and marginal costs for each of the analyzed programs to estimate how expenditures could change with changes in system utilization.
- **Analysis for individuals and groups of Familiar Faces.** This analysis will further investigate the utilization patterns of individual Familiar Faces and groups of Familiar Faces to determine differences within the population and how these differences drive overall costs to the system.
- **Ongoing measurement of cost changes.** Based on changes in Familiar Faces behaviors (i.e., fewer annual bookings), what are the changes in cost over time? This analysis will update the cost model with new utilization and expenditure information at specific intervals to track changes in cost over time.
- **Performance measurement and decision making.** The planned Phase II work will also focus on a process and mechanism by which to measure the performance of selected interventions, a framework and criteria for deciding if interventions should be further invested in, and a description of how interventions will be paid for (i.e, potentially a revolving fund).

# APPENDICES

## Appendix A: Programs included and not included in analysis

The table below shows the King County services and programs included in the report. It also identifies the category that the utilization and cost information for each is rolled into throughout the report, and whether or not a cost estimate was developed. Utilization information is included for all the programs and services listed.

The last three columns of the table identify whether each item is categorized as being part of the mainstream courts or jail, or is a separate service. Items marked “services” are the 61 programs included in the utilization analysis on p. 7. “Criminal justice targeted” services are provided to people in jail, through the courts, or are specifically targeted at individuals with criminal justice system involvement.

Program/service	King County department(s)	Detail category	Cost estimate included	Mainstream court or jail	Services	
					<i>Criminal justice targeted</i>	<i>Not criminal justice targeted</i>
<b>Criminal Justice</b>						
Jail Health (includes Jail Health costs for booking, infirmary, psych unit, other psych, other medical)	PH - Jail Health	Jail Health	X	X		
Jail (Includes DAJD costs for daily maintenance, booking, psych unit costs)	DAJD	Adult and Juvenile Detention	X	X		
2014 Mainstream District Court Case	District Court, PAO, DPD	District Court Cases	X	X		
2014 Mainstream Superior Court Case	Superior Court, DJA, PAO, DPD	Superior Court Cases	X	X		
Regional Mental Health Court Liaison	DCHS	Therapeutic Courts	X		X	
Seattle Mental Health Court Liaison	DCHS	Therapeutic Courts	X		X	
Regional Mental Health and Veterans Court	District Court, DJA, PAO, DPD, DCHS	Therapeutic Courts	X		X	

Program/service	King County department(s)	Detail category	Cost estimate included	Mainstream court or jail	Services	
					<i>Criminal justice targeted</i>	<i>Not criminal justice targeted</i>
Drug Court	Superior Court, DJA, PAO, DPD, DCHS	Therapeutic Courts	X		X	
Jail Release Planners (subset funded by DCHS)	DCHS; Jail Health	Jail Health	X		X	
<b>Crisis Response &amp; Diversion</b>						
ITA Court	Superior Court, DJA, PAO, DPD, DCHS	Crisis and Commitment Services (incl. ITA Court)	X			
Referrals to Involuntary Commitment (ITA) Court	DCHS	Crisis and Commitment Services (incl. ITA Court)	X			X
Adult Inpatient Diversion (MH74)	DCHS	Crisis Response and Diversion	X			X
Adult Crisis Stabilization, including next day appointments (MH40)	DCHS	Crisis Response and Diversion	X			X
Crisis Solutions Center: Mobile Crisis Team (MH76)	DCHS	Crisis Response and Diversion	X			X
DESC's Crisis Respite Program (MH75)	DCHS	Crisis Response and Diversion	X			X
Psychiatric Evaluation Services Care Manager at Harborview ED (MH09)	DCHS	Crisis Response and Diversion	X			X
Crisis Solutions Center: Diversion Interim Services (MH79)	DCHS	Crisis Response and Diversion	X			X
Crisis Solutions Center: Crisis Diversion Facility (MH80)	DCHS	Crisis Response and Diversion	X			X
Dutch Shisler Sobering Center	DCHS	Crisis Response and Diversion	X			X
Emergency Medical Services(Advanced and Basic Life Support)	PH	Emergency Medical Services (EMS)	X			X

Program/service	King County department(s)	Detail category	Cost estimate included	Mainstream court or jail	Services	
					Criminal justice targeted	Not criminal justice targeted
<b>Health Care</b>						
Moral Reconciliation Therapy Domestic Violence (via CCAP)	DCHS	Behavioral Healthcare	X		X	
Behavioral Health Treatment at CCAP (MH105)	DCHS	Behavioral Healthcare	X			X
Program for Assertive Community Treatment (PACT) (MH57 58)	DCHS	Behavioral Healthcare	X			X
Forensic Assertive Community Treatment (FACT) (MH82 83)	DCHS	Behavioral Healthcare	X		X	
Standard Supportive Housing Benefit (MH373)	DCHS	Behavioral Healthcare	X			X
Mental Health Outpatient Treatment (MH 3X1 3A1 3B1)	DCHS	Behavioral Healthcare	X			X
MIDD Wraparound Program (MH107)	DCHS	Behavioral Healthcare	X			X
TRP Substance Abuse Program at MRJC	DCHS	Behavioral Healthcare	X		X	
Mental Health Hospitalization (voluntary or involuntary)	DCHS	Behavioral Healthcare	X			X
Inpatient Chemical Dependency Service	DCHS	Behavioral Healthcare	X			X
Detox Service	DCHS	Behavioral Healthcare	X			X
Outpatient Chemical Dependency Service	DCHS	Behavioral Healthcare	X			X
Integrated Dual Disorders Treatment (MH69)	DCHS	Behavioral Healthcare	X			X
Methadone Treatment	DCHS	Behavioral Healthcare	X			X
Healthcare for the Homeless Network Services (Downtown Dental and PHC, REACH, Mobile Medical)	PH, DCHS	Physical Healthcare	X			X
<b>Housing &amp; Reentry</b>						

Program/service	King County department(s)	Detail category	Cost estimate included	Mainstream court or jail	Services	
					<i>Criminal justice targeted</i>	<i>Not criminal justice targeted</i>
Homeless Outreach, Stabilization, and Transition (HOST) Program (MH60)	DCHS	Housing and Housing Services	X			X
Adult Supervised Living Benefit (MH72)	DCHS	Housing and Housing Services	X			X
Adult Long-Term Rehabilitation Benefit (MH71)	DCHS	Housing and Housing Services	X			X
Regional Mental Health and Veterans Court, Drug Court, and CCAP Housing Voucher program (MH101)	DCHS	Housing and Housing Services	X		X	
Emergency Shelter	DCHS	Housing and Housing Services	X			X
Other Housing	DCHS	Housing and Housing Services				X
Permanent Housing	DCHS	Housing and Housing Services				X
Supported Housing	DCHS	Housing and Housing Services				X
Transitional Housing	DCHS	Housing and Housing Services				X
Forensic Intensive Supported Housing (FISH) (MH87)	DCHS	Reentry, case management, and other support services	X		X	
Regional Mental Health and Veterans Court Peer Support (MH86)	DCHS	Reentry, case management, and other support services	X		X	
Criminal Justice Liaison - Community Center for Alternative Programs (MH154)	DCHS	Reentry, case management, and other support services	X		X	
Criminal Justice Liaison Program - South East (MH151)	DCHS	Reentry, case management, and other support services	X		X	
Supported Employment Programs	DCHS	Reentry, case management, and other support services	X		X	
HOST Intensive Case Management (MH61)	DCHS	Reentry, case management, and other support services	X			X
Reentry Case Management Services (MH103)	DCHS	Reentry, case management, and other support services	X		X	

Program/service	King County department(s)	Detail category	Cost estimate included	Mainstream court or jail	Services	
					<i>Criminal justice targeted</i>	<i>Not criminal justice targeted</i>
Forensic Integrated Reentry Support and Treatment (FIRST) (MH48 49)	DCHS	Reentry, case management, and other support services	X		X	
Transitional Support Program (MH113)	DCHS	Reentry, case management, and other support services	X			X
Criminal Justice Liaison - Work and Education Release (MH153)	DCHS	Reentry, case management, and other support services	X		X	
Boundary Spanner Program (MH104)	DCHS	Reentry, case management, and other support services	X		X	
Offender Reentry Community Safety Program (ORCSP) (MH67 68)	DCHS	Reentry, case management, and other support services			X	

## Appendix B: Cost methodology for included programs

A detailed Excel spreadsheet with cost estimate methodologies and sources is available upon request.

## Appendix C: Data limitations and notes

The overall purpose of this work was to have an estimate of expenditures that is reasonable in aggregate. There are some important data limitations to keep in mind when using this information:

- Not all programs administered/operated by King County are included. The analysis focused on utilization and cost information for the largest of King County's programs and for small and medium-size programs where cost and utilization information was readily available. Some programs are not included due to lack of information. The list of programs in this analysis is included as Appendix A.

Not including some programs results in a more conservative estimate of total expenditures.

- Utilization data likely includes undercounts in some programs. In some cases, a program may not capture the name of everyone they serve (for example, an Emergency Medical Services (EMS) response that doesn't result in a transport). In other cases, there may be difficulty matching individuals' names across programs due to things like misspellings in some systems or the use of nicknames.

Therefore, some utilization where name-based matching was the only method may be undercounted, again contributing to a conservative estimate of expenditures.

- The expenditures included in this analysis are not presented in a way that is commonly tracked or reported by agencies and departments. Each of these estimates was a collaborative effort between the agency/department and PSB to develop a reasonable picture of the proportion of resources used by Familiar Faces.
  - Given this, many estimates may not align exactly with budgets or other reports about these programs and services.
  - In other cases, it was difficult to ensure the average cost included all administrative, direct service, indirect, and overhead costs. This analysis errs on the side of not including costs that were uncertain, in order to maintain a conservative estimate.
- All data sources are from King County departments, agencies, and offices, unless otherwise noted.