

**2016 GRANT SUMMARY PAGE
 MENTAL HEALTH, CHEMICAL DEPENDENCY, AND THERAPEUTIC COURTS RFP
 KITSAP COUNTY HUMAN SERVICES DEPARTMENT**

Proposal Title: BEHAVIORAL HEALTH OUTREACH PROGRAM/BH SPECIALISTS
 Please Check One New Grant Proposal Continuation Grant Proposal

The City of Poulsbo requests continued and additional funding to support a **Behavioral Health Outreach Program** staffed by three **Behavioral Health Specialists**. These Specialists will serve adults with mental illnesses or co-occurring mental health and substance abuse disorders who are involved with the criminal justice system. Clients will be served who are charged with minor, non-violent crimes throughout Kitsap County or are identified as at-risk of arrest or crisis. The main objective of this program is to divert offenders with mental illness (often dually diagnosed with drug and/or alcohol abuse) who have been charged or are at risk of being charged with minor crimes away from jail and into treatment.

The Specialists will work with individuals who have agreed to pre-trial, post charging diversion agreements (PDA's) and other court supervised plans to help ensure that these requirements are successfully completed. Our aim is the increased utilization of diversion strategies for people with mental and behavioral health issues--and the increased efficacy of these strategies through case management and personalized assistance. Two Specialists in our program will assist defendants who appear in municipal courts and the Kitsap County District Court. An additional Specialist will assist people who are identified as at-risk of arrest or crisis by city and county law enforcement. This third Specialist will also work with Poulsbo and Bremerton Fire Departments to assist people with behavioral health issues who utilize emergency medical services.

Requested Funds Amount: \$ \$332,497.70

Matching/In-kind Funds Amount: \$ \$73,371.50

City of Poulsbo

Agency or Organizational Name

200 NE Moe Street

Street Address

Poulsbo, WA 98370

City	State	Zip
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Mayor Becky Erickson 360 779 3901 berickson@cityofpoulsbo.com

Primary Contact	Phone	E-Mail
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Non-Profit Status: 501©3 of the Internal Revenue Code? Yes No

Federal Tax ID Number: 91-6001488

	Mayor - City of Poulsbo	3/9/16
Signature	Title	Date

City of Poulsbo Behavioral Health Outreach Program/Attachment C

1. Accomplishments to Date

A. Yes, Progress is real.

In 2015, the City of Poulsbo received funding from the Mental Health and Chemical Dependency tax fund to hire a Behavioral Health Specialist (BHS) through a sub-contract with the local designated community health agency, Kitsap Mental Health Services. Our intent for the BHS was for he or she to assist individuals with mental and behavioral health disorders charged with minor crimes, primarily by offering them personalized support, guidance, and streamlined access to resources and treatment.

Our assumption, in applying for the grant, was that having a BHS in place would make court supervised diversion agreements—like PDA's¹—a more attractive option for prosecutors when charging defendants afflicted with mental illness. Having a BHS available to explain the terms of diversion agreements to defendants and help them comply with court requirements, we hoped, would encourage prosecutors to use this option more frequently. The BHS reflects the City of Poulsbo's interest in promoting the use of jail alternatives for mentally ill individuals—particularly those who commit low-level, nonviolent offenses.

The BHS program also reflects our belief that diversion agreements for people with mental health disorders are not, by themselves, sufficient. Diversion agreements do not serve the public if they do not reduce recidivism, and they do not serve individuals suffering from mental illness if they do not promote their recovery and/or well-being. The BHS position was designed to heighten the positive effects of diversion agreements by giving one-on-one assistance to people who agree to them. The BHS assists people who have consented to treatment plans--helping them obtain services, overcome setbacks, address underlying needs, and providing support and encouragement. He/she has a holistic view of clients' circumstances, and monitors overall well-being in addition to court compliance. Finally, we designed the BHS to serve as a monitor, and

¹ PDAs are post-charging, pre-trial diversion agreements between prosecutors and defense attorneys that are voluntarily entered by defendants. Prosecutors use PDAs to impose conditions, and/or a treatment plan, in lieu of punishment. PDAs generally are in effect for two years and charges are dismissed upon successful completion. Our BHS services are also appropriate for people who are offered deferred prosecution (agreements that are typically more detailed than PDAs, and are in effect for a longer period) and who have requirements as part of a sentencing order.

early warning system, with the ability to intervene when clients miss appointments and stray away from treatment.

Matt Duthie accepted the position of BHS in October of 2015 and took on his first clients in November. It is too early to tell if his services have increased the use of diversion agreements in the county or reduced recidivism. It is also too early to tell if he has substantially improved the lives of those he has assisted. But there are promising signs to consider:

- Mr. Duthie has worked with prosecutors and defense attorneys in seven cases to facilitate new diversion agreements (by assisting with evaluations, explaining terms of agreements, being a source of information).
- Mr. Duthie is serving thirteen clients who are already participating in diversion plans. He helps these individuals stay in compliance with court requirements and monitors their overall well-being (connecting them with resources, helping with reporting requirements, helping them keep track of court appointments). It is important to note that many of these individuals were deemed “compliant” by courts, even though they were not engaged in *any* sort of treatment plan. Without Mr. Duthie’s involvement, these diversion plans would have been ineffective—and these individuals eventually punished for non-compliance.
- Mr. Duthie has counseled seventeen at-risk individuals through informal court referrals and Poulsbo City Hall contacts.
- Mr. Duthie has facilitated information sharing between KMHS and court personnel in Poulsbo and Bremerton. Thanks to his interventions, twenty-one people have been identified as “compliant” with court orders who the court had mistakenly identified as “noncompliant” due to missing information. These small “fixes” have significant institutional effects: Mr. Duthie’s intervention prevented time consuming and unnecessary noncompliance hearings from occurring and warrants from being issued for arrest.
- Mr. Duthie has earned enthusiastic reviews from the Poulsbo judge, prosecutor and public defender, the Bainbridge Island judge and public defender, and Bremerton and District Court public defenders (see the attached letters of support). The judge and prosecutor of Bremerton see great potential in his position. They have asked for his services to be extended to their courtroom.

None of Mr. Duthie’s clients has been non-compliant with a court agreement or been charged with a new offense.

Mr. Duthie's work has expanded beyond diversion agreements. It became clear to us, within a few weeks of starting our program, that his services were needed "upstream," that is, to assist people with mental and behavioral health disorders at risk of arrest *before* they enter the criminal justice system. In the few months since Mr. Duthie has been in role, he has become a resource for police officers in several Kitsap jurisdictions. He has been asked to assist in situations where officers have encountered people suffering from severe behavioral health issues who do not meet the criteria for involuntary commitment. In this capacity, Mr. Duthie has:

- Visited three families with adult children showing signs of mental distress. He has offered services to these families and made himself available as a resource.
- Counseled Crisis Intervention Officers about how to respond to particular situations and participated in two CIT trainings.
- Facilitated communication between police officers and DMHPs, both improving officer's understanding of what DMHP's do and improving DMHP's understanding of what officers see in the field.

Matt Duthie's work with law enforcement has been an extremely promising part of our program. The attached letter of support from Kitsap police chiefs and the Kitsap County Sheriff indicates the interest officers have in having a BHS as a resource to assist them and link people with support and resources. A BHS is a useful supplement to county DMHPs, and can help individuals that they are not able to serve.

B. Barriers to Implementation

Matt Duthie's assistance has been welcomed by many judges, lawyers, court employees, and police officers. But there has been some resistance. We originally planned for the BHS to operate in the Port Orchard Municipal Court. Shortly after receiving our grant, however, the Port Orchard judge declined participation. Repeated attempts to communicate with the Port Orchard public defender have not been successful. Accordingly, we have yet to assist any individual charged in Port Orchard. We hope this situation changes as word spreads about the benefits of BHS services. It should be noted, however, that our exclusion from this court has had a positive effect. It has given Mr. Duthie the time to work in the Bremerton Municipal, Bainbridge Island Municipal, and Kitsap County District courtrooms, where his assistance has been welcomed.

A second barrier to implementation has been our inability to collect important information. One of our project's aims is to track how many people with behavioral health issues are offered diversion agreements countywide. It has been difficult to obtain this data. Courts in the county do not track the number or outcome of diversion agreements, and only two prosecutors offices have been able to provide us with information since our program began (Poulsbo and Bremerton). This lack of data is frustrating, since it prevents us from knowing how many people with behavioral health issues are participating in diversion agreements, over time, or what the success rate is for participants. (We can tell from our records, however, how many of our clients are satisfying their court requirements.) The current Project Manager, Kim Hendrickson, works on a volunteer basis. She does not have the time or the resources to collect and compile countywide information. Ms. Hendrickson would also like to track and analyze data about police encounters, countywide, with people with behavioral health issues (CENCOM is beginning to collect this information), but this is not possible at present.

Finally, while not a barrier to implementation, we are not satisfied with our internal records system. Matt Duthie keeps non HIPPA protected information about his clients on an Excel spread sheet. This system is adequate for now. Looking ahead, however, this information would be better stored in a database that could be accessed by other court professionals, reducing the risk of compliant individuals being designated as noncompliant and increasing the chance of intervention when individuals miss obligations (this kind of records system is used in the Kitsap County Drug Court). We would also like a system to help us track long term outcomes for our clients. We identified the Drug Court Case Management System (DCCM) as ideal for our needs following recommendation from the Superior Court but did not have the budget (\$8,000) to implement this system.

C. Integration & Collective Impact

It is clear, in Kitsap County and nationwide, that more services are needed for people suffering from mental illnesses. But it is also clear that people have trouble accessing—and understanding—the services that already exist. There are many obstacles that stand between individuals and the services they require—uncoordinated care, difficult to understand rules, insurance requirements, transportation challenges, lack of capacity or motivation—and these obstacles are exacerbated for people with mental illness. Even Kitsap Mental Health Services, which centralizes many services, can be difficult for people to access.

We created the BHS position to help people navigate the complicated, fragmented, and at times difficult to penetrate behavioral health system in the county. In this way, our program promotes the success of other organizations: by directing clients to existing services, and organizing separate services into an integrated treatment plan, the BHS makes organizations more accessible and potentially more effective. The BHS is “home-based” at Kitsap Mental Health Services, which facilitates ease of access for clients to specialty services when indicated. If we are given funds to expand our program (request below) we will also have a Specialist housed at the West Sound Treatment Center, which will give our clients streamlined access to their chemical dependency treatment, vocational training, and housing services.

The BHS encourages inter-agency collaboration. By taking a holistic view of clients’ needs, he has the capacity to bring agencies together to coordinate treatment, and make connections that might otherwise not have existed. Mr. Duthie is currently working with Veterans Service Offices, Housing Solutions Center, North Kitsap Fishline, West Sound Treatment Center, BI Helpline, local doctors and health agencies, the Kitsap Recovery Center and the Kitsap County Jail to assist his clients, and, in doing so, is encouraging new partnerships for the Court. He is starting to build a relationship with Bremerton Fire Department and Harrison Hospital, and we would like to see him help their efforts to better serve high emergency system utilizers. We would also like to think that Mr. Duthie is increasing the impact of the county Crisis Intervention Officer program and MHCD-funded crisis intervention training. By serving as a resource for law enforcement, Mr. Duthie is adding to officers’ knowledge and helping them be more effective when dealing with people suffering from mental health disorders.

By serving in a dual liaison role for the Court and KMHS Mr. Duthie has improved coordination between agencies:

He has been able to streamline the connection between defendants in local courts and KMHS. His involvement has made it easier for people to obtain services, and easier for court personnel to track compliance.

- He has been able to improve the connection between local law enforcement and KMHS. The BHS has been able to assist police directly by facilitating connection to DMHPs.
- The Crisis Triage Center is scheduled to open in spring of 2017. We expect that Mr. Duthie will work closely with the Crisis Triage Center Director Damian Uzueta, to encourage individuals to use crisis services and integrate them with services when they leave the facility. The Triage

Center is a much-needed addition to the county system of care, and our BHS will heighten its efficacy.

- A Kitsap Mental Health Court may begin operating in 2016 or 2017. If it does, our BHS team will be a valuable complement. Our current BHS has experience helping people comply with court-supervised treatment, and personnel at the new Court, we hope, will benefit from his expertise. Furthermore, our BHS will focus their efforts in municipal courts. The new Mental Health Court will serve District Court defendants. Having our program *and* a Mental Health Court in place ensures that behavioral health services are available at the local and county level.

D. Key Accomplishments

To summarize points above: the Behavioral Health Program, thus far, has improved both court and police response to mental health disorders. Our BHS has made the use of court ordered diversion for people with behavioral health issues more palatable for prosecutors and judges, and, by working with individuals who have agreed to diversion plans, he has made them more personalized and effective. This serves both the public (by potentially reducing recidivism), the criminal justice system (by reducing unnecessary court time and jail population) and involved individuals (by connecting people with needed resources and treatment).

We have also opened up new avenues for police led diversion. Officers have called on the BHS in situations where they are concerned about an individual's behavior and think professional support is needed. It is too early to say if the BHS efforts have prevented arrest and entry into the criminal justice system, but we are creating an environment where this is likely to happen. The BHS is raising awareness about services and treatment among law enforcement, and giving them a much-needed option to hospital transport, arrest, and involuntary commitment.

The attached letters of support from the Poulsbo and Bainbridge municipal court judges, the Bainbridge Island public defender, the Bremerton public defender and local police chiefs provide evidence of our accomplishments.

2. Budget and Funding Request

A. Expenditures

The initial grant of \$73,510 will not be spent in total. We anticipate \$18,000 to remain unspent at June 30, 2016. No expenditure occurred until the hiring of Matt Duthie in October of 2015. If awarded our new request, we would anticipate the same situation with the new funding. The time between grant awards and the hiring of personnel presents a reimbursement financial window that will be used to bridge between grant years. The remaining \$18,000 should be used as balance forward and included to fund Specialists as identified in Attachment F Line #1.

B. Funding request

We are requesting \$332,497.70 from the County to continue our program for the next 18 months. This \$332,497.70 will fund the existing Behavioral Health Specialist along with 3 additional employees: a second Behavioral Health Specialist to assist defendants, a third Behavioral Health Specialist to assist law enforcement, and a part-time Project Manager to ensure the BHS are working effectively in the community, coordinating efforts, and keeping accurate records. It will also fund a web based records system that is compatible with other therapeutic courts in the state (including the Kitsap County Drug Court). Our goals for the program will stay the same with this expansion, but the additional staff will enable us to serve more clients, facilitate more diversion agreements, and assist more individuals in the community who encounter police before arrests are made. It will also enable us to collect data and conduct analysis that has not been possible this year.

C. Funding Modifications

We are requesting \$160,990 (including benefits) to pay the 18-month salary with benefits of 2 Behavioral Health Specialists to assist defendants in Kitsap County courtrooms. Both of these BHS will be subcontracted with Kitsap Mental Health Services as full time employees. Subcontract with KMHS is necessary so that the employees perform their work under the supervision of licensed mental health professionals. These two BHS will serve defendants who are charged in municipal courts in Kitsap County and at the County District Court. Specialists will primarily serve individuals who are eligible or have agreed to diversion agreements for non-violent criminal offenses.

We are requesting \$93,000 (including benefits) to pay the 18-month salary of a Behavioral Health Specialist to assist law enforcement. The BHS will be a full time West Sound Treatment Center employee. He/she will have a "home base"

at the WSTC Poulsbo office, but will spend much of his/her time at the Bremerton Police Department and assisting officers in the field.

The BHS' job will be to assist individuals police identify as having untreated behavioral health issues. The BHS will act as a liaison, directing individuals to resources and treatment. He/she will help officers react to crisis and pre-crisis situations, and, when appropriate, facilitate access to DMHPs. He/she will also, in some circumstances, provide direct counseling services.

The BHS will collect and read police reports involving people with perceived behavioral health issues. These reports are a rich and underutilized source of information about at-risk people in our communities who need assistance. The BHS will follow up, where appropriate, with at-risk individuals identified in reports, and help where possible/needed.

This BHS will also offer assistance to the Bremerton and Poulsbo Fire Departments, and specifically, their Emergency Medical Services providers. We know, from Bremerton emergency paramedic Doug Baier that over half of EMS calls responded to by the Bremerton Fire Department involve mental illness and/or substance abuse disorders. We would like our BHS to offer assistance, when possible, to people EMS encounter who are suffering from behavioral health issues. We would also like the BHS to explore areas of possible collaboration between police and fire departments.

We are requesting \$25,945 to pay the 18-month salary of a Project Manager to manage all aspects of the project and the data collection/analysis effort. It is clear from this year's experience, management and data collection is critical to the success of our program, and the demands of the position are not appropriate for a volunteer position.

We are requesting \$8,000 to purchase access to the Drug Court Case Management System (DCCM) for two years. This record system will enable us to share information about clients among specialists and, where appropriate, with court personnel and law enforcement. It will also allow us to better track the long-term effects of our program. (Note: the amount of this request may be reduced if a Mental Health Court begins operations. If the new Court adopts DCCM, we may be able to share the costs of the system.)

Finally, we are requesting \$15,000 as a travel and training budget for the three Specialists and the Project Manager. Our program will benefit if team members

are given opportunity to network with people participating in regional and national programs similar to our own and if team members are given access to training.

3. Sustainability

A. Leveraged Funds

The City of Poulsbo and Kitsap Mental Health will be contributing \$73,371.50 as in-kind services to support the grant. This matching fund includes a 25% match from Kitsap Mental Health for the behavior health specialists so that each position will be full time including benefits. Additionally the match includes City of Poulsbo management control and support including IT, office space, insurance and legal consultation.

B. Sustainability Plan

It is our hope, after our project concludes in 2018, that municipalities and the Kitsap County Commissioners will be willing to support it financially. By having a paid Program Manager on staff collecting and analyzing data, we will be able to show, in 2017, how our diversion and treatment efforts reduce corrections costs, reduce law enforcement costs, reduce emergency transport costs, and reduce the strain on courts, prosecutors, and public defenders. Though difficult to quantify, we also hope to show that law enforcement officers teamed with a Behavioral Health Specialist reduces the probability of use of force in police encounters, and, as such, is an excellent risk management strategy. We will make an appeal for municipal and county support of our program in 2017.

We also intend on pursuing funding, in 2017, from the Department of Justice and the Center for Court Innovation.

EVALUATION WORKSHEET

PROJECT NAME: Behavioral Health Specialist, City of Poulsbo

A. GOAL	B. ACTIVITY	C. SMART OBJECTIVE	D. TYPE OF MEASURE	E. TIMELINE	F. BASELINE Data and time	G. TARGET	H. RESULTS Continuation grants	I. SOURCE	J. BH Strategic Plan Goal #
Increase pretrial diversion agreements (PDA) in municipal courts: defendants into treatment rather than jail	Work with prosecuting attorneys as PDA's are developed. Work with supporting resources (Kitsap Mental Health, West Treatment Center) to provide mental health treatment and support	Increase pretrial diversion agreements to help people into treatment rather than seek incarceration. Work with service providers as the PDA are accomplished and document the completion of the serviced renders by care providers	<input checked="" type="checkbox"/> Output <input type="checkbox"/> Outcome: Participant satisfaction <input type="checkbox"/> Outcome: Knowledge, attitude, skill <input type="checkbox"/> Outcome: Practice or behavior <input checked="" type="checkbox"/> Outcome: Impact on overall problem	<input type="checkbox"/> Short <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long Start date: <u>Oct. 1, 2015</u> Frequency: Ongoing	Unknown: Pretrial Diversion Agreements were not tracked numerically <input type="checkbox"/> Assessment of need	30% increase	18 at March 1, 2016	Poulsbo Municipal Court	Goal #3,4: Reduction of mentally ill in our criminal justice system
Create and support constructive working environment with municipal courts and their staff	Meet and work with judges and public defenders in the municipal courts Work with the court staff to create awareness of service availability	Meet with all judges, public defense attorneys and court staff and educate them as to how the service can work, the advantages of the services and what success they can expect by using the services provided.	<input type="checkbox"/> Output <input checked="" type="checkbox"/> Outcome: Participant satisfaction <input type="checkbox"/> Outcome: Knowledge, attitude, skill <input checked="" type="checkbox"/> Outcome: Practice or behavior <input checked="" type="checkbox"/> Outcome: Impact on overall problem	<input type="checkbox"/> Short <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long Start date: <u>Oct. 1, 2015</u> Frequency: Ongoing	Assessing need, no baseline as there was no one in my position prior <input type="checkbox"/> Assessment of need	Talk to Municipal courts of Poulsbo, BI, Port Orchard, Bremerton, numerous meetings	Have coordinated with all Municipalities on the target	Matt Duthie, BHS, recorded into a protected document and spreadsheet and collected and analyzed by Kim Hendrickson	Goal #3,4: Reduction of mentally ill in our criminal justice system
Develop working relationships with clients that are seeking mental health support and guidance through PDA requirements	Reach out to defendants in the court setting Understand their mental health needs Identify a course of treatment, services providers to be contacted	Visit each court. Reach out to those affected. Provide counselling after consent after PDA is in place. Provide other outside resources (Kitsap Mental Health, West Sound Treatment), following up with each client. Each client is given individual services. Document services provided.	<input type="checkbox"/> Output <input checked="" type="checkbox"/> Outcome: Participant satisfaction <input type="checkbox"/> Outcome: Knowledge, attitude, skill <input checked="" type="checkbox"/> Outcome: Practice or behavior <input checked="" type="checkbox"/> Outcome: Impact on overall problem	<input type="checkbox"/> Short <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long Start date: <u>Oct. 1, 2015</u> Frequency: Ongoing	Started without a caseload <input type="checkbox"/> Assessment of need	For clients to be compliant with their PDA, low warrants & court summons	Have worked with over 68 cases, filed over 34 compliance reports in the 4 municipalities	From treatment providers, or self if client is treatment based in my services, & organizational communication with appropriate ROI's	Goal #3,4: Reduction of mentally ill in our criminal justice system
Low recidivism among those clients that sought services through the program: did it work?	Analysis of existing PDA's Documenting new PDA's Tracking clients to see if they reoffend.	How well have previous PDA's worked? Document How well do they work with services provided? Document How often do people reoffend after services are provided verses re-offense without services?	<input type="checkbox"/> Output <input checked="" type="checkbox"/> Outcome: Participant satisfaction <input type="checkbox"/> Outcome: Knowledge, attitude, skill <input checked="" type="checkbox"/> Outcome: Practice or behavior <input checked="" type="checkbox"/> Outcome: Impact on overall problem	<input type="checkbox"/> Short <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long Start date: <u>Oct. 1, 2015</u> Frequency: Ongoing	Have worked with 18 PDA's in 4 months <input type="checkbox"/> Assessment of need	PDA compliance	All PDA's have been compliant so far, facilitated an additional 16 compliance reports to avoid arrest or re-summons	BHS records keeping	Goal #3,4: Reduction of mentally ill in our criminal justice system

Total Agency or Departmental Budget Form

ATTACHMENT E

Agency Name: City of Poulsbo

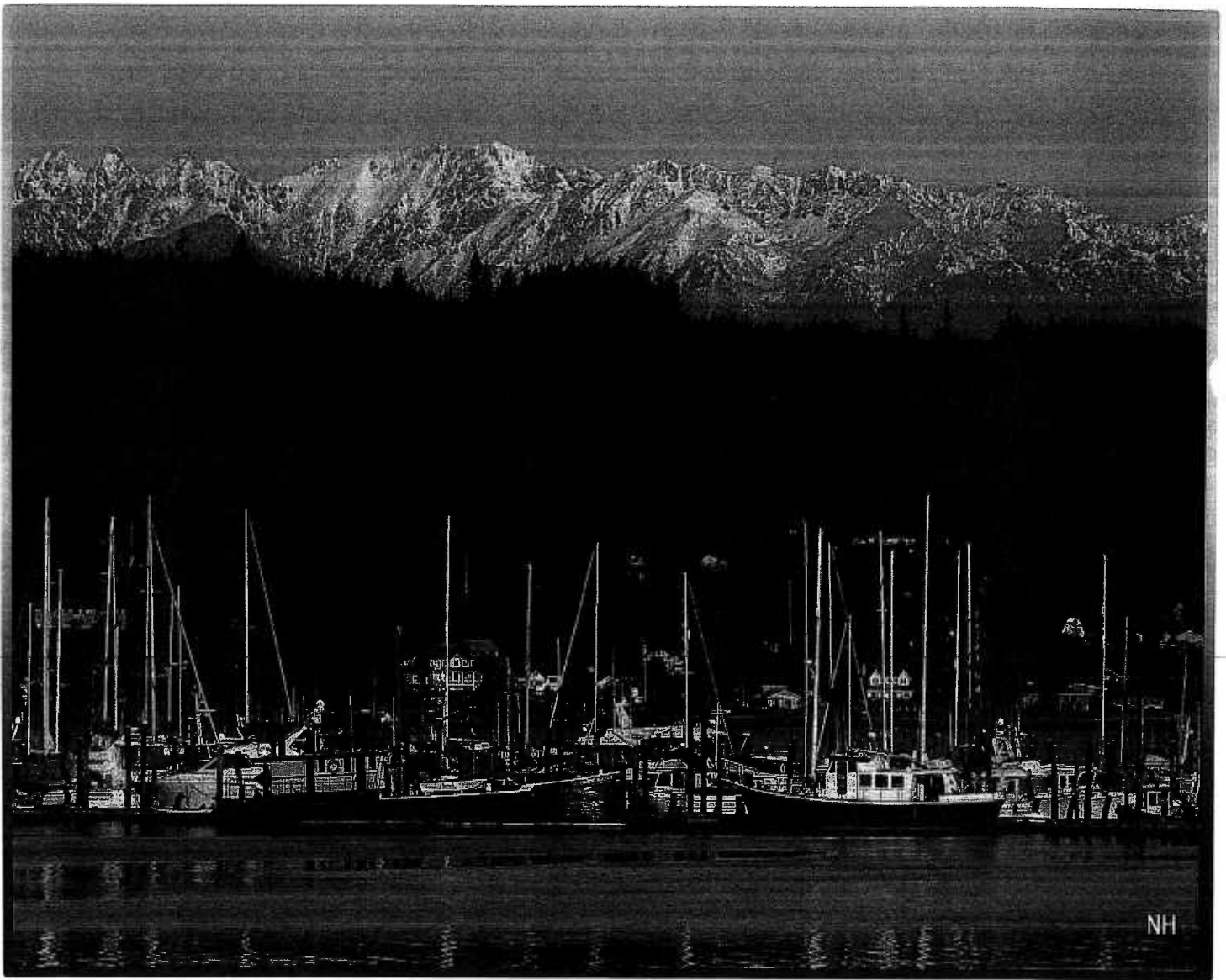
Project Behavioral Health Specialist

Accrual Cash

AGENCY REVENUE AND EXPENSES	2014		2015		2016	
	Actual	Percent	Actual	Percent	Budget	Percent
the City of Poulsbo Budget In Brief Forms Attached						
AGENCY REVENUE						
Federal Revenue	\$ 1.00	100%	\$ 1.00	100%	\$ 1.00	100%
WA State Revenue	\$ -	0%	\$ -	0%	\$ -	0%
Local Revenue	\$ -	0%	\$ -	0%	\$ -	0%
Private Funding Revenue	\$ -	0%	\$ -	0%	\$ -	0%
Agency Revenue	\$ -	0%	\$ -	0%	\$ -	0%
Miscellaneous Revenue	\$ -	0%	\$ -	0%	\$ -	0%
Total Agency Revenue (A)	\$ 1.00		\$ 1.00		\$ 1.00	
AGENCY EXPENSES						
Personnel						
Managers	\$ 1.00	100%	\$ 1.00	100%	\$ 1.00	100%
Staff	\$ -	0%	\$ -	0%	\$ -	0%
Total Benefits	\$ -	0%	\$ -	0%	\$ -	0%
Subtotal	\$ 1.00	100%	\$ 1.00	100%	\$ 1.00	100%
Supplies/Equipment						
Equipment	\$ -	0%	\$ -	0%	\$ -	0%
Office Supplies	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Subtotal	\$ -	0%	\$ -	0%	\$ -	0%
Administration						
Advertising/Marketing	\$ -	0%	\$ -	0%	\$ -	0%
Audit/Accounting	\$ -	0%	\$ -	0%	\$ -	0%
Communication	\$ -	0%	\$ -	0%	\$ -	0%
Insurance/Bonds	\$ -	0%	\$ -	0%	\$ -	0%
Postage/Printing	\$ -	0%	\$ -	0%	\$ -	0%
Training/Travel/Transportation	\$ -	0%	\$ -	0%	\$ -	0%
% Indirect	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Subtotal	\$ -	0%	\$ -	0%	\$ -	0%
Ongoing Operations and Maintenance						
Janitorial Service	\$ -	0%	\$ -	0%	\$ -	0%
Maintenance Contracts	\$ -	0%	\$ -	0%	\$ -	0%
Maintenance of Existing Landscaping	\$ -	0%	\$ -	0%	\$ -	0%
Repair of Equipment and Property	\$ -	0%	\$ -	0%	\$ -	0%
Utilities	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Subtotal	\$ -	0%	\$ -	0%	\$ -	0%
Other Costs						
Debt Service	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe)	\$ -	0%	\$ -	0%	\$ -	0%
Subtotal	\$ -	0%	\$ -	0%	\$ -	0%
Total Direct Expenses	\$ 1.00		\$ 1.00		\$ 1.00	

NOTE: If an expenditure line item is larger than 10% of the budget, include an attachment showing detail.

City of Poulsbo
2014
Budget-In-Brief



City of Poulsbo
Mission Statement

Our City is committed to managing the public resources to promote community health, safety and welfare and plan for the future to accommodate growth, without burden, while preserving our natural resources and enhancing those qualities that make our community unique and desirable.

POULSBO'S COMMUNITY KEY GOALS

#1 – Land Use

#2 – Community Character

#3 – Natural Environment

#4 – Capital Facilities

#5 – Housing

#6 – Parks & Recreation and Open Space

#7 – Economic Development

*As adopted in the City's Comprehensive Plan

COUNCIL GOALS

The following are Council Goals previously established which are not addressed in Poulsbo's Community Key Goals.

#8 – Public Safety

#9 – Revenues and Financial Stability

#10 – Customer Service

*Please visit the 2013 budget document for more detail regarding the goals.

ABOUT POULSBO

The City of Poulsbo is located in Kitsap County, west of Seattle. Originally settled by Norwegian immigrants in the late 1800's on Liberty Bay, a fjord of Puget Sound, Poulsbo continues to maintain its Scandinavian atmosphere through its architecture, celebrations, and hospitality. Holding to its Scandinavian heritage has earned the city the nickname "Little Norway" and visits from two Norwegian Kings.

Three military bases are located in Kitsap County. Many of Poulsbo's residents are employed at one of the federal bases or commute to metropolitan Seattle by ferry. In addition, Poulsbo has a large and active senior citizen population.

Poulsbo operates under a Mayor-Council form of government. The Mayor, elected by the people to a four-year term, is the executive officer of the city, coordinating the day-to-day activities. The council is the policy-making branch and consists of seven members elected at large to staggered four-year terms.

The city government provides a full range of municipal services through its 11 operating departments. The city boasts 19 parks, including four waterfront parks, as well as a community recreation department that provides educational, recreational, and physical fitness services. The broad range of recreational facilities provides year-round services for citizens of all ages.

Poulsbo at a Glance

Post Office Chartered	1886
Incorporated	1908
Population	9585
Elevation	0-400 feet
Land Area	2954 acres
Average Temperature (min/max)	44°/61°F
Average Annual Precipitation	36"
Miles of City Streets	45
Acres of Parks	67.5
Assessed Value	\$1,214,898,784
City Retail Sales Tax	8.6%
Fire District Rating Class	4
Full Time Equivalent (FTE) Employees.....	83.87

THE BUDGET PROCESS

Budget development is a yearlong process. The City is constantly looking for ways to streamline operations, to be more efficient, and make adjustments to improve service delivery. Many of Council's actions throughout the year have budgetary implications for the coming year. In addition, citizen input and ideas received during the year are reflected in the budget proposals prepared by the City staff. Some of the significant events that contribute to the annual budget preparation are:

Jan *City Council holds retreat to discuss goals and priorities for the upcoming year.*

May *Capital Improvement Team meets to begin CIP process.*

July • *Budget kickoff.*

• *Council provides direction to staff for preparation of next year's budget.*

• *Electronic budget information is available to Department Heads, Mayor, and Council.*

July • *Each City department prepares a "basic budget" for all existing services.*

Aug • *Additional Funding and New Programs requests are submitted separately.*

• *Departments review budgets with their Council Committees.*

Sept *Budget staff prepares the Preliminary Budget for review by the Mayor.*

Oct • *Proposed Preliminary Budget presented to Council.*

• *Budget staff reviews current revenue sources with Council.*

• *A public hearing on revenue sources is held. The property tax rate is set.*

Nov • *The Preliminary Budget is presented to Council and made available to the public.*

• *The City Council holds a series of budget work sessions to review the preliminary budget.*

• *Each department presents their proposed budget.*

• *The capital improvement plan is also presented.*

• *A public hearing is held to gather citizen input on the Preliminary Budget and any modifications that were made by the Council during their review.*

Dec *The City Council completes their review of the budget and approves an ordinance adopting the budget for the coming year.*

Jan *The City publishes the final budget document during the first quarter of*

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Jan *The adopted budget is monitored and amended, if necessary,*

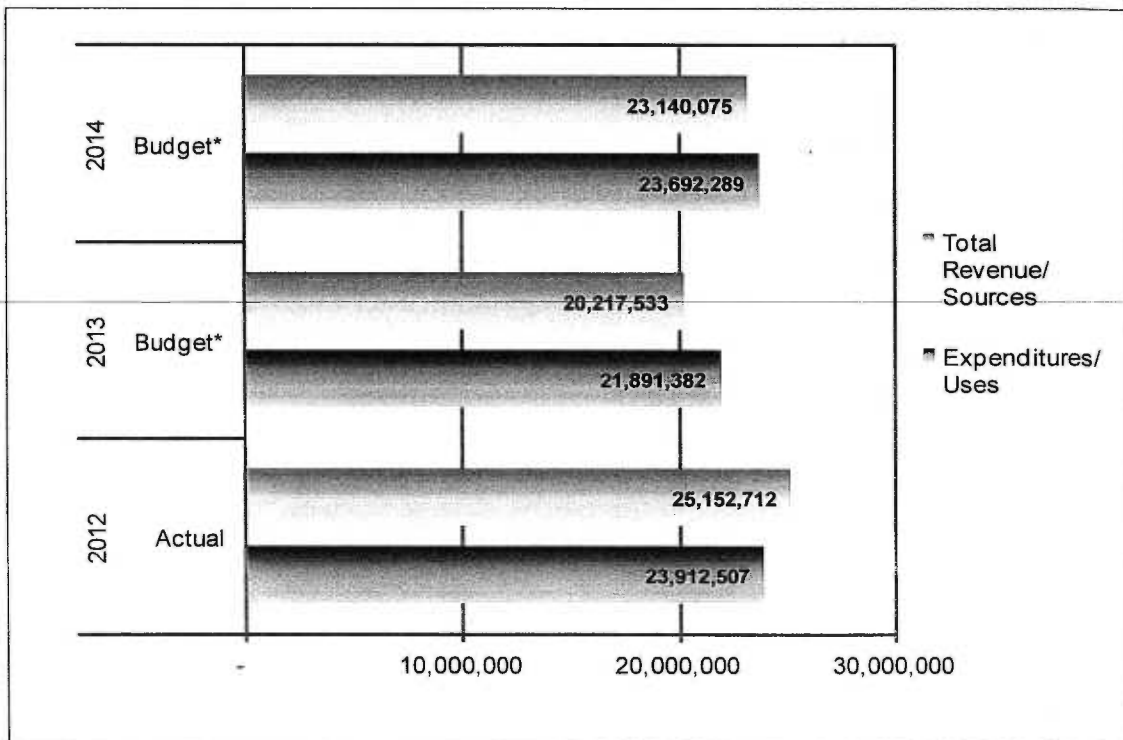
Dec *throughout the budget year.*

ABOUT POULSBO'S BUDGET

The City of Poulsbo's budget is made up of 22 funds. Each fund is balanced so revenues equal expenditures.

TOTAL ALL FUNDS

	2012 Actual	2013 Budget*	2014 Budget*
Governmental Revenues	\$ 18,586,195	\$ 14,051,210	\$ 16,509,425
Proprietary Revenues	6,566,517	6,166,323	6,630,650
Total Revenue/ Sources	25,152,712	20,217,533	23,140,075
Governmental Expenditures	18,318,335	15,673,356	17,839,784
Proprietary Expenses	5,594,172	6,218,026	5,852,505
Expenditures/ Uses	23,912,507	21,891,382	23,692,289
Net Increase (Decrease)	1,240,206	(1,673,849)	(552,214)
Fund Balance/Equity - Beginning	54,955,966	57,572,172	56,663,230
Increase in Contributed Capital	1,488,998	215,000	145,000
Prior Period Adjustments	(100,761)	-	-
Fund Balance/Equity - Ending	\$ 57,584,408	\$ 56,113,323	\$ 56,275,887



POULSBO'S 2012 GENERAL FUND RESOURCES

At A Glance

Total Resources - \$11,542,902

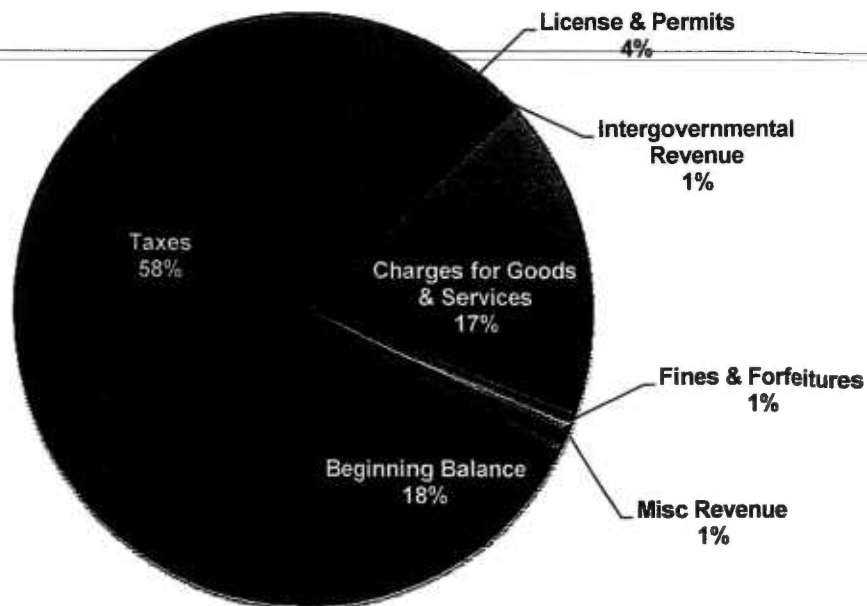
One of the largest operating funds is the General Fund, which includes police, financial, public works administration, planning, engineering services and parks and recreation. Most of the tax revenue collected by the City goes into the General Fund. This makes the General Fund the primary focus for the City Council during the budget review process. The charts on the following pages provide an overview of the revenue and expenditures included in the City's General Fund.

"Where does the City's money come from?"

Revenues in the General Fund are typically general purpose and, with a few exceptions, available for any public purpose. Taxes represent the largest source of revenue, with sales tax being the City's largest revenue source. Resources in the General Fund come from eight areas:

- **Beginning Balance - Undesignated**
- **Taxes** - property, sales, and utility
- **Licenses & Permits** - building and business
- **Intergovernmental** - liquor profits tax, grants, and reimbursement for school officer
- **Charges for Goods & Services** - charges for services provided
- **Fines & Forfeitures** - fines from law enforcement related activities
- **Miscellaneous Revenue** - interest income, copy charges, etc
- **Operating Transfers** - transfers from other funds for General Fund expenditures

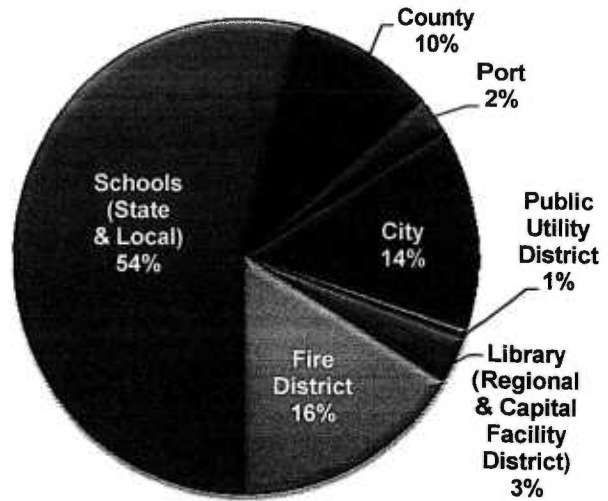
2014 General Fund Resources \$11,542,902



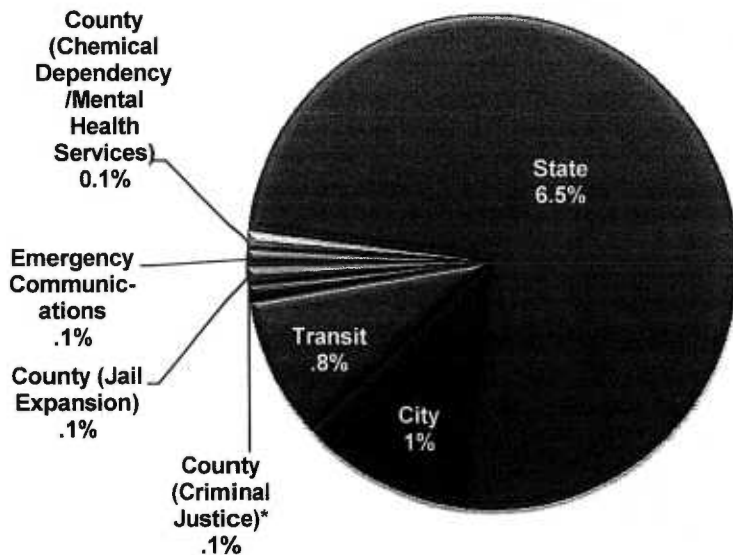
PROPERTY TAX

For 2014, the estimated assessed value of properties located within the City is \$1.23 billion. This includes approximately \$21.2 million in new construction. This assessed value is expected to generate approximately \$2,084,762 in property tax revenue for the City. The City was not able to levy 1% over its highest allowable levy, due to the rate capping to amount. Although property taxes represent a large portion of funding for City services, the portion of each property owner's total bill that goes to the City is relatively small. In 2014, the total property tax rate for Poulsbo properties is \$12.38 per \$1,000 of assessed valuation. Of that total, 14%, or 1.70 per \$1,000 of assessed valuation, will go to the City. The graph to the left outlines how the total property tax paid by a City property owner in 2014 will be distributed amongst taxing jurisdictions.

**Poulsbo Property Tax Owners
2014 Property Tax Distribution**



2014 Sales Tax Distribution



SALES TAX

The sales tax rate paid on transactions within the City limits of Poulsbo is 8.7%. The total sales tax rate was increased effective January 1, 2014. The increase is to be used for chemical dependency or mental health treatment services. Similar to property taxes, however, the majority of this tax does not go to the City. The chart to the right indicates how the total 8.7% sales tax is distributed.

GENERAL FUND SALES & PROPERTY TAX REVENUE

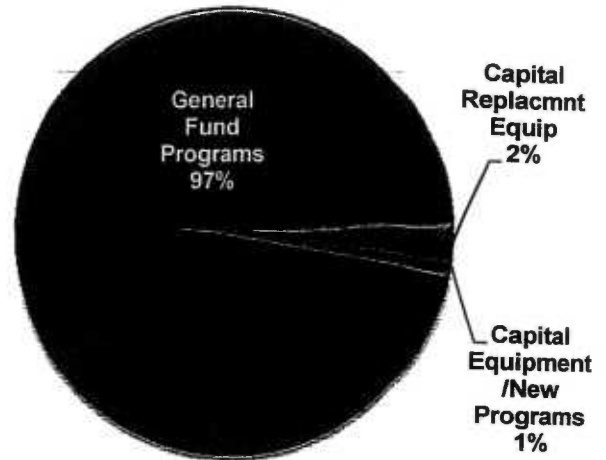
At a Glance

“How does the City spend the Sales Tax and Property Tax it receives?”

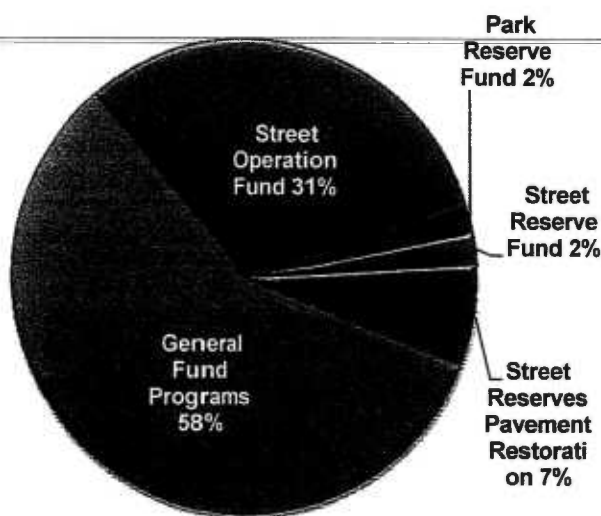
SALES TAX

The State of Washington collects the 8.7% sales tax paid to vendors doing business within Poulsbo city limits and distributes the City's portion (1%) back to the City on a monthly basis. The sales tax is recorded in the City's General Fund. Sales tax is the City's largest revenue source and although it is a healthy source of income for the City, the City has historically been very conservative in its estimation - never estimating more sales tax revenue than it received the previous year. An increase in sales tax revenue for 2013 was projected due to Safeway constructing a new retail store including underground parking and a gas station. For 2014, we are estimated sales tax revenue \$2,850,000, consistent with the 2013 projections. The City's sales tax revenue distribution changed from past directives by reducing the amount transferred for new and capital replacement to the Capital Acquisition Fund (301). The remainder will remain in the General Fund.

**How is Poulsbo's Sales Tax Spent?
\$2.85 Million**



**How is Poulsbo's Property Tax Spent?
\$2,084,762**



PROPERTY TAX

The Kitsap County Treasurer collects the property tax levied by the City of Poulsbo and remits it to the City on a monthly basis. The property tax is recorded in the City's General Fund. City Council's practice is to allocate amounts of property tax as below:

- 31% to the Street Fund to support operations and maintenance of the City's streets
- 4.3% to Park Reserves for capital projects was reduced 50% for 2014 to 2.15%.
- 4.3% to Street Reserves for capital projects was reduced 50% for 2014 to 2.15%.
- 14% to Street Reserves to fund capital pavement restoration projects was reduced for 2014 to 7%.

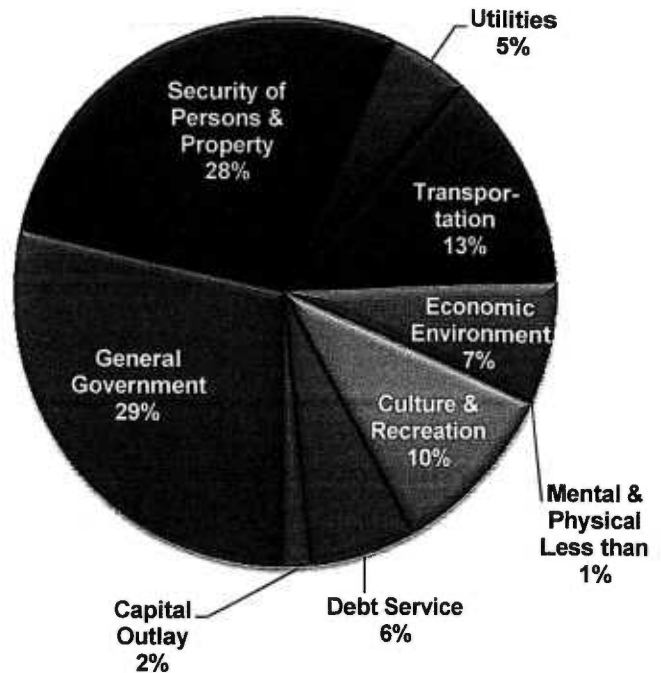
The reduction to transfers will leave more dollars available in the General Fund for operations.

GENERAL FUND USES At a Glance “Where does the City’s money go?”

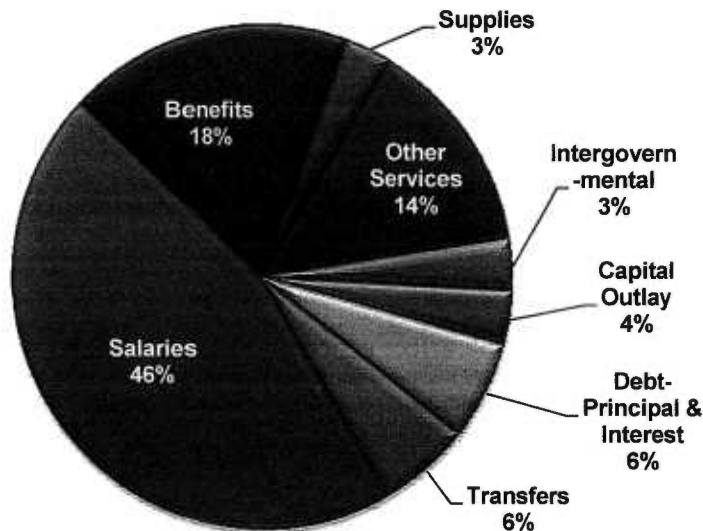
EXPENDITURES BY PROGRAM

The General Fund accounts for most of the City’s general operating expenditures (about 36% of the total operating budget). The services are broken down in nine categories, which include services provided by the following Departments: Council, Finance, Human Resources, Information Services, Municipal Court, Planning, City Clerk, Police, Fire Inspection, Engineering, Parks, Cemetery, and Planning.

**General Fund Expenditures
(by type of government being supported)
\$10,283,020**



**General Fund Expenditures
(by type)
\$10,283,020**



EXPENDITURES BY TYPE

“Salaries” and “Benefits” categories combined make up the largest expense. This is to be expected from a government agency, since their primary function is public service. Of these expenditures, 28% can be directly related to Police Service. “Operating Transfers” are transfers made to other funds for Capital Outlay, Debt Service, and other amounts to reserve for future use. “Other Services” is composed of contracted services, travel, rentals, insurance, utilities, and repair and maintenance.

BUDGET CHANGE HIGHLIGHTS

- Departments were directed to submit budgets maintaining the same base budget as 2013, with the exception of wages and benefits. Requests for additional funds were submitted with either a Baseline Adjustment Request or New Program Request.
- New funds were allocated to the Police Department. Funding for a new officer, additional hours for a community service officer and increase to administrative support from half to full time.
- Transfers to support capital equipment, street and park projects will continue to be reduced for 2014. The projects and equipment were either delayed or used reserves for funding. This allowed funds to remain in the General Fund to support ongoing operations.
- Utility Tax for City services was decreased to 9% for water and sewer and 6% for storm drain in 2014. This helps to keep down the rates for users.
- Projections related to development were increased in 2014 based on anticipated projects coming forward.

CAPITAL PROJECT HIGHLIGHTS

The following general, transportation, park and enterprise projects are included in the 2013 budget.

- **Poulsbo's Fish Park Expansion & Development:** Improvements to this park will continue in 2014.
 - **East Side Park:** Create a 1.25 acre passive park built around the natural landscape.
 - **Trail Easement to Nelson Park:** Planning for a trail easement from under the Lindvig Bridge to a stairclimb at Nelson Park.
 - **Lincoln Road Reconstruction:** This Project will continue to widen sidewalks, drainage, and bike lanes. It will also include related utility improvements utilize the advantage of construction timing and costs.
 - **City Wide Pavement Restoration Program:** This project is to overlay existing streets and will include the following elements: pavement repairs, pavement overlay, striping and upgrades to existing handicap ramps.
 - **Liberty Bay Waterfront Trail:** Construct a pedestrian/bicycle trail from American Legion Park to Liberty Bay Auto dealership.
 - **3rd Avenue Central Business District:** This project will retrofit the Central Business District and include plantings that will help storm drain requirements.
-
- **Replace Lindvig/Bond Road Water Line:** Replace the existing 8" AC pipe with 8" DI Pipe
 - **Annual Inflow Reduction Program:** A program to identify and repair inflow sources.
 - **6th & 9th Ave Pump Station Upgrade:** Rehabilitate and upgrade the wastewater pump stations and replace the transmissions mains.
 - **Harrison Force Main Replacement:** Replace the force main from the Marine Science Center pump station that runs south along the beach and install new main along Fjord Drive and tie it to the existing main at Harrison Street.
 - **I&I Effectiveness & Downstream Capacity Study:** Evaluate the effectiveness of Inflow & Infiltration reduction program.
 - **Dogfish Creek Restoration:** Reduce flooding, improve Creek appearance and enhance salmon mitigation.
 - **Noll Road Culvert Replacement:** Replace the existing culvert with an 8/10 foot wide culvert.
 - **Replace Storm Drains in Ridgewood/Kevo's Pond:** Will bring the current storm drains up to standards.

Poulsbo City Government
 200 NE Moe Street, Poulsbo, WA 98370-7347
 City Hall Office: 360-779-3901
 www.cityofpoulsbo.com

Mayor Rebecca Erickson

Council Members

Linda Berry-Maraist...697-3963	Gary Nystul.....697-2453
Jim Henry.....981-3252	David Musgrove.....908-6888
Connie Lord.....779-6142	Ed Stern.....779-6678
Jeff McGinty.....779-9538	

City Departments

Mayor's Office.....	779-3901
City Clerk's Department.....	394-9880
Kylie Purves, City Clerk	
Engineering Department.....	779-4078
Andrzej Kasiniak, Assistant Public Works Director	
Finance Department.....	394-9881
Deborah Booher, Finance Director	
Parks & Recreation.....	779-9898
Mary McCluskey, P&R Director	
Planning/Building Department.....	394-9882
Barry Berezowsky, Planning Director	
Police Department.....	779-3113
Alan Townsend, Chief of Police	
Public Works Department.....	779-4078
Dan Wilson, Public Works Superintendent	

Telephone Directory (360 Area Code)

Administration/Finance

Citizen Information.....	779-3901
Business License.....	394-9880
Accounts Receivable (billing)....	394-9724
Accounts Payable.....	394-9725
Budget Information.....	394-9722
Payroll.....	394-9725
Information Services.....	394-9707
Utility Billing/New Accts.....	394-9724

Engineering/Building..... 779-4078

- Building Inspections
- Building Permits

Kitsap County Fire District #18

Fire Emergency Only.....	9-1-1
Medical Emergency.....	9-1-1
Business Call.....	779-3997

Library.....	779-2915
Municipal Court.....	779-9846

Parks & Recreation.....	779-9898
Programs & Class Information	
Park Reservations	

Planning Department.....	394-9882
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Police Department

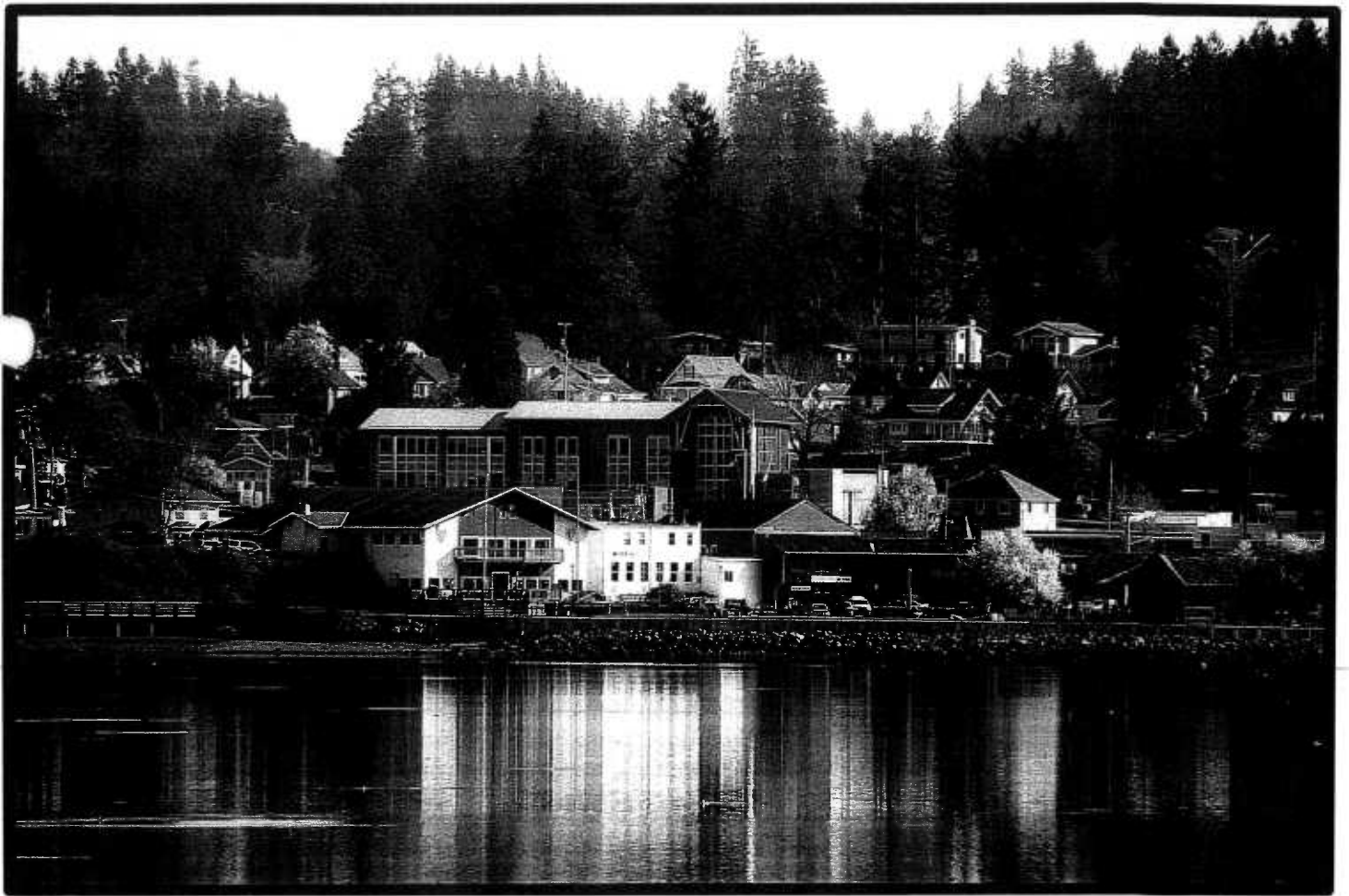
Emergency Only.....	9-1-1
Business Call.....	779-3113

Public Works Department.....	779-4078
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- Curbside Recycling
- Garbage
- Park Maintenance
- Sewer
- Storm Drain
- Streets
- Water

City/County Recycle Center.....	779-1044
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City of Poulsbo
2015
Budget-In-Brief



City of Poulsbo
Mission Statement

Our City is committed to managing the public resources to promote community health, safety and welfare and plan for the future to accommodate growth, without burden, while preserving our natural resources and enhancing those qualities that make our community unique and desirable.

POULSBO'S COMMUNITY KEY GOALS & COUNCIL GOALS

1. Land Use
2. Community Character
3. Natural Environment
4. Capital Facilities
5. Housing
6. Parks & Recreation and Open Space
7. Economic Development

*Goals 1 through 7 –as adopted in the City's Comprehensive Plan

The following are Council Goals previously established which are not addressed in Poulsbo's Community Key Goals.

8. Public Safety
9. Revenues and Financial Stability
10. Customer Service

*Please visit the 2015 budget document for more detail regarding the goals.

2015 COUNCIL WORKING GOALS

1. Develop and Implement a "Neighborhood Streets Maintenance Program"
2. Complete Sale of Old City Hall Property and Market Police Station
3. Develop Long Term Economic Development Plan
4. Increase Public Awareness of City Information and Simplify Access
5. Create Joint Regional Transportation Vision for State Route 305
6. Construct New Public Works Facility
7. Implement Dog Fish Creek Study
8. Lindvig Bridge Beautification
9. Explore Sources of Funding for Parks.

ABOUT POULSBO

The City of Poulsbo is located in Kitsap County, west of Seattle. Originally settled by Norwegian immigrants in the late 1800's on Liberty Bay, a fjord of Puget Sound, Poulsbo continues to maintain its Scandinavian atmosphere through its architecture, celebrations, and hospitality. Holding to its Scandinavian heritage has earned the City the nickname "Little Norway" and visits from two Norwegian Kings.

Three military bases are located in Kitsap County. Many of Poulsbo's residents are employed at one of the federal bases or commute to metropolitan Seattle by ferry. In addition, Poulsbo has a large and active senior citizen population.

Poulsbo operates under a Mayor-Council form of government. The Mayor, elected by the people to a four-year term, is the executive officer of the City, coordinating the day-to-day activities. The council is the policy-making branch and consists of seven members elected at large to staggered four-year terms.

The City government provides a full range of municipal services through its 11 operating departments. The City boasts 19 parks, including four waterfront parks, as well as a community recreation department that provides educational, recreational, and physical fitness services. The broad range of recreational facilities provides year-round services for citizens of all ages.

Poulsbo at a Glance

Post Office Chartered	1886
Incorporated	1908
Population	9775
Elevation	0-400 feet
Land Area	2954 acres
Average Temperature (min/max)	44°/61°F
Average Annual Precipitation	36"
Miles of City Streets	45
Acres of Parks	67.5
Assessed Value	\$1,282,347,366
City Retail Sales Tax	8.7%
Fire District Rating Class	4
Full Time Equivalent (FTE) Employees.....	89.86

THE BUDGET PROCESS

Budget development is a yearlong process. The City is constantly looking for ways to streamline operations, to be more efficient, and make adjustments to improve service delivery. Many of Council's actions throughout the year have budgetary implications for the coming year. In addition, citizen input and ideas received during the year are reflected in the budget proposals prepared by the City staff. Some of the significant events that contribute to the annual budget preparation are:

Jan *City Council holds retreat to discuss goals and priorities for the upcoming year.*

May *Capital Improvement Team meets to begin CIP process.*

July • *Budget kickoff.*

• *Council provides direction to staff for preparation of next year's budget.*

• *Electronic budget information is available to Department Heads, Mayor, and Council.*

July-• *Each City department prepares a "basic budget" for all existing services.*

Aug • *Additional Funding and New Programs requests are submitted separately.*

• *Departments review budgets with their Council Committees.*

Sept *Budget staff prepares the Preliminary Budget for review by the Mayor.*

Oct • *Proposed Preliminary Budget presented to Council.*

• *Budget staff reviews current revenue sources with Council.*

• *A public hearing on revenue sources is held. The property tax rate is set.*

Nov • *The Preliminary Budget is presented to Council and made available to the public.*

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Dec *The City Council completes their review of the budget and approves an ordinance adopting the budget for the coming year.*

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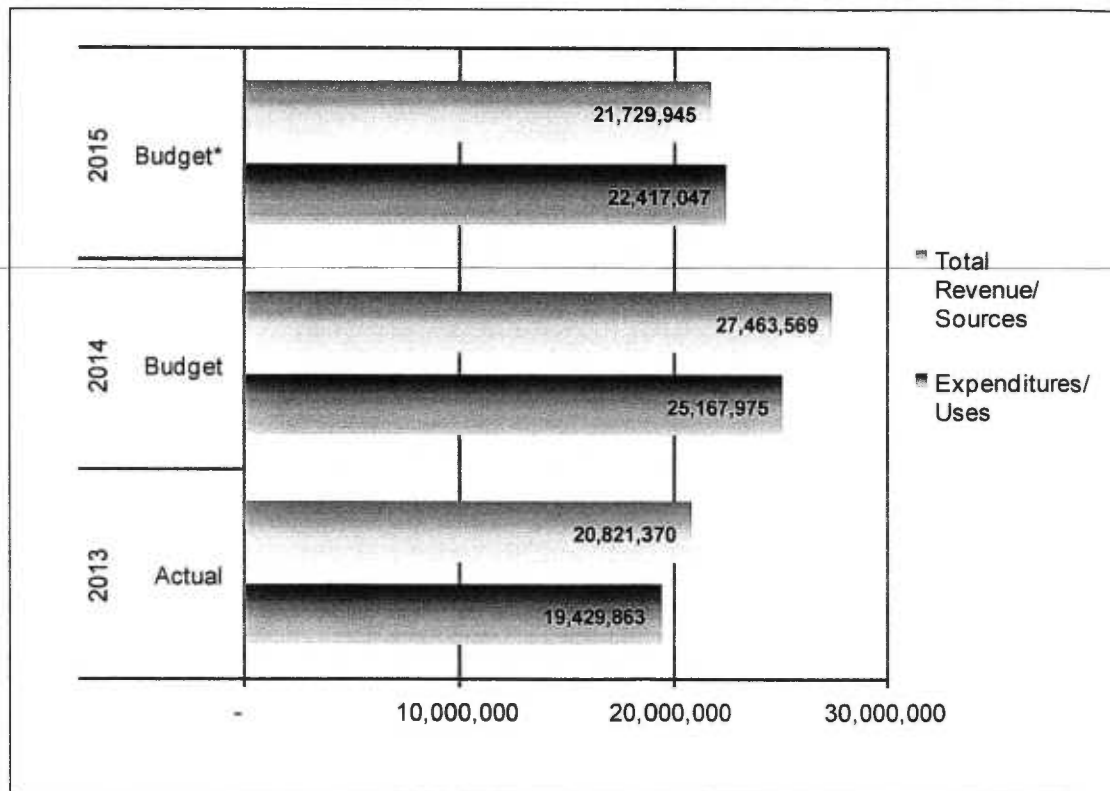
Dec *throughout the budget year.*

ABOUT POULSBO'S BUDGET

The City of Poulsbo's budget is made up of 21 funds. Each fund is balanced so revenues equal expenditures.

TOTAL ALL FUNDS

	2013 Actual	2014 Budget	2015 Budget*
Governmental Revenues	\$ 13,513,333	\$ 19,617,344	\$ 14,940,945
Proprietary Revenues	7,308,037	7,846,225	6,789,000
Total Revenue/ Sources	20,821,370	27,463,569	21,729,945
Governmental Expenditures	13,606,763	19,003,013	15,713,775
Proprietary Expenses	5,823,100	6,164,963	6,703,272
Expenditures/ Uses	19,429,863	25,167,975	22,417,047
Net Increase (Decrease)	1,391,506	2,295,594	(687,102)
Fund Balance/Equity - Beginning	57,778,671	61,295,145	62,038,592
Increase in Contributed Capital	1,992,716	145,000	145,000
Prior Period Adjustments	144,141	-	-
Fund Balance/Equity - Ending	\$ 61,307,034	\$ 63,735,739	\$ 61,496,490



POULSBO'S 2015 GENERAL FUND RESOURCES

At A Glance

Total Resources - \$11,741,752

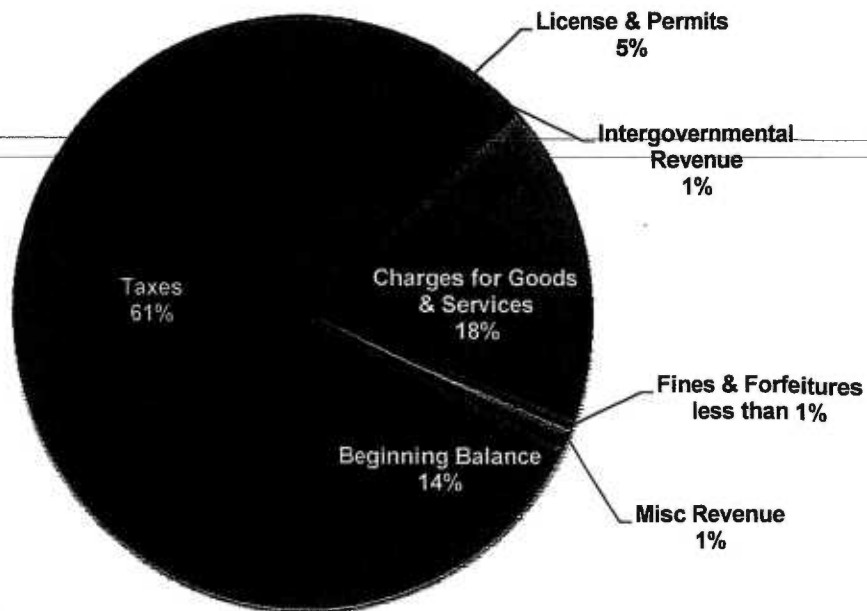
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"Where does the City's money come from?"

Revenues in the General Fund are typically general purpose and, with a few exceptions, available for any public purpose. Taxes represent the largest source of revenue, with sales tax being the City's largest revenue source. Resources in the General Fund come from eight areas:

- **Beginning Balance - Undesignated**
- **Taxes** - property, sales, and utility
- **Licenses & Permits** - building and business
- **Intergovernmental** - liquor profits tax, grants, and reimbursement for school officer
- **Charges for Goods & Services** - charges for services provided
- **Fines & Forfeitures** - fines from law enforcement related activities
- **Miscellaneous Revenue** - interest income, copy charges, etc
- **Operating Transfers** - transfers from other funds for General Fund expenditures

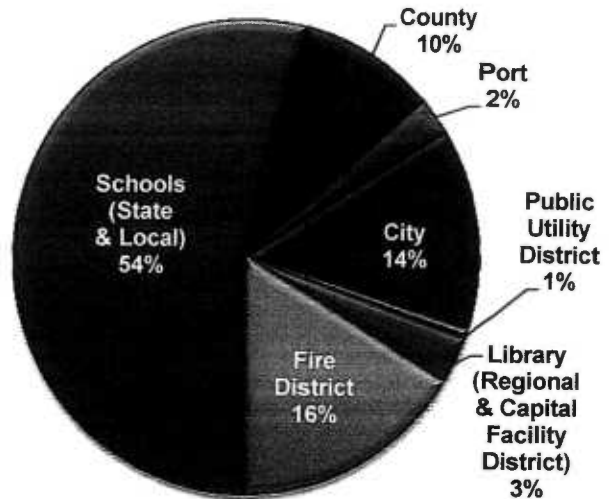
**2015 General Fund Resources
\$11,741,752**



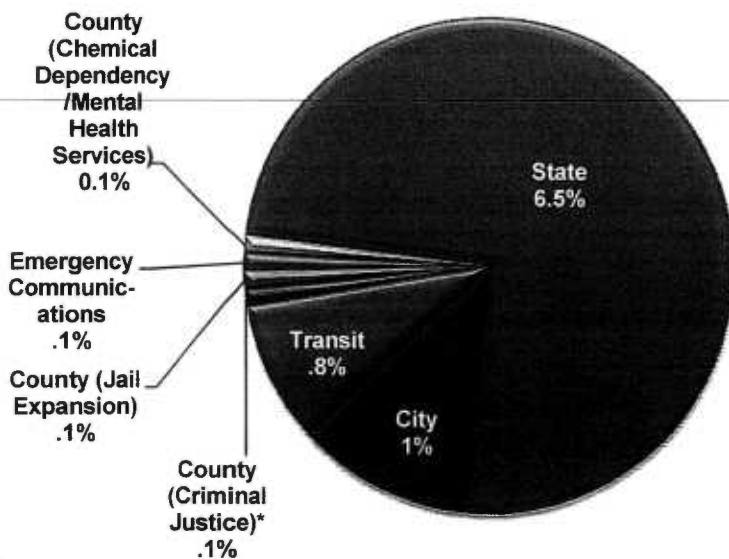
PROPERTY TAX

For 2015, the estimated assessed value of properties located within the City is \$1.28 billion. This includes approximately \$29.9 million in new construction. This assessed value is expected to generate approximately \$2,192,653 in property tax revenue for the City. The City was not able to levy 1% over its highest allowable levy, due to the rate capping to amount. Although property taxes represent a large portion of funding for City services, the portion of each property owner's total bill that goes to the City is relatively small. In 2015, the total property tax rate for Poulsbo properties is \$12.40 per \$1,000 of assessed valuation. Of that total, 14%, or \$1.71 per \$1,000 of assessed valuation, will go to the City. The graph to the left outlines how the total property tax paid by a City property owner in 2015 will be distributed amongst taxing jurisdictions.

**Poulsbo Property Tax Owners
2015 Property Tax Distribution**



2015 Sales Tax Distribution



SALES TAX

The sales tax rate paid on transactions within the City limits of Poulsbo is 8.7%. The total sales tax rate was increased effective January 1, 2014. The increase is to be used for chemical dependency or mental health treatment services. Similar to property taxes, however, the majority of this tax does not go to the City. The chart to the right indicates how the total 8.7% sales tax is distributed.

GENERAL FUND SALES & PROPERTY TAX REVENUE

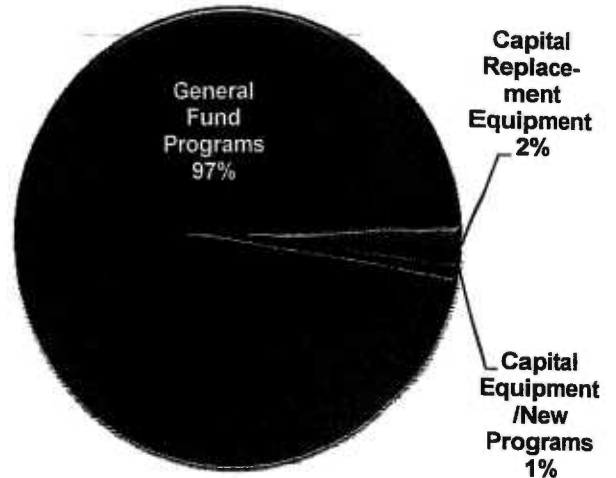
At a Glance

“How does the City spend the Sales Tax and Property Tax it receives?”

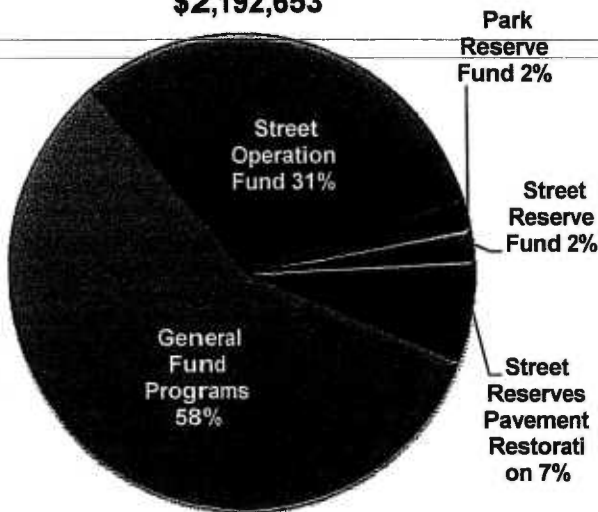
SALES TAX

The State of Washington collects the 8.7% sales tax paid to vendors doing business within Poulsbo city limits and distributes the City’s portion (1%) back to the City on a monthly basis. Sales tax is the City’s largest revenue source and although it is a healthy source of income for the City, the estimation has historically been very conservative - never estimating more sales tax revenue than received the previous year. The revenue projected for 2015 is higher than the 2014 projection but is consistent with the actual amount collected in 2014. For 2015, estimated sales tax revenue is \$2,950,000. The City’s sales tax revenue is collected and used in the City’s General Fund with the exception of 2.5% transferred to Capital Equipment Acquisition Fund (301) for capital equipment.

**How is Poulsbo's Sales Tax Spent?
\$2.95 Million**



**How is Poulsbo's Property Tax Spent?
\$2,192,653**



PROPERTY TAX

The Kitsap County Treasurer collects the property tax levied by the City of Poulsbo and remits it to the City on a monthly basis. The property tax is recorded in the City’s General Fund. City Council’s practice is to allocate amounts of property tax as below:

- 31% to the Street Fund (101) for street maintenance, will be reduced \$100,000 for Storm Drain to support street operations.
- 2.15% to Park Reserves (302) for capital park projects.
- 2.15% to Street Reserves (311) for capital projects.
- 7% to Street Reserves to fund capital restoration street projects.

GENERAL FUND USES

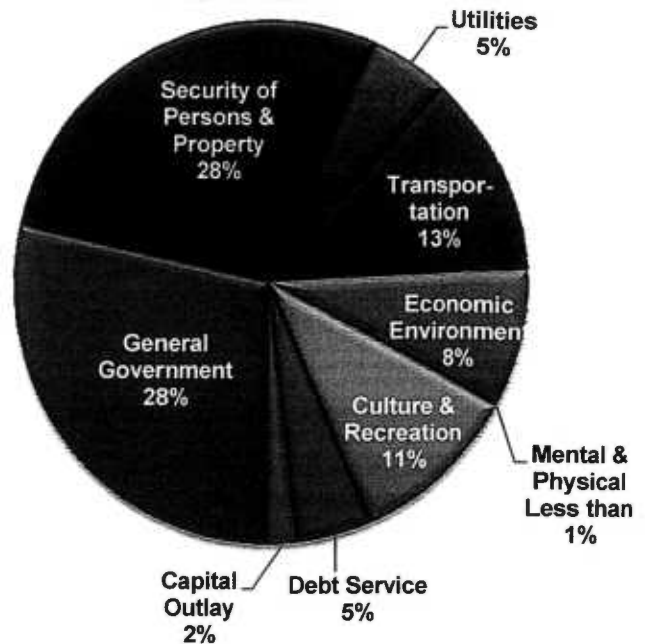
At a Glance

“Where does the City’s money go?”

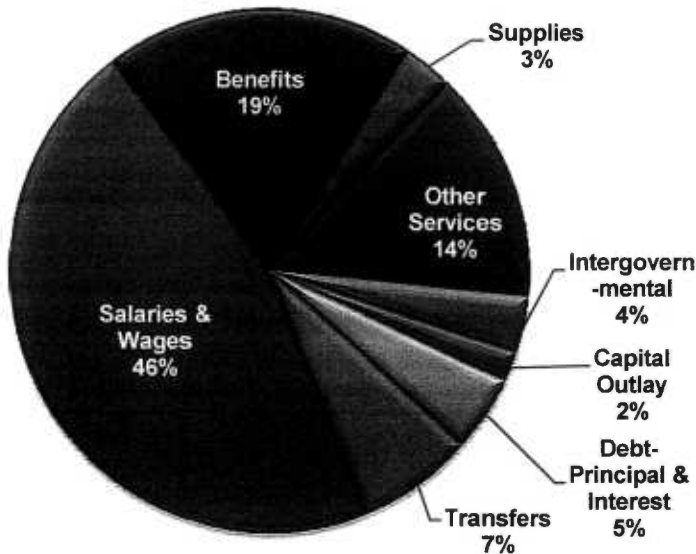
EXPENDITURES BY PROGRAM

The General Fund accounts for most of the City’s general operating expenditures (about 39% of the total operating budget). The services are broken down in nine categories, which include services provided by the following Departments: Council, Finance, Human Resources, Information Services, Municipal Court, City Clerk, Risk Management, Police, Engineering, Public Works Administration, Parks, Cemetery, and Planning.

**General Fund Expenditures
(by type of government being supported)
\$10,475,426**



**General Fund Expenditures
(by type)
\$10,475,426**



EXPENDITURES BY TYPE

“Salaries” and “Benefits” categories combined make up the largest expense. This is to be expected from a government agency, since their primary function is public service. Of these expenditures, 25% can be directly related to Police Service. “Operating Transfers” are transfers made to other funds for Capital Outlay, Debt Service, and other amounts to reserve for future use. “Other Services” is composed of contracted services, travel, rentals, insurance, utilities, and repair and maintenance.

22

BUDGET CHANGE HIGHLIGHTS

- Departments were directed to submit budgets maintaining the same base budget as 2014, with the exception of wages and benefits. Requests for additional funds were submitted with either a Baseline Adjustment Request or New Program Request.
- The administrative services department was reorganized, creating a Risk Management department and reducing the clerks department to 2 FTEs.
- Transfers to support capital equipment, street and park projects will continue to be reduced for 2015. The projects and equipment were either delayed or used reserves for funding. This allowed funds to remain in the General Fund to support ongoing operations.
- Utility Tax for City services was increased to 12% for water and sewer and will remain 6% for storm drain in 2015. Also, beginning in 2015 the City will begin to assess a 6% utility tax on cable services, supplementing the decline in some of our other restricted tax revenues.

CAPITAL PROJECT HIGHLIGHTS

The following general, transportation, park and enterprise projects are included in the 2015 budget.

- **Poulsbo's Fish Park Expansion & Development:** Improvements to this park will continue in 2015.
- **Recreation Center HVAC:** A new HVAC system in the Parks & Recreation building will be installed.
- **Eastside/Morrow Manor Park:** A new park on the east side of town with donated land is being planned for construction in 2016. Design costs have been allocated in 2015.
- **Vista Park:** An area along the ridge at the College Market Place development with spectacular views of Liberty Bay will be improved with pedestrian access and benches to sit and enjoy the view.
- **Noll Road Improvements Phase III:** Design for phase 3 and purchase of Right of Ways to begin construction in 2017 for improvements to support traffic flow at intersections joining SR305.
- **Neighborhood Street Pavement Restoration:** Funds will be allocated on an annual basis to be used for pavement and restoration of neighborhood streets.
- **Pump Station Upgrades:** Upgrades to the Poulsbo Village Pump Station and Liberty Bay Pump Station.
- **Capital Facilities Charge for Central Kitsap Plant:** An agreement with the county for a plan to improve the treatment plant has been completed. The agreement calls for an annual distribution supporting the City's share of the plant. Per the agreement three large projects of plant upgrades, the City must financially share with the County for sewer processing will occur over the next several years. The City will be working on establishing a debt schedule to fund Poulsbo's share, based on capacity, over the next several years.
- **Harrison Force Main Replacement:** Construction of a 12 inch force main from the Marine Science Center pump station along Fjord Drive to tie into the existing main at Harrison Street.
- **Pugh Well/Lincoln Well:** Treatment for Manganese construction for a treatment facility at the well to eliminate the higher than normal manganese content in the raw water.
- **Water Line Replacements:** Nordness, Matson, and Fjord Streets water mains will all be seeing improvements in 2015
- **3rd Avenue Central Business District LID Retrofit:** Construction will be completed on 3rd Avenue and the downtown business district installing landscaping and pervious pavement to improve safety and water run-off.
- **Public Works Complex Relocation:** A parcel of land was purchased for the intent of relocating the Public Works facility and moving the large equipment out of the center of town. Design and construction will be phased over several years and construction set for 2016. In 2014 the City was the recipient of a grant to begin construction of a decant facility for the disposal of storm water waste on the site. The Decant facility is being combined to house a solid waste transfer station. This project will be completed in 2015.

Poulsbo City Government
 200 NE Moe Street, Poulsbo, WA 98370-7347
 City Hall Office: 360-779-3901
 www.cityofpoulsbo.com

Mayor Rebecca Erickson

Council Members

Kenneth Thomas	623-238-8746	Gary Nystul	360-697-2453
Jim Henry	360-981-3252	David Musgrove.....	360-908-6888
Connie Lord	360-779-6142	Ed Stern.....	360-779-6678
Jeff McGinty	360-779-9538		

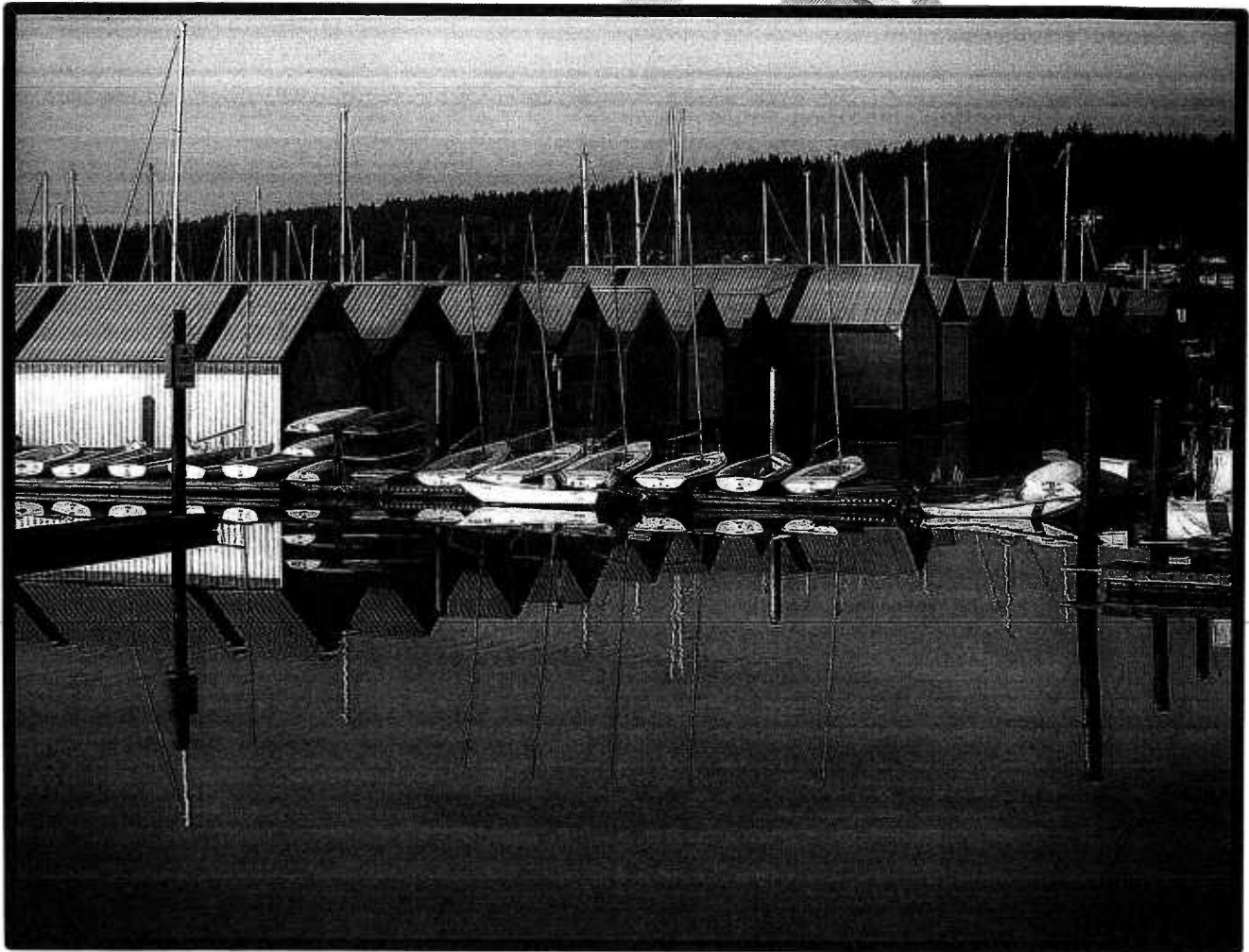
City Departments

Mayor's Office	779-3901
City Clerk's Department	394-9880
Nicole Stephens, City Clerk	
Engineering Department	779-4078
Andrzej Kasiniak, Assistant Public Works Director	
Finance Department	394-9881
Deborah Booher, Finance Director	
Parks & Recreation	779-9898
Mary McCluskey, P&R Director	
Planning/Building Department	394-9882
Barry Berezowsky, Planning Director	
Police Department	779-3113
Alan Townsend, Chief of Police	
Public Works Department	779-4078
Dan Wilson, Public Works Superintendent	

Telephone Directory (360 Area Code)

Administration/Finance	Parks & Recreation	779-9898
Citizen Information	Programs & Class Information	
Business License	Park Reservations	
Accounts Receivable (billing) ...		394-9724
Accounts Payable	Planning Department	394-9725
Budget Information		394-9722
Payroll	Police Department	394-9725
Information Services	Emergency Only	394-9707
Utility Billing/New Accts.....	Business Call.....	394-9724
		9-1-1
		779-3113
Engineering/Building	Public Works Department	779-4078
Building Inspections	Curbside Recycling	
Building Permits	Garbage	
	Park Maintenance	
Kitsap County Fire District #18	Sewer	
Fire Emergency Only	Storm Drain	
Medical Emergency.....	Streets	
Business Call	Water	
Library	City/County Recycle Center	779-2915
Municipal Court		779-9846

City of Poulsbo
2016
Budget-In-Brief



City of Poulsbo
Mission Statement

Our City is committed to managing the public resources to promote community health, safety and welfare and plan for the future to accommodate growth, without burden, while preserving our natural resources and enhancing those qualities that make our community unique and desirable.

POULSBO'S COMMUNITY KEY GOALS & COUNCIL GOALS

1. Land Use
2. Community Character
3. Natural Environment
4. Capital Facilities
5. Housing
6. Parks & Recreation and Open Space
7. Economic Development

*Goals 1 through 7 – as adopted in the City's Comprehensive Plan

The following are Council Goals previously established which are not addressed in Poulsbo's Community Key Goals.

8. Public Safety
9. Revenues and Financial Stability
10. Customer Service

*Please visit the 2016 budget document for more detail regarding the goals

2016 COUNCIL WORKING GOALS

1. Develop and Implement a "Neighborhood Streets Maintenance Program"
2. Develop Long Term Economic Development Plan
3. Increase Public Awareness of City Information and Simplify Access
4. Create Joint Regional Transportation Vision for State Route 305
5. Construct New Public Works Facility
6. Implement Dog Fish Creek Study
7. Explore Sources of Funding for Parks.

ABOUT POULSBO

The City of Poulsbo is located in Kitsap County, west of Seattle. Originally settled by Norwegian immigrants in the late 1800's on Liberty Bay, a fjord of Puget Sound, Poulsbo continues to maintain its Scandinavian atmosphere through its architecture, celebrations, and hospitality. Holding to its Scandinavian heritage has earned the City the nickname "Little Norway" and visits from two Norwegian Kings.

Three military bases are located in Kitsap County. Many of Poulsbo's residents are employed at one of the federal bases or commute to metropolitan Seattle by ferry. In addition, Poulsbo has a large and active senior citizen population.

Poulsbo operates under a Mayor-Council form of government. The Mayor, elected by the people to a four-year term, is the executive officer of the City, coordinating the day-to-day activities. The council is the policy-making branch and consists of seven members elected at large to staggered four-year terms.

The City government provides a full range of municipal services through its 11 operating departments. The City boasts 19 parks, including four waterfront parks, as well as a community recreation department that provides educational, recreational, and physical fitness services. The broad range of recreational facilities provides year-round services for citizens of all ages.

Poulsbo at a Glance

Post Office Chartered	1886
Incorporated	1908
Population	9950
Elevation	0-400 feet
Land Area	2954 acres
Average Temperature (min/max)	44°/61°F
Average Annual Precipitation (inches)	36
Miles of City Streets	45
Acres of Parks	67.5
Assessed Value	\$1,346,103,503
City Retail Sales Tax	8.7%
Fire District Rating Class	4
Full Time Equivalent (FTE) Employees	92.06

THE BUDGET PROCESS

Budget development is a yearlong process. The City is constantly looking for ways to streamline operations, to be more efficient, and make adjustments to improve service delivery. Many of Council's actions throughout the year have budgetary implications for the coming year. In addition, citizen input and ideas received during the year are reflected in the budget proposals prepared by the City staff. Some of the significant events that contribute to the annual budget preparation are:

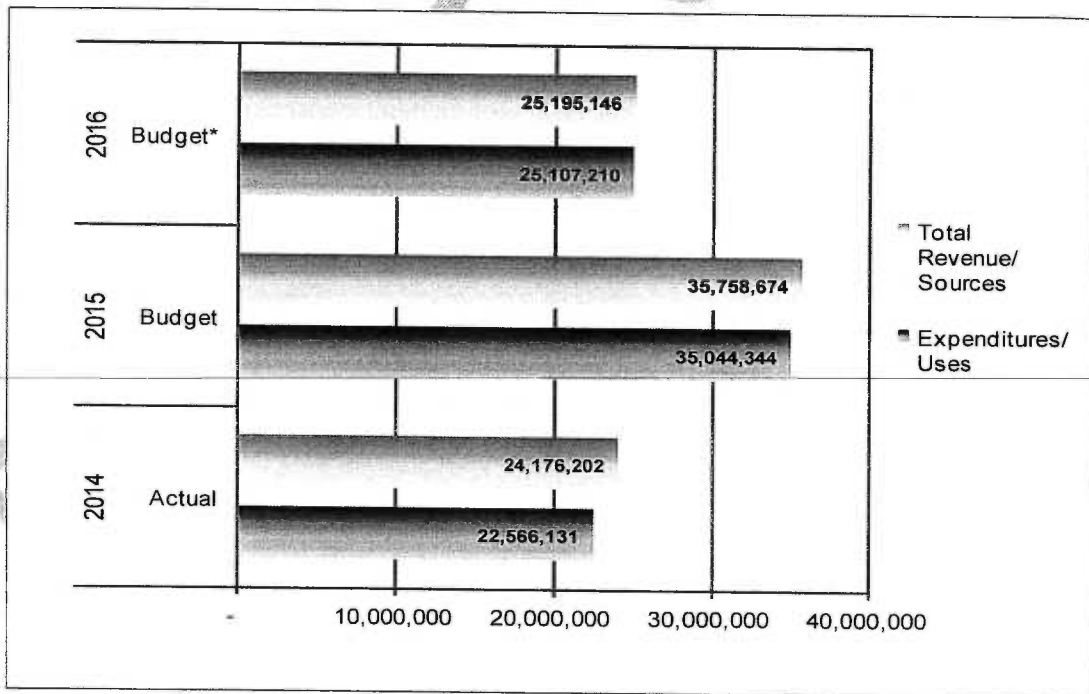
- Jan-Mar** *City Council holds retreat to discuss goals and priorities for the upcoming year.*
- May** *Capital Improvement Team meets to begin CIP process.*
- July**
- *Budget kickoff.*
 - *Council provides direction to staff for preparation of next year's budget.*
 - *Electronic budget information is available to Department Heads, Mayor, and Council.*
- July-Aug**
- *Each City department prepares a "basic budget" for all existing services.*
 - *Additional Funding and New Programs requests are submitted separately.*
 - *Departments review budgets with their Council Committees.*
- Sept** *Budget staff prepares the Preliminary Budget for review by the Mayor.*
- Oct**
- *Proposed Preliminary Budget presented to Council.*
 - *Budget staff reviews current revenue sources with Council.*
 - *A public hearing on revenue sources is held. The property tax rate is set.*
- Nov**
- *The Preliminary Budget is presented to Council and made available to the public.*
 - *The City Council holds a series of budget work sessions to review the preliminary budget.*
 - *Each department presents their proposed budget.*
 - *The capital improvement plan is also presented.*
 - *A public hearing is held to gather citizen input on the Preliminary Budget and any modifications that were made by the Council during their review.*
-
- Dec** *The City Council completes their review of the budget and approves an ordinance adopting the budget for the coming year.*
- Jan-Mar** *The City publishes the final budget document during the first quarter of the budget year.*
- Jan-Dec** *The adopted budget is monitored and amended, if necessary, throughout the budget year.*

ABOUT POULSBO'S BUDGET

The City of Poulsbo's budget is made up of 21 funds. Each fund is balanced so revenues equal expenditures.

TOTAL ALL FUNDS

	2014 Actual	2015 Budget	2016 Budget*
Governmental Revenues	\$ 16,623,123	\$ 26,386,202	\$ 16,898,860
Proprietary Revenues	7,553,079	9,372,472	8,296,286
Total Revenue/ Sources	24,176,202	35,758,674	25,195,146
Governmental Expenditures	16,454,872	27,183,774	17,773,221
Proprietary Expenses	6,111,259	7,860,570	7,333,989
Expenditures/ Uses	22,566,131	35,044,344	25,107,210
Net Increase (Decrease)	1,610,071	714,330	87,936
Fund Balance/Equity - Beginning	61,320,348	63,572,881	64,575,114
Increase in Contributed Capital	658,624	645,000	770,000
Prior Period Adjustments	(3,750)	-	-
Fund Balance/Equity - Ending	\$ 63,585,293	\$ 64,932,211	\$ 65,433,050



POULSBO'S 2016 GENERAL FUND RESOURCES

At A Glance

Total Resources - \$12,388,285

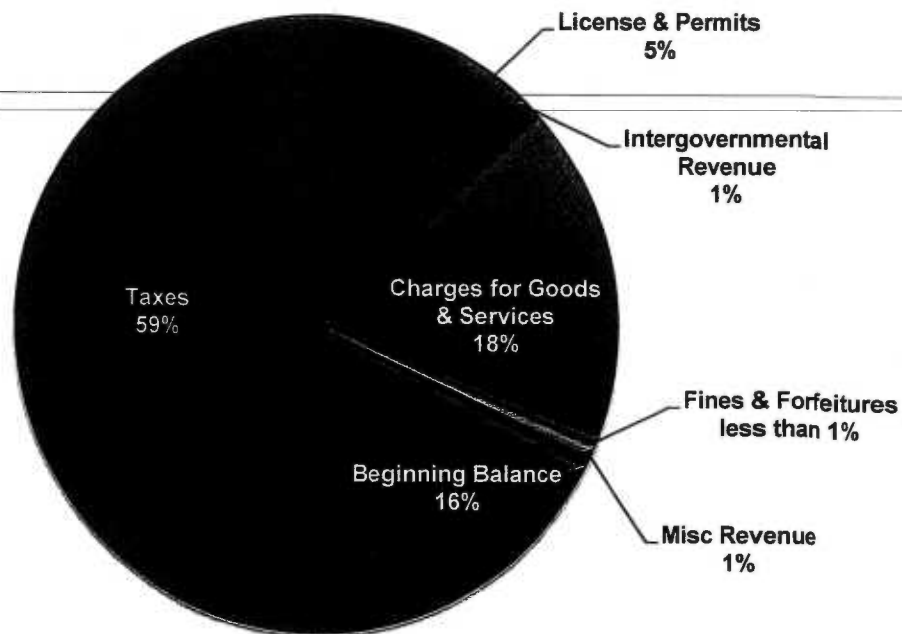
One of the largest operating funds is the General Fund, which includes police, financial, public works administration, planning, engineering services and parks and recreation. Most of the tax revenue collected by the City goes into the General Fund. This makes the General Fund the primary focus for the City Council during the budget review process. The charts on the following pages provide an overview of the revenue and expenditures included in the City's General Fund.

"Where does the City's money come from?"

Revenues in the General Fund are typically general purpose and, with a few exceptions, available for any public purpose. Taxes represent the largest source of revenue, with sales tax being the City's largest revenue source. Resources in the General Fund come from eight areas:

- **Beginning Balance**
- **Taxes** - property, sales, and utility
- **Licenses & Permits** - building and business
- **Intergovernmental** - liquor profits tax, grants, and reimbursement for school officer
- **Charges for Goods & Services** - charges for services provided
- **Fines & Forfeitures** - fines from law enforcement related activities
- **Miscellaneous Revenue** - interest income, copy charges, etc
- **Operating Transfers** - transfers from other funds for General Fund expenditures

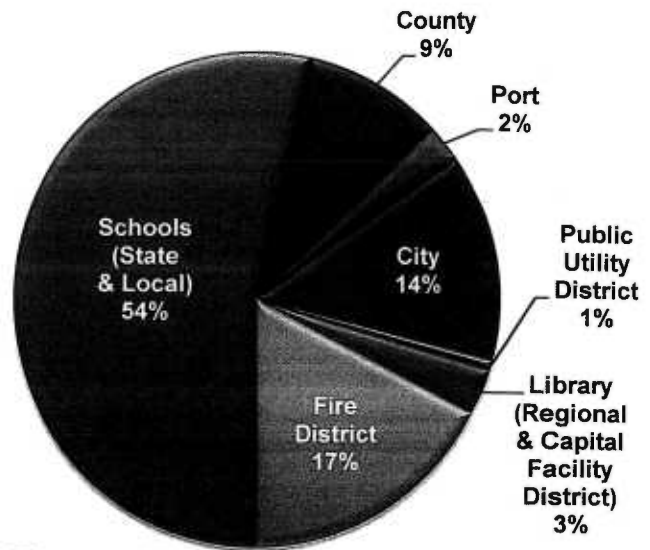
2016 General Fund Resources \$12,388,285



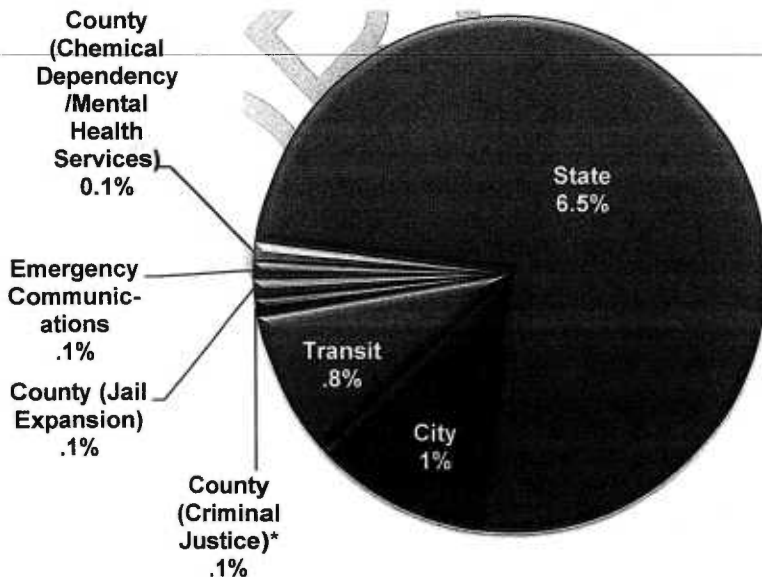
PROPERTY TAX

For 2016, the estimated assessed value of properties located within the City is \$1.34 billion. This includes approximately \$29.7 million in new construction. This assessed value is expected to generate approximately \$2,266,889 in property tax revenue for the City. The City was not able to levy 1% over its highest allowable levy, due to the rate capping to amount. Although property taxes represent a large portion of funding for City services, the portion of each property owner's total bill that goes to the City is relatively small. In 2016, the total property tax rate for Poulsbo properties is \$12.46 per \$1,000 of assessed valuation. Of that total, 14%, or \$1.74 per \$1,000 of assessed valuation, will go to the City. The graph to the left outlines how the total property tax paid by a City property owner in 2016 will be distributed amongst taxing jurisdictions.

**Poulsbo Property Tax Owners
2016 Property Tax Distribution**



2016 Sales Tax Distribution



SALES TAX

The sales tax rate paid on transactions within the City limits of Poulsbo is 8.7%. The total sales tax rate was increased effective January 1, 2014. The increase is to be used for chemical dependency or mental health treatment services. Similar to property taxes, however, the majority of this tax does not go to the City. The chart to the right indicates how the total 8.7% sales tax is distributed.

GENERAL FUND SALES & PROPERTY TAX REVENUE

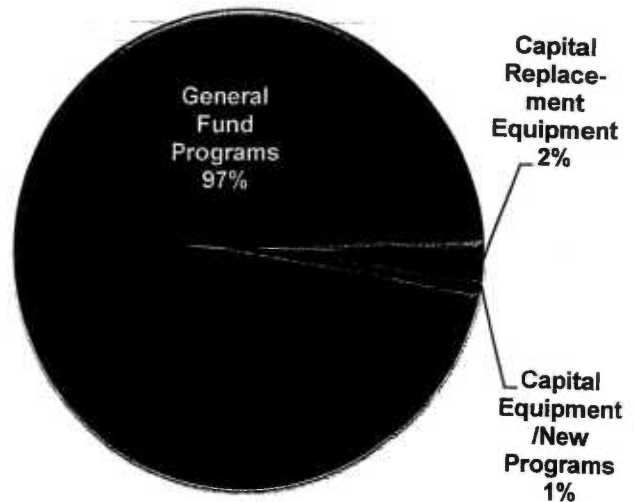
At a Glance

“How does the City spend the Sales Tax and Property Tax it receives?”

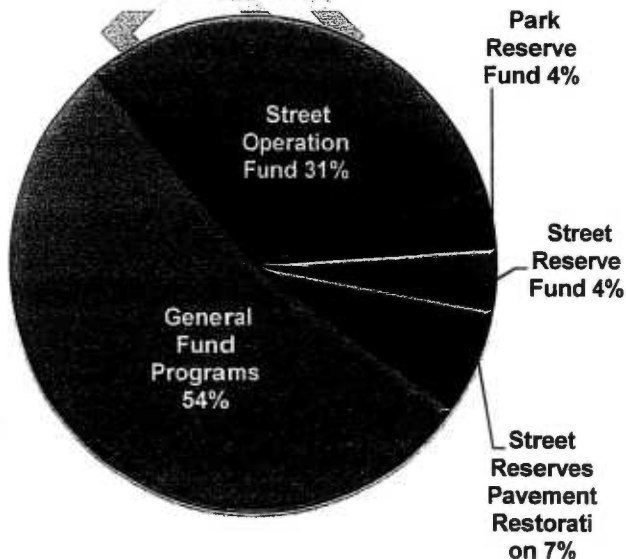
SALES TAX

The State of Washington collects the 8.7% sales tax paid to vendors doing business within Poulsbo city limits and distributes the City’s portion (1%) back to the City on a monthly basis. Sales tax is the City’s largest revenue source and although it is a healthy source of income for the City, the estimation has historically been very conservative - never estimating more sales tax revenue than received the previous year. The revenue projected for 2016 is less than the amended 2015 projection but conservative and consistent with the actual amount collected in 2015. For 2016, estimated sales tax revenue is \$3,100,000. The City’s sales tax revenue is collected and used in the City’s General Fund with the exception of 7% transferred to Capital Equipment Acquisition Fund (301) for capital equipment.

How is Poulsbo's Sales Tax Spent? \$3.1 Million



How is Poulsbo's Property Tax Spent? \$2,266,889



PROPERTY TAX

The Kitsap County Treasurer collects the property tax levied by the City of Poulsbo and remits it to the City on a monthly basis. The property tax is recorded in the City’s General Fund. City Council’s practice is to allocate amounts of property tax as below:

- 31% to the Street Fund (101) for street maintenance.
- 4% to Park Reserves (302) for capital park projects.
- 4% to Street Reserves (311) for capital projects.
- 7% to Street Reserves to fund capital restoration street projects.

42

GENERAL FUND USES

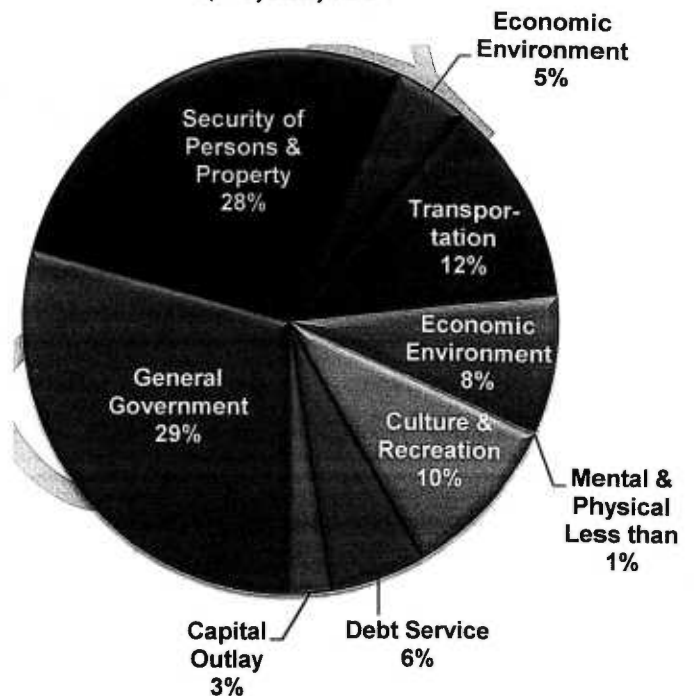
At a Glance

“Where does the City’s money go?”

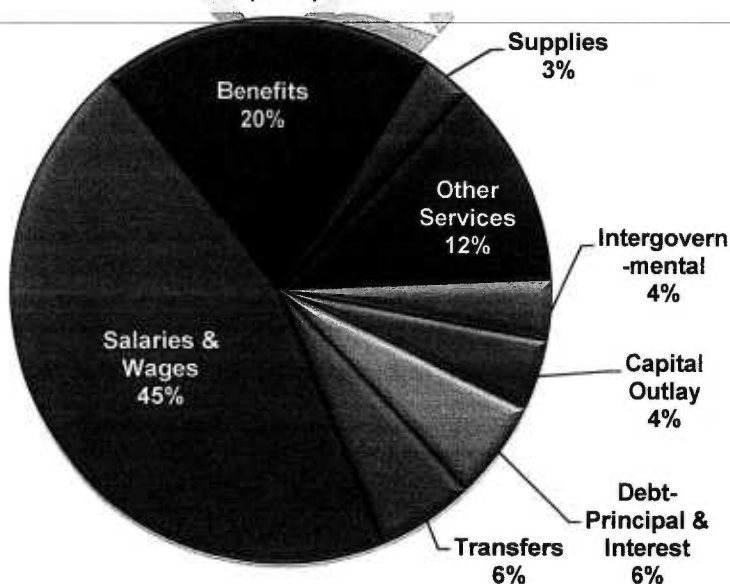
EXPENDITURES BY PROGRAM

The General Fund accounts for most of the City’s general operating expenditures (about 32% of the total operating budget). The services are broken down in nine categories, which include services provided by the following Departments: Council, Finance, Human Resources, Information Services, Municipal Court, City Clerk, Risk Management, Police, Engineering, Public Works Administration, Parks, Cemetery, and Planning.

**General Fund Expenditures
(by type of government being supported)**
\$11,322,135



**General Fund Expenditures
(by type)**
\$11,322,135



EXPENDITURES BY TYPE

“Salaries” and “Benefits” categories combined make up the largest expense. This is to be expected from a government agency, since their primary function is public service. Of these expenditures, 25% can be directly related to Police Service. “Operating Transfers” are transfers made to other funds for Capital Outlay, Debt Service, and other amounts to reserve for future use. “Other Services” is composed of contracted services, travel, rentals, insurance, utilities, and repair and maintenance.

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BUDGET CHANGE HIGHLIGHTS

- Departments were directed to submit budgets maintaining the same base budget as 2015, with the exception of wages and benefits. Requests for additional funds were submitted with either a Baseline Adjustment Request or New Program Request.
- The Administrative Services Department continued its reorganization, changing the Risk Management Department structure by adding the function of City Prosecutor. The Building function was moved from the Planning Department to the Engineering Department. An additional FTE was added to the Finance Department allowing for a new position to perform senior level budget and accounting work while re-allocating existing department duties.
- Transfers to support capital equipment, street and park projects will continue to be reduced for 2016. The projects and equipment were either delayed or used reserves for funding. This allowed funds to remain in the General Fund to support ongoing operations.
- Utility Tax for City services was decreased to 9% for water and sewer and will remain 6% for storm drain in 2016. Also, continuing in 2016 the City will assess a 6% utility tax on cable services, supplementing the decline in some of our other restricted tax revenues.

CAPITAL PROJECT HIGHLIGHTS

The following general, transportation, park and enterprise projects are included in the 2016 budget.

- **Muriel Iverson Williams Waterfront Park:** Improvements to the public restrooms will occur in 2016.
- **Morrow Manor Park:** A new park on the east side of town with donated land is being planned for construction in 2016.
- **Noll Road Improvements Phase III:** Continuation of design for phase 3 and purchase of Right of Ways to occur in 2016. Construction will occur in multiple phases over the following six years for improvements to support traffic flow at intersections joining SR305.
- **Finn Hill Reconstruction:** Improvements to include pedestrian and bicycle access along north side.
- **Neighborhood Street Pavement Restoration:** Funds will be allocated on an annual basis to be used for pavement and restoration of neighborhood streets.
- **Pump Station Upgrades:** Upgrades to the Poulsbo Village Pump Station and Liberty Bay Pump Station.
- **Capital Facilities Charge for Central Kitsap Plant:** An agreement with the county for a plan to improve the treatment plant has been completed. The agreement calls for an annual distribution supporting the City's share of the plant. Per the agreement three large projects of plant upgrades, the City must financially share with the County for sewer processing will occur over the next several years. The City will be working on establishing a debt schedule to fund Poulsbo's share, based on capacity, over the next several years.
- **Hostmark Transmission Mains:** A new transmission main will be installed to transfer supply from the East High Zone to the Middle Zone and the distribution main will be replaced between Caldart and SR 305.
- **Harrison Force Main Replacement:** Construction of a 12 inch force main from the Marine Science Center pump station along Fjord Drive to tie into the existing main at Harrison Street.
- **Pugh Well/Lincoln Well:** Treatment for Manganese construction for a treatment facility at the well to eliminate the higher than normal manganese content in the raw water.
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- **Public Works Complex Relocation:** A parcel of land was purchased for the intent of relocating the Public Works facility and moving the large equipment out of the center of town. Design will be completed in 2016 with construction commencing late 2016.

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Mayor Rebecca Erickson

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Connie Lord	360-779-6142	Ed Stern.....	360-779-6678
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Mike Lund, Public Works Superintendent	

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Building Inspections	Curbside Recycling	Storm Drain
Building Permits	Garbage	Streets
Kitsap County Fire District #18	Park Maintenance	Water
Fire Emergency Only	Sewer	
Medical Emergency	City/County Recycle Center	779-1044
Business Call		

Special Project Budget Form

Agency Name: City of Poulsbo

Project: Behavioral Mental Health Specialist

For the period of July 1, 2016 to Dec. 31, 2017

Enter the estimated costs associated with your project/program	Total Funds		Requested Funds		Other Funds	
	Budget	Percent	Budget	Percent	Budget	Percent
Personnel						
Managers-clinicians	\$ 240,423.00	59%	\$199,067.00	60%	\$ 41,356.00	56%
Staff	\$ 33,820.00	8%	\$ 25,945.00	8%	\$ 7,875.00	11%
Total Benefits	\$ 70,394.50	17%	\$54,779.00	16%	\$ 15,615.50	21%
SUBTOTAL	\$ 344,637.50	85%	\$ 279,791.00	84%	\$ 64,846.50	88%
Supplies & Equipment						
Equipment	\$ -	0%	\$ -	0%	\$ -	0%
Office Supplies	\$ 1,000.00	0%	\$ 750.00	0%	\$ 250.00	0%
Other (Describe): Software	\$ 8,000.00	2%	\$ 8,000.00	2%	\$ -	0%
SUBTOTAL	\$ 9,000.00	2%	\$ 8,750.00	3%	\$ 250.00	0%
Administration						
Advertising/Marketing	\$ 825.00	0%	\$ 450.00	0%	\$ 375.00	1%
Audit/Accounting	\$ 6,000.00	1%	\$ 5,000.00	2%	\$ 1,000.00	
Communication	\$ -	0%		0%	\$ -	0%
Insurance/Bonds	\$ 1,800.00	0%	\$ 1,200.00	0%	\$ 600.00	1%
Postage/Printing	\$ -	0%		0%	\$ -	0%
Training/Travel/Transportation	\$ 21,300.00	5%	\$ 15,000.00	5%	\$ 6,300.00	9%
% Indirect (Limited to 10%)	\$ 19,906.70	5%	\$ 19,906.70	6%	\$ -	0%
Other (Describe): 2 laptops	\$ 2,400.00	1%	\$ 2,400.00	1%	\$ -	0%
SUBTOTAL	\$ 52,231.70	13%	\$ 43,956.70	13%	\$ 8,275.00	11%
Ongoing Operations & Maintenance						
Janitorial Service	\$ -	0%	\$ -	0%	\$ -	0%
Maintenance Contracts	\$ -	0%	\$ -	0%	\$ -	0%
Maintenance of Existing Landscaping	\$ -	0%	\$ -	0%	\$ -	0%
Repair of Equipment and Property	\$ -	0%	\$ -	0%	\$ -	0%
Utilities	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe):	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe):	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe):	\$ -	0%	\$ -	0%	\$ -	0%
SUBTOTAL	\$ -	0%	\$ -	0%	\$ -	0%
Other						
Debt Service	\$ -	0%	\$ -	0%	\$ -	0%
Other (Describe):	\$ -	0%	\$ -	0%	\$ -	0%
SUBTOTAL	\$ -	0%	\$ -	0%	\$ -	0%
Total Project Budget	\$ 405,869.20		\$ 332,497.70		\$ 73,371.50	

NOTE: Indirect is limited to 10%

Project Salary Summary

Description	
Number of Professional FTEs: for 18 months	4.50
Number of Clerical FTEs	0.00
Number of All Other FTEs	0.60
Total Number of FTEs	5.10
Salary Information	
Salary of Executive Director or CEO	\$ 7,875.00
Salaries of Professional Staff	\$ 266,368.00
Salaries of Clerical Staff	\$ -
Other Salaries (Describe Below)	
Description: Project Manager	
Description:	\$ -
Description:	\$ -
Total Salaries	\$ 274,243.00
Total Payroll Taxes	\$ -
Total Cost of Benefits	\$ 70,394.50
Total Cost of Retirement	\$ -
Total Payroll Costs	\$ 344,637.50

a larger collective impact approach to helping people better served through treatment than corrections.

We anticipate our support and commitment will continue to improve the availability of Mental Health, Chemical Dependency and/or Therapeutic Court Program services in the County and we look forward to working with you in this endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Roszak', with a stylized flourish extending to the right.

Joe Roszak
Chief Executive Officer



**West Sound
Treatment
Center**

Improving Lives
& Restoring Hope



O'Hana House
Women Children



The Lighthouse
For Men



Forward Bound
Families

February 26, 2016

Kitsap County Citizens Advisory Board
C/O Kitsap County Human Services
614 Division Street MS-23
Port Orchard, WA 98366

Re: Letter of Commitment to provide Mental Health, Chemical Dependency and Therapeutic Court Programs

Dear Citizens Advisory Committee:

I am writing to express my support and commitment for the City of Poulsbo grant proposal to provide Mental Health, Chemical Dependency and/or Therapeutic Court Programs.

West Sound Treatment Center is a 501 (c)(3) non-profit organization that provides a wide array of Behavioral Health and Housing programs in Kitsap County is proposing the following project, Behavioral Health Court Services Program.

West Sound Treatment Center will commit the following resources to the proposal submitted by City of Poulsbo:

- Staff time devoted to project
- Other: Increased access to Behavioral Health Treatment, Housing and Compass Vocational Program services.

West Sound Treatment Center will provide a full-time contracted Behavioral Health Specialist to provide crises intervention and assistance services to law enforcement and to work with individuals that have been identified by police as untreated behavioral health issues by directing them to resources and treatment.

We believe our support and commitment will significantly improve the availability of Mental Health, Chemical Dependency and/or Therapeutic Court Program services in the County and we look forward to working with you on this exciting endeavor.

Sincerely,


Robin O'Grady
Executive Director

This information has been disclosed to you from records whose confidentiality is protected by law. Federal regulations (42 CFR, Part 2) prohibit you from making any further disclosure of it without the specific written consent of the person to whom it pertains, or is otherwise permitted by such regulations. A general authorization for the release of medical or other information is not sufficient for this purpose.



1415 Lumsden Road, Fuller-Wise Building
Port Orchard, Washington 98367-9179

360-876-9430
Fax 360-876-0713

westsound6@wavecable.com
www.westsoundtreatmentcenter.org

Poulsbo Municipal Court



March 2, 2016

Mayor Becky Erickson
City of Poulsbo
200 Moe Street
Poulsbo, WA 98370

RE: Matt Duthie

Dear Mayor Erickson:

It has been a pleasure to work with Behavioral Health Specialist Matt Duthie over the past year. Matt has been an extraordinary help to the court. As you know, the court often encounters defendants with mental health issues. For them to simply maneuver the steps of getting a mental health evaluation or setting up an appointment, or making their court dates can seem ominous to them. Matt has been very helpful to defendants by assisting them in taking the next court-required steps to help maximize their chance of success. As the program has evolved, the Prosecutor, the court and the police are becoming more aware of Matt's many talents and his training, and we anticipate using Matt's skills more and more in the future to help defendants succeed in their court-required actions. I certainly support another year's grant for Matt. He is very helpful to the court specifically and the City more broadly.

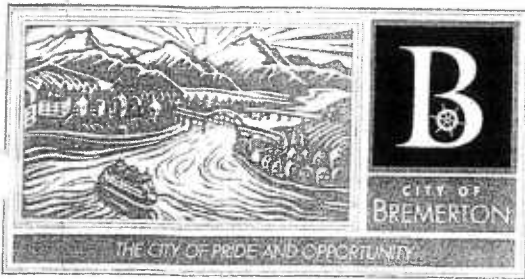
Please let me know if I can be of further assistance or if you have questions.

Yours truly,

A large, fluid handwritten signature in black ink, which appears to read "Jeffrey L. Tolman".

JEFFREY L. TOLMAN

JLT/smp



**Municipal Court
James N. Docter
Judge**

Citizen's Advisory Committee

February 29, 2016

Tel 360-473-5260
Fax 360-473-5262

550 Park Avenue
Bremerton, WA 98337

Re: Request to expand the Behavioral Health Specialist (BHS) position

I write today to encourage you to approve the application for funds for the position(s) of BHS for Bremerton Municipal and Kitsap County District Courts. One of the more frustrating experiences for a lower court judge is processing individuals with mental health issues through the court for misdemeanor crimes. Invariably, these individuals only commit such crimes when they are suffering from their condition due to lack of treatment, use of drugs or alcohol, and/or failing to have or take prescribed medication. But for these failures, these persons would not be contacted by police, or referred to jail and court. Obviously, the court's goal for such persons is to restore their ability to cope, and thereby avoid further criminal behavior. This goal can be greatly facilitated by the BHS.

This class of individuals almost always needs extra attention at all phases of the criminal justice process. The BHS position is designed to help an individual understand court procedures, help guide them along the way, protecting their rights and assisting them in communicating with the appropriate court personnel and providing them much needed direction. The BHS can also help the court understand an individual's limitations and realistic options for treatment. He/she can assist the defendant in his/her efforts to obtain mental health and other treatment, and follow through with the mental health professionals' treatment plan.

Assistance by a BHS will surely improve a defendant's understanding, and very likely make available to him/her more opportunities to avoid a criminal conviction and incarceration. This is largely because the BHS involvement will dramatically improve the defendant's chances of success with treatment and complying with other court obligations. It will also improve public safety by increasing the odds he/she will be law abiding, maintain abstinence, continue to take medications, and regularly attend appointments with mental health doctors, counselors and case managers.

Everyone who comes to court is required to follow directives. Some who appear in District and Municipal court must do so for up to five years. Those who need extra help often do not succeed without it, and end up repeatedly before the court, or another court, because they fail to follow these directives. Hiring a BHS would be a good investment in our efforts to process those with mental health challenges through the criminal justice system, and greatly assist them in restoring their mental well being so they can function peacefully in society, without being contacted by law enforcement and referred back to court. Thank you for considering this application.

Sincerely,


James Docter, Bremerton Municipal Court Judge

52



Office of the City Attorney
Roger A. Lubovich, City Attorney

Tel 360-473-2334
Fax 360-473-2303
345 6th Street, Suite 600
Bremerton, WA 98337-1873

February 26, 2016

Re: Letter of Recommendation in Support of Mental Health/Behavioral Specialists working in the Municipal Courts.

Dear Committee,

After 15 years as a practicing attorney in the areas of criminal defense and prosecution, I have seen a steady and growing need for services for mentally ill citizens. Many of these individuals lack the ability to consistently comply with court orders and treatment requirements without having someone to aid them with scheduling, medication, and court dates. A very unfortunate reality is that individuals who are not receiving the proper mental health treatment often begin self-medicating with street drugs and, in turn, start committing offenses that result in incarceration.

The reality is that we cannot help all individuals; some will not accept help. However, this should not be a deterrent to providing assistance to our citizens who can benefit from having a more "hands on" approach than a judge or attorney can provide in the courtroom setting. If we can stabilize the treatment needs of individuals, we may be able to reduce recidivism, increase productivity, and obtain stable housing. As a result, we could reduce medical and jail costs to cities who are disproportionately burdened by untreated mentally ill individuals who are often deemed to be "high utilizers" of emergency services.

District and Municipal Courts are designed to serve the dual purpose of treatment and deterrence. This makes these courts the best fit for pilot programs that can assist individuals with obtaining the services they need to stabilize their lives and ultimately decrease the chances of recidivism.

I am encouraged by the promise this program has shown in Poulsbo and believe that it is time to fund the expansion of this program to see what impact it can have within larger cities such as Bremerton.

Please feel free to contact me with any questions or concerns.

Sincerely yours,

GINA BUSKIRK
City Prosecutor
City of Bremerton
Prosecution Division

Kitsap County Sheriff and Police Chief's Association

February 22, 2016

Mental Health, Chemical Dependency, and Therapeutic Court Services Citizens Advisory Committee
c/o Kitsap County Human Services
614 Division Street, MS-23
Port Orchard, WA, 98366

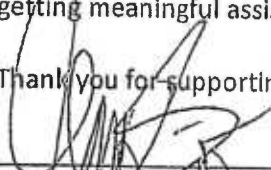
Citizens Advisory Committee,

We, the undersigned law enforcement executives of Kitsap County, Bainbridge Island, Bremerton, Port Gamble – S'Klallam, Port Orchard, Poulsbo, and Suquamish strongly support this grant application. Several of our officers have worked with the current Behavioral Health Specialist, Matt Duthie, over the past several months, and we see great potential—both for the public and for our officers—in this position. We would like to see a Behavioral Health Specialist in place that works specifically with law enforcement. Like many programs funded through this grant, this will be pilot program. We must carefully examine its effectiveness after it has been in operation, but we see a great deal of potential for its success.


As members of this Committee know, police are called in to assist people with mental and behavioral health issues on a frequent basis. Many of these encounters lead to trips to the emergency room or jail—options which, in many cases, are ineffective and inappropriate. The only mental health professional available to police is a DMHP, and access to a DMHP is not possible in many situations. A police-focused Behavioral Health Specialist will work with officers in many contexts. S/he can help in crisis situations. S/he can help people before and after crisis, by connecting them to resources and treatment. The Behavioral Health Specialist will be an important part of crisis intervention training. We see the Behavioral Health Specialist playing an integral role when the Crisis Triage Center is in place, helping people transition from the facility into sustained community treatment.

A single Behavioral Health Specialist will not, of course, fill all the mental health care gaps in our county, nor will they replace the needs of the DMHP. But this new program will increase the chance of people getting meaningful assistance and referrals instead of being cycled through the emergency system.


Thank you for supporting this grant request.



Gary Simpson
Kitsap County Sheriff

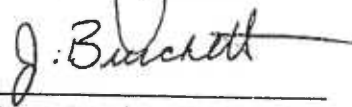


Matt Hamner
Chief, Bainbridge Island

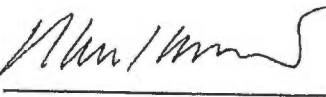


Sam White
Chief, Port Gamble-S'Klallam


P.P.



Steve Strachan
Chief, Bremerton



Alan Townsend
Chief, Poulsbo



Mike Lasnier
Chief, Suquamish

25 February 2016

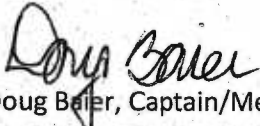
Mental Health, Chemical Dependency and Therapeutic Courts Citizens Advisory Committee
c/o Human Services
614 Division Street
Port Orchard, WA 98366

MHCD Advisory Committee,

We would like to express support for continuation of the "**City of Poulsbo Behavioral Health Court Program**" grant. The population segment identified and targeted by this program for diversion from detention and incarceration also constitutes the same portion of the population who disproportionately use emergency medical services and hospital emergency department resources for primary healthcare needs. We recognize that these individuals often suffer from challenging and complex health or social circumstances particularly, mental illness, substance abuse and/or chronic homelessness. Their underlying psychosocial issues remain unaddressed and needs unfilled as they seek and receive primary assistance from ill-suited, ill-equipped acute care services. The resulting episodic, uncoordinated, unfocused care is of inferior quality and substantially higher community and societal costs while simultaneously consuming valuable public safety and acute care resources.

This program has generously allowed access to their Behavioral Health Specialist, when appropriate and mutually convenient, to offer assistance to the Bremerton and Poulsbo Fire Departments in their frequent encounters with patients who are suffering from behavioral health issues. In the future we would like to explore options to expand this program to formally integrate this type of intervention into the emergency medical services delivery system.

Thank you for your time, attention and consideration.



Doug Baier, Captain/Medical Officer
Bremerton Fire Department
911 Park Avenue
Bremerton, WA 98337

email: douglas.baier@ci.bremerton.wa.us

Phone: 360-473-5390



Chris Morrison, Battalion Chief/Medical Officer
Poulsbo Fire Department
911 Liberty Road
Poulsbo Washington 98370

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Phone: 360-697-8295

LaCross & Murphy, PLLC
Attorneys at Law

559 Bay Street
Port Orchard, Washington 98366
(360) 895-1555

February 3, 2016

To: Mental Health, Chemical Dependency and Therapeutic Courts Citizens Advisory
Committee
c/o Human Services
614 Division Street
Port Orchard, WA 98366
Cc: Kimberly Hendrickson

From: Jacob P. Murphy
LaCross and Murphy PLLC

RE: Behavior Health Program

Greetings:

The purpose of this letter is to let the parties know the value and assistance this Program, and Mr. Duthie, have benefitted our clients as well as voice my support for an expansion of the Program. I have met with Mr. Duthie to discuss how he would be able to assist my clients. He was an exceptionally professional and informative. He expressed a sincere desire to assist clients who are court ordered to comply with mental health counselling as well as to assist in obtaining the monthly reports the Courts require. One specific instance in which Mr. Duthie was of great assistance was a client who was attempting to be granted a mental health treatment based deferred prosecution. Our client was utilizing Kitsap Mental Health for the necessary evaluation and treatment. After months of trying to obtain the evaluation we never were able to get one that would satisfy the Court. I spoke with Mr. Duthie about this situation and he offered to see if he could assist. I am not aware of exactly what Mr. Duthie did, or to whom he spoke, but within a few weeks were able to obtain a satisfactory evaluation and treatment plan. The Court accepted and ordered the deferred prosecution. More individuals tasked with the same responsibilities of Mr. Duthie would, in my opinion, be of significant value.

I do whole heartedly support an expansion of this program. After discussing with the Bremerton Municipal Court Probation Officer we have roughly 40 clients that are required by the Court to provide proof of mental health treatment. This is more than Mr. Duthie can assist as he has his primary obligation to assist clients out of Poulsbo. Having more individuals tasked with the same responsibilities as Mr. Duthie would allow my

clients access to a valuable resource. Further, I attended a meeting with Ms. Hendrickson and members of Bremerton Municipal Court, Prosecuting Attorney's Office and Police Department where possible expansion of this Program was discussed. In addition to a person with duties similar to Mr. Duthie's there was also discussion of a person that would be able to assist law enforcement when they respond in the field to calls that involve a person or persons with apparent mental health issues, often emergent in nature. Such an asset for law enforcement would be of tremendous value. As it stands now the only option for BPD is, if appropriate, take the person to Harrison Memorial Hospital for mental health referral. In my experience I have found HMH to be at best unwilling to provide any valuable assistance in these matters, in the worst cases completely hostile to providing assistance. The referred person is often simply told to leave, and if unable to do so swiftly enough for HMH a call is made by HMH to have that person arrested for trespass.

I appreciate any consideration the Committee gives to this letter and its support for the Program and its expansion. If any further information is desired, or if there are any questions I can answer please do not hesitate to contact me.

Sincerely,

Jacob P. Murphy
Managing Partner, LaCross & Murphy PLLC

LAW OFFICE OF THOMAS S. ALPAUGH, INC.

A Washington Legal Services Corporation

600 Winslow Way E., Suite 131
Bainbridge Island, WA 98110
Telephone (206) 842-1905
Fax (206) 842-7675

February 2, 2016

Mental Health, Chemical Dependency, and Therapeutic Court Services Citizens Advisory Committee

c/o

Human Services
614 Division Street, MS-23
Port Orchard, WA, 98366

To Whom It May Concern:

I am the public defender for the City of Bainbridge Island and City of Poulsbo respectively. During my 27 years as a public defender, I have often times felt frustrated with the lack of services available to those unfortunate souls who suffer from mental health illness. On too many occasions, those individuals experience a revolving door of court appearances because they are too ill to follow through with court ordered mandates and eventually find themselves incarcerated as a punishment while receiving no treatment.

During the last year, Matt Duthie of Kitsap Mental Health began to provide his services to my clients in both Bainbridge Island and Poulsbo Municipal Courts. The results have truly been nothing short of a miracle for some of more ill clients. Through Matt's efforts, these clients have been able to make appointments with mental health providers, obtain a diagnosis, and actually commence a mental health treatment plan. The end result is people once lost who now have now begun to function in society. I am more than certain that without Matt's efforts, these people would continue to sink into the abyss of mental illness with no hope of getting out.

This is a program that works, and while I am generally not the type who believes that throwing more money at a problem cures all, this program is the exception. The results that I have seen lead me to conclude that this program should be expanded to every court in the State and is worth every penny of tax dollar assistance.

Very truly yours,

Thomas S. Alpaugh

THE LAW OFFICES OF JONATHAN R. COOPER, P.L.L.C

623 DWIGHT STREET PORT ORCHARD, WA 98366

TELEPHONE: 360.620.4113

FAX: 360.329.7050

EMAIL: CooperLegal.WA@gmail.com

Mental Health, Chemical Dependency &
Therapeutic Court Citizens Advisory Committee

C/O

614 Division Street

Port Orchard, WA 98366

MS-23

To Whom It May Concern:

I am writing this letter as an endorsement to Mr. Duthie and the services of which he so expertly afforded for a mutual client. Mr. Duthie, through his work as a Behavioral Health Specialist, was able to effectively and expeditiously walk the client through a process of which I had been unable to. Our mutual client was an individual struggling with the throws of Kitsap County District Court Requirements without assistance.


Upon contacting Mr. Duthie regarding this client and sub-sequentially introducing them, Mr. Duthie was able to resolve the client's issues in less than 1 month. Specifically speaking Mr. Duthie took a case of which I had personally been struggling with for almost a year and helped the client navigate to a successful resolution. Without his services and skills I recognize that my client would still be stuck in the system without insight as to direction, a contact for resources, or a guide for his journey.

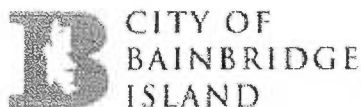
It is without hesitation or reservation that the program of which Mr. Duthie works within is a huge success. I highly believe that these services not only benefit our local communities but rather benefit Kitsap County as a whole. So many individuals lack the means to recognize what the "next step" is, and through this program Mr. Duthie was able to graciously and expertly guided our client through the process.

Should you have further questions as to the personal benefit I see in Mr. Duthies work or this venture do not hesitate to reach out to me.

Sincerely,

Jonathan R. Cooper





*Judge
Sara L. McCulloch*

*Court Administrator
Telma Hauh*

BAINBRIDGE ISLAND MUNICIPAL COURT

February 24, 2016

Kitsap County Human Services Department
c/o Kitsap County Purchasing Department
Attn: Colby Wattling
614 Division St., MS-7
Port Orchard, WA 98366

RE: Behavioral Health Court Program- Grant Request

Dear Grant Committee Members,

I am the Presiding Judge of the Bainbridge Island Municipal Court and am writing to share my support of the Behavioral Health Court Program grant request. I believe this is an excellent use of the county tax. I encourage the grant committee to approve funding to expand the program into additional courts.

Defendants with mental illness (and commonly co-occurring substance abuse) present unique issues to the courts. Much of our criminal justice model is based on an assumption that behavior is willful and will change in response to court orders and the punishment options available: jail and fines. This model works for many higher functioning defendants who come through the system. However, for those that suffer from serious mental health issues and co-occurring substance abuse, the model often does not serve to successfully change behavior.

Defendants with serious mental health issues often fail to: communicate about their needs accurately, make necessary appointments, follow through with treatment, take medication, attend court, keep in touch with their attorney, submit required documentation, etc. As such, these defendants tend to be non-compliant and risk punishment at a higher percentage than other non-mentally ill defendants. Intensive, hands-on case management is needed in order for these individuals to navigate the system and overcome non-compliant behavior. This case management involves

Municipal Court

Mailing Address: PO Box 151, Rollingbay, WA 98061

Location address: 10255 NE Valley Road, Bainbridge Island

Email address: court@bainbridgewa.gov

Phone: (206) 842-5641 Fax: (206) 842-0316

www.bainbridgewa.gov/court

meeting defendants outside of court to assess all of their issues, helping them make and attend appointments, interacting with their defense attorneys, coordinating with various service providers, providing information to the court, etc.

The case management role is not an existing role in the criminal justice system. It is not something that can be accomplished by attorneys or court staff, who are not mental health counselors. Further, mentally ill defendants tend to distrust people in the system due to their illness or because of prior bad experiences. A case manager has the opportunity to build trust with the mentally ill defendant and help meet their needs in a holistic way.

This court has recently learned of the intensive case management services that Behavioral Health Specialist, Mr. Duthie, has been providing in Poulsbo Municipal Court. Mr. Duthie has been attending court at Bainbridge Island Municipal Court in just the last couple weeks to offer his services and assist mentally ill defendants. So far, I have been extremely impressed with Mr. Duthie and what a Behavioral Health Specialist can provide for these struggling defendants.

I would like to give you some examples of what Mr. Duthie was able to do *just this week* at the Bainbridge Island Municipal Court. Mr. Duthie met with at least four clients with serious mental health and substance abuse issues.

One woman he met with is required to get a competency evaluation through Western State Hospital and has been repeatedly non-compliant with doing so. Typically, the court's only choice for this non-compliance is to take her into custody if she fails to follow through and have her evaluated in custody, which means at least a couple of weeks in jail. Her criminal charge is minor- theft from a grocery store, so this amount of jail is disproportionate to what other non-mentally ill defendants would face. With Mr. Duthie's assistance, she will have another chance to make and attend her appointments, remain out of jail, and get the evaluation and services she needs.

Mr. Duthie also interacted with the family of a severely mentally ill defendant who has been non-compliant with mental health treatment. He has been in and out of jail on warrants for non-compliance. On this occasion, four of his family members were able to attend court and were prepared to take him to Kitsap Mental Health to get evaluated upon his release. Mr. Duthie was able to meet with the defendant and his family members and provide information to the court about the process with Kitsap Mental Health. This was highly impactful to all involved and helpful to the court in crafting an appropriate sentence.

Recently, Mr. Duthie began working with a man who has struggled his entire life with alcoholism. The alcohol treatment provider recommended he get a mental health evaluation as part of his treatment. However, this defendant has limited cognitive

functioning and this is not an easy task for him. He is also distrustful and resistant. Mr. Duthie met with this defendant in the community and at his home to assess his overall need and begin helping him navigate his court responsibilities.

While Mr. Duthie was at court this week, there was an arraignment of a man who appears to be struggling with mental health issues. Numerous people from the community have requested protection orders against him and he is now charged criminally with violating the protection order against one person. He has also repeatedly called the court staff ranting and yelling at them. At the request of our court probation monitor, Mr. Duthie came to court. He had the chance to observe his erratic behavior in and out of court and begin considering how he may approach him at a future court date.

The services of a Behavioral Health Specialist are critical to helping mentally ill defendants be successful with court obligations. I have no doubt that the impact of having a Behavioral Health Specialist in the Bainbridge Island Municipal Court will be positive for the defendants, their families, and the community at large. I strongly urge the committee to fund this program so it may be expanded throughout the county.

Sincerely,

A handwritten signature in cursive script, appearing to read "Sara L. McCulloch".

Judge Sara L. McCulloch