Answering THE CALL

Annual Report 2023
Table of Contents

Mission, Vision & Values ...................... 4
Fiscal Year 2023 ............................... 6
Solari Crisis & Human Services ......... 9
  911 Diversion ................................ 10
  Crisis Consulting .......................... 11
  Business Development .................... 12
  Community Outreach ....................... 12
  Community Education and Training ... 13
Crisis Response Network .................15
  Arizona Statewide Crisis Line ..........16
  Warm Line .................................... 17
  Dispatch Services .......................... 17
  988 in Arizona .............................. 18
  988 in Oklahoma .......................... 19
Community Support Network .......... 21
  211 Arizona .................................. 22
  Eligibility and Care Services (ECS) ...24
  Sober Living Facility Response .........25
  Homeless Management
  Information System (HMIS) .............26
  Be Connected ............................... 27
Financials .................................... 28
Board of Directors .......................... 29
We meet people with compassion.

+ Listen and acknowledge without judgment.
+ Treat people with dignity and respect.

We give every interaction our best effort.

+ Embrace a philosophy of “I can help you.”
+ Provide value at every opportunity.

We take ownership.

+ Do what it takes to find a solution.
+ Ensure responsive and accurate work.
+ Do what is expected and follow through.
2023 was an exciting year for Solari as our company steadfastly answers the call to provide 24/7/365 crisis and human services to our communities in Arizona and Oklahoma, along with crisis consulting work across the United States. It was marked by our inaugural Inspiring Hope Gala in March which drew 600+ people to The Phoenician resort for a night of fun and fundraising! We were honored that community support exceeded expectations and the debut Gala proved so successful that we are making it an annual event.

Arizona’s first statewide crisis line was launched on day one of this fiscal year, October 1, 2022, with Solari as the provider, thus fulfilling a long-time company goal. Meanwhile, the three previously existing regional crisis lines in the state are still functional and route calls to our 24/7/365 call center. Crisis texting service hours were increased to 24/7 in November and round-the-clock crisis chat services were launched on our website in January, allowing users to reach crisis specialists in the way they are most comfortable.

In July, Solari celebrated our first year as the provider for the national 988 line. Beginning in April through the end of FY2023, Solari assisted more than 6,000 unique households including more than 28,000 nights of lodging provided along with food and transportation assistance.

In partnership with Rainbow Health, our company created the Solari Dispatch Management product which interfaces with electronic medical record systems and enables crisis centers to dispatch, track, and interact with mobile crisis response teams in the field faster and easier than ever before. It was successfully launched in Arizona in April and in Oklahoma in September to help mobile teams provide crucial and often life-saving assistance where and when people need it most.

Solari’s contract with the Arizona Health Care Cost Containment System (AHCCCS) was renewed to continue providing Serious Mental Illness determinations for the state along with a new contract to complete Serious Emotional Disturbance determinations for youth in Arizona. Both contracts are for five years and will take effect on the first day of our next fiscal year. Our company’s crisis center was proud to be re-accredited by the American Association of Suicidology.

Solari’s executive leadership team was reorganized with Andrew Erwin promoted to President from his Chief Operating Officer position and with Justin Chase retaining the CEO portion of his previous President/CEO title. They and other staff leaders were interviewed regularly in national and local broadcast, digital, and print media, continuing to grow Solari’s presence as subject matter experts and thought leaders. A partnership with the national NIL House program helped expand our reach as it is broadcast online and in airports throughout the nation. Our organization was also reorganized and hosted several successful in-person and virtual events for staff and their families.

Solari was honored to have been named a Best Place to Work by The Phoenix Business Journal for the fourth consecutive year, placing third in the large company category for businesses with 250-999 employees. Our company also earned recognition as a Top Workplace from The Arizona Republic, placing second among nonprofits in the Large Company category for businesses with more than 500 employees, while CEO Justin Chase received a special “I Have Confidence in the Leader of this Company” leadership award in the same category.

With more than 15 years of providing crisis and human services to our communities, Solari is proud to be well prepared and always available to answer the call for those in need.

Justin Chase
CEO

Solari employs more than 500 staff in Arizona and Oklahoma. To care for our majority-remote workforce, the Diversity, Equity, and Inclusion team produced a DEI survey, conducted a Town Hall meeting, and trained nearly 200 staff members on Unconscious Bias among other programming. The Social Employee Engagement Committee was also reorganized and hosted several successful in-person and virtual events for staff and their families.

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Justin Chase
CEO
I really enjoy working for Solari because their mission, Inspiring Hope, matches what I want to do in my life.

Crisis Specialist

Solari Crisis & Human Services

Solari partners with communities and organizations to provide solutions that improve public access to local services and resources.
Crisis Consulting

- Solari completed a consulting contract with the state of Missouri regarding mobile crisis response service development.
- Solari completed a crisis call center consulting contract with a 988 center in St. Louis.
- Solari began consulting with the City of Philadelphia regarding crisis call center services.

911 Diversion

Solari continued ongoing diversion of mental health calls to 911 to our Crisis Center for Phoenix, Mesa, Flagstaff, and other municipalities.

Solari secured an official contract with the City of Phoenix and co-located a crisis specialist in the City of Chandler 911 dispatch center to provide real-time feedback to 911 dispatchers to divert mental health-related calls to Solari’s crisis line. The City of Mesa added crisis mobile teams to their call diversion strategy.

MENTAL HEALTH-RELATED 911 CALLS DIVERTED TO OUR CRISIS LINE

11,595
Business Development

- Solari was selected for two national subnetwork opportunities with the 988 Suicide & Crisis Lifeline, to take calls to the LGBTQI+ Youth Line and serve as a National Backup Call Center.
- Solari was successful in multiple bids submitted for new business in Arizona and Oklahoma.

Community Outreach

- Solari provided 24 community presentations and tabled at 20 community-based events, reaching more than 47,000 individuals.
- Solari sponsored 34 national and local conferences and presented at multiple local and national events.

Community Education and Training

- Solari certified 540 individuals in Mental Health First Aid.
- Trained 1,989 individuals on suicide prevention, compassion fatigue, de-escalation and debriefing, crisis, and various other topics.
- Collaborated with the Missouri Department of Mental Health to provide training to their staff and create two e-learning modules: Community Stabilization and Situation Awareness.
- Provided 32 external trainings to organizations including Senator Mark Kelly’s Office, Arizona State University, Phoenix Indian Center, and our first ever Spanish training to Clayco Construction.
- Implemented innovative new training workshops for staff including Tattoo Storytelling and We Are Not Broken to highlight the diverse communities and backgrounds within the Solari family.
The first thing we do is listen. We never judge you or your concerns. Whatever you’re going through, we’re here to help.

Warm Line Peer Support Specialist

Crisis Response Network

Solari’s Crisis Response Network provides a continuum of crisis care. This includes serving as the provider of the statewide 24/7 crisis line in Arizona, as well as taking calls made around the clock to 988 in Arizona and Oklahoma, and dispatching crisis transportation and mobile crisis teams as needed in both states. In Arizona, we also operate a 24/7 peer support warm line.

All Crisis Lines are free, confidential, and open to anyone who needs help. Non-English-speaking callers receive assistance in their language. If the crisis cannot be solved over the phone, a mobile crisis team can be dispatched to meet the caller where they are.
Solari dispatches mobile crisis and transportation services into the community as needed to provide in-person support during a mental health crisis. In partnership with Rainbow Health, our company created the Solari Dispatch Management product which interfaces with electronic medical record systems and enables crisis centers to dispatch, track, and interact with mobile crisis response teams in the field faster and easier than ever before. It was launched successfully in Arizona in April and in Oklahoma in September.

Arizona Statewide Crisis Line

Fulfilling a longtime company goal, Solari began serving as the single, statewide crisis line vendor for the state of Arizona on the first day of this fiscal year, Oct. 1, 2022. Along with the 24/7 crisis line, crisis texting services and crisis chat services were increased to 24/7 in November and January respectively.

Warm Line

Solari’s Warm Line is a free and confidential telephone service staffed by certified Peer Support Specialists who have experienced mental health challenges and/or substance use issues of their own. Solari’s warm line was the first warm line in the country to receive accreditation from the International Council for Helplines.

Top Five Reasons for Calling

<table>
<thead>
<tr>
<th>Reason</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Harm/Suicidal</td>
<td>18%</td>
</tr>
<tr>
<td>Social Concerns</td>
<td>18%</td>
</tr>
<tr>
<td>Coordination of Care</td>
<td>18%</td>
</tr>
<tr>
<td>Psychosis</td>
<td>9%</td>
</tr>
<tr>
<td>Anxiety</td>
<td>7%</td>
</tr>
</tbody>
</table>

Total Inbound Crisis Calls 431,938

Number of People Calling for Assistance for Someone Else 139,108

Warm Line Calls 155,573

Self-Harm/Suicidal 18%
Social Concerns 18%
Coordination of Care 18%
Psychosis 9%
Anxiety 7%

派遣服务

Solari派遣移动危机和交通服务进入社区，根据需要提供现场支持。与Rainbow Health合作，我们公司推出了Solari派遣管理产品，该产品与电子医疗记录系统接口，使危机中心能够更快、更轻松地派遣、跟踪和与现场危机反应团队互动。它分别于2022年4月在亚利桑那州和9月在俄克拉荷马州推出。

亚利桑那州州立危机热线

为了实现公司的长期目标，Solari于2022年10月1日开始作为单一的、全州范围的危机热线供应商为亚利桑那州服务。随着24/7热线的推出，危机短信服务和危机聊天服务分别于11月和1月增加到24/7。

温馨线路

Solari的温馨线路是一项免费且保密的电话服务，由有个人经验的同伴支持专家（Peer Support Specialists）提供。Solari的温馨线路是全国第一个获得国际热线理事会认证的温馨线路。

Top Five Reasons for Calling

<table>
<thead>
<tr>
<th>原因</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>自我伤害/自杀倾向</td>
<td>18%</td>
</tr>
<tr>
<td>社会问题</td>
<td>18%</td>
</tr>
<tr>
<td>协调护理</td>
<td>18%</td>
</tr>
<tr>
<td>精神分裂症</td>
<td>9%</td>
</tr>
<tr>
<td>焦虑</td>
<td>7%</td>
</tr>
</tbody>
</table>

总入站危机呼叫431,938

为他人提供援助的人数139,108

温馨线路呼叫155,573

自我伤害/自杀倾向18%
社会问题18%
协调护理18%
精神分裂症9%
焦虑7%
988 in Oklahoma

July 2023 marked the one-year anniversary of Solari as the single vendor taking calls made to 988, the national Suicide & Crisis Lifeline, from Oklahoma phone numbers at our Oklahoma City call center.

- **Monthly call volume increased** by more than 1,000+ calls over the first year.
- **Also in July**, Solari began responding to 988 text and chat.
- **Solari began coordinating** with Public Safety Answering Points in Oklahoma City and Edmond on diverting appropriate mental health calls made to 911 to our 988 call center.

988 in Arizona

July 2023 marked the one-year anniversary of Solari as the primary vendor taking calls made to 988, the national Suicide & Crisis Lifeline, from Arizona phone numbers.

- **Monthly call volume increased** by more than 1,000+ calls over the first year.
- **Also in July**, Solari began serving as one of four national call centers for the LGBTQI+ Youth Line subset of 988.
- **In September**, Solari’s contract was renewed as a national backup center for 988 to respond to calls made from other states which lacked the resources to answer them all.

TOTAL INBOUND 988 CALLS

**67,864**

TOTAL INBOUND LGBTQI+ YOUTH LINE CALLS (JULY-SEPTEMBER)

**19,906**
“We work with individuals experiencing a mental health or substance use crisis and help find a solution to the immediate situation.”

Community Support Network Staff Member

Solari’s Community Support Network connects individuals to services, resources, and information that can enhance quality of life through access to housing, education, public safety, healthy foods, and local emergency services.
211 Arizona

211 Arizona ensures that all Arizonans are easily connected to available health and human services in their communities. All 211 Arizona resources are verified quarterly to ensure accurate and timely resource connections. This year, the resource database has grown to include 2,956 agencies, 8,659 programs and 35,051 services.

Program Highlights

Housing

More than 20,000 calls handled with a 30-minute average talk time (indicating the complexity of these calls).

Outcomes:
- 20% Diversion to resources outside of the homelessness system.
- 30% Prevention and advocacy to retain housing.
- 25% Navigating resources in the homelessness system.
- 25% Direct referrals to shelter.
- Due to barriers, approximately 15% of callers needed follow-up case management to ensure success.

Flexible Funds cover housing expenses, transportation, childcare and legal fees.
- Administered $270,000 to over 250 households.
- 92% success rate after six months in preventing homelessness.

- Balance of State Coordinated Entry Hotline assisted over 875 callers seeking housing services.
- Family Housing Hub Coordinated Entry Hotline assisted over 715 families seeking shelter.

Health

- COVERAZ assisted 8,949 callers.
- The Spanish-speaking Promotores hotline assisted 6,692 callers with general public health and social determinant of health needs.

Transportation

- 13,313 rides were completed for 5,865 unique riders who were transported for resource connection and/or vital services.

Top Identified Needs

<table>
<thead>
<tr>
<th>Service</th>
<th>Calls Received</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>23,047</td>
<td>24%</td>
</tr>
<tr>
<td>Utility Assistance</td>
<td>21,800</td>
<td>23%</td>
</tr>
<tr>
<td>Crisis Intervention</td>
<td>17,862</td>
<td>19%</td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>16,281</td>
<td>17%</td>
</tr>
<tr>
<td>Information and Referral</td>
<td>15,891</td>
<td>17%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>94,881</td>
<td></td>
</tr>
</tbody>
</table>
Eligibility and Care Services (ECS)

The Serious Mental Illness (SMI) Eligibility Determination program evaluates whether applicants meet criteria to receive comprehensive, community-based mental health care in Arizona. This year, Solari also contracted with the state to review eligibility for Serious Emotional Disturbance (SED) determinations for youth in Arizona.

Program Highlights

+ Resource Navigators successfully connected 215 people to necessary resources.
+ Reviewed 8,097 applications for services and stewarded 705 appeals.
+ Earned 100% on all four quarterly compliance audits during the fiscal year.

Sober Living Facility Response

In April, working with the Arizona Health Care Cost Containment System, Solari began assisting tribal community members who were displaced by the closures of fraudulent sober living facilities via a dedicated option on the 211 Arizona phone line.

<table>
<thead>
<tr>
<th>NUMBER OF CALLS</th>
<th>NUMBER OF PERSONS SERVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,435</td>
<td>5,352</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NIGHTS OF LODGING PROVIDED</th>
<th>NUMBER OF RIDES PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,871</td>
<td>1,102</td>
</tr>
</tbody>
</table>

For 1,520 households
Homeless Management Information System (HMIS)

HMIS is a local information technology system used to collect data on the provision of housing and services to individuals and families at risk of or experiencing homelessness. HMIS works with the Maricopa County and Arizona Balance of State Continuums of Care to drive and inspire data-informed change to improve homeless systems.

Program Highlights

- HMIS supports more than 1,500 users and 125 agencies statewide, which represents a 100% increase over the past four years.
- The new AHCCCS and HMIS Data Matching Process has expanded to both Continuums of Care, and we have matched over 10,000 persons experiencing homelessness.
- Developed four new dashboards this year: Program Performance Metrics, System Performance Metrics, Occupancy Dashboard, and Coordinated Entry Dashboard.

Be Connected

The mission of the Be Connected program is to connect Arizona service members, veterans, families, and caretakers to information, support, and resources.

- 20,568 calls were received and managed.
- Implemented the Care Navigator Program in February 2023.
2023 Financials

EXPENSES
- Crisis Call Center: 31%
- 211 Arizona: 8%
- ECS: 2%
- HMIS: 2%
- Be Connected: 2%
- Other: 1%

TOTAL SUPPORT & REVENUE: $62,430,870

EXPENSES
Program Services:
- Crisis Call Center: $28,595,127
- 211 Arizona: $15,921,764
- Eligibility and Care Services (ECS): $3,938,647
- Be Connected: $1,161,711
- Homeless Management Information System (HMIS): $1,137,665
- Other: $266,316

Total Program Expense: $51,021,230

Supported Services:
- General & Admin: $9,167,074
- Fundraising: $387,531

Total Expenses: $60,575,835

Board of Directors

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Commander, Tempe Police

Troy Lauterbach, Vice Chair
Power Services Executive, Retired

Anna Maria Maldonado, Secretary
Vice President, Strategic Partnerships, Phoenix International Consultants

Dennis Bourgeois, Treasurer
EVP Regional Sales Manager Consumer Banking, UMB Bank (Retired)

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Technology Executive (Retired)

April Dickerson, Board Member
CEO, Recovery Empowerment Network

Mike Shore, Board Member
President/CEO, HOM

Josephine Jones, Board Member
Public Fiduciary/Director

Saul Blair, Board Member
Retired Health Care Executive

Toni Poroda, Board Member
Consultant, Headwaters, LLC

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President, Comtrans