

2014 GRANT SUMMARY PAGE

MENTAL HEALTH, CHEMICAL DEPENDENCY, AND THERAPEUTIC COURTS RFP  
 KITSAP COUNTY  
 HUMAN SERVICES DEPARTMENT

Proposal Title: West Sound Treatment Center/New Start

**Proposal Summary:**

The proposed grant funds in the amount of \$163,654 would support 2 FTE's to provide Substance Use Disorder Assessment, Treatment, Life-skill building, and Re-entry services at the Kitsap County Jail, and an additional 1 FTE to provide Continuing Care services for those exiting the jail at West Sound Treatment Center including; Treatment, Relapse Prevention, and Compass Vocational Assessment and Skill Building Services to a total of 160 offenders.

Requested Funds Amount: \$ 163,654

Matching/In-kind Funds Amount: \$ 16,054

**West Sound Treatment Center**

Agency or Organizational Name

Fuller-Wise Building, 1415 Lumsden Road

Street Address

Port Orchard

WA

98367

City

State

Zip

Robin O'Grady

(360) 876-9430

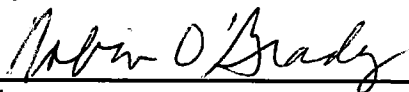
westsound1@wavecable.com

Primary Contact

Phone

E-Mail

Signature



Title

Executive Director

**Legal Status:**

Non-Profit Status: 501©3 of the Internal Revenue Code?  Yes  No

Federal Tax ID Number: 91-1184236

If incorporated, attach a list of the members of the Board of Directors, including names and addresses.

**\*See Attached**

If not incorporated (sole proprietor or partnership), attach a list of the names and addresses of the principals.



**West Sound  
Treatment  
Center**

*Improving Lives  
& Restoring Hope*



O'Hana House  
Women Children



The Lighthouse  
For Men



Forward Bound  
Families

## **Board of Directors 2014**

### **President**

Susan K. Thoman (2012-Currently)  
Emerald Services, Inc.  
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### **Vice President**

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### **Treasurer**

Randy Glein (1994-Currently)  
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### **Emeritus Members**

John Wise, Retired, 2006-Currently  
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### **Secretary**

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## **Organizational Capacity**

### **Staffing Capacity:**

Robin O'Grady, Executive Director, CDP, RPS (.2 FTE)

Financial, clinical and contractual oversight. Staff supervision and development of community partnerships. 25 years of experience in non-profit leadership and management, with background in corrections and behavioral health. 1992 Graduate of California State University Dominguez Hills, CDP in WA for the past 16 years. Instrumental in the development of O'Hana House, The Lighthouse, and the Forward Bound homeless housing programs and is very familiar with the service needs of people with substance use disorders, and mental illness. Catalyst and advocate in our county for the provision of innovative and evidenced based best practices currently in the national forefront.

(CDP) Chemical Dependency Professional- (1.0 FTE)

Provide screening, comprehensive assessment, outpatient treatment based on the MRT model, and T4C life skill building classes in the Kitsap County Jail. Establish individual service plans, provide individual and group counseling. West Sound Treatment Center (WSTC) staff must go through a rigorous screening process and must maintain current CDP credentials. Clinicians must be MRT certified.

(CDP/T) Chemical Dependency Professional/Case Manager/Re-entry (1.0 FTE)

Provide coverage and duties in the absence of CDP. Establish individual service plans, and provide individual and group counseling. Provide T4C life skill building classes. Provide case management and linkages to continuing care treatment, housing options, transportation, vocational and employment opportunities, mental health services, and continuing care treatment. WSTC staff must go through a rigorous screening process and must maintain current CDP/T credentials. Must have extensive knowledge of community partner agencies, and accessibility/eligibility requirements. Clinicians must be MRT certified.

(CDP/T) Chemical Dependency Professional/Continuing Care Treatment (1.0 FTE)

Provide continuing care outpatient treatment at WSTC based on MRT and Terrence Gorski's Relapse Prevention model. Establish individual service plans, and provide individual and group counseling. Provide case management services that include direct linkages to community partner agencies. Must have extensive experience in relapse prevention and working knowledge of community resources. WSTC staff must go through a rigorous screening process and must maintain current CDP/T credentials. Clinicians must be MRT certified.

### **Board Capacity:**

WSTC is a 501(c) (3) governed by a 7 member Board of Directors. Board recruitment is facilitated on an ongoing basis. There are currently no term limits for WSTC Board Members. Members represent Kitsap residents, alumni and other stakeholders of WSTC services, and those experienced in behavioral health, public service, non profit leadership, financial management and business. One member is Native American, three members note receiving community treatment, and three members note family

involvement in behavioral health services including mental health and substance use disorders. Position and Name:

Susan K. Thoman, 2014 Board President (member from 2012-current), Emerald Services, Inc., Director of Public Affairs and Communications

Randy Glein, 2014 Board Treasurer, (member from 1994-current), Randolph V. Glein CPA/PFS, Owner

Kaye Weisman, Board Secretary, (member from 2012-current), Managing Broker, Retired

Gary L. Fuller, (member from 1996-current), Seattle Seasonings, LLC/Two Snooty Chefs, Culinary Arts Program Manager, Retired

Kristine K. Chittenden (2012-current), Dental Hygienist and Assistant, Retired

John Wise, Emeritus Board Member, (1993-current) Non-profit Executive

Ed Midkiff, Emeritus Board Member, (2009-current) Suquamish Tribal Elder

The Executive Director reports to the Board of Directors and provides education in relation to identified organization service gaps, programs, potential opportunities, and trends. The Board of Directors set agency policy and direction, and maintain fiscal accountability and audit/regulatory compliance.

**Internal Policies:**

The Board of Directors is required to review and approve all WSTC internal policies.

**Fiscal Controls:** Fiscal controls are completed in accordance with recognized accounting procedures, and WSTC's Accounting Policies and Procedures Manual. The Finance Committee meets monthly to review financial statements. Monthly financial statements are submitted to the Board of Directors by the Executive Assistant, and an income and expense report is presented by the Executive Director at each monthly Finance Committee and Board of Directors meeting. A local accounting firm conducts an annual independent audit specific to non-profit organizations.

**Non-discrimination:** WSTC is in compliance with local, state, and federal laws regarding employment opportunities and the provision of services. WSTC does not discriminate regardless of race, color, religion, sex, sexual orientation, national origin, creed, marital status, age, or disability or other protected status under applicable laws. All staff members including volunteers are required to complete annual cultural diversity training as part of their professional continuing education requirements.

**Procurement:** WSTC procurement policy provides efficient procurement of supplies and services requiring authorization for purchases over \$2,000. Any proposed purchase of good and services valued at more than \$10,000 is subject to the competitive bidding process. Purchasing actions are in compliance with Federal standards, state and local guidelines, and contractual requirements of grants, contracts and gifts.

## **History of Project Management**

Originally incorporated in 1981, WSTC's purpose at that time was to provide treatment for adults with substance abuse disorders. As community and client needs changed, particularly in relation to the growth in homelessness and for those exiting institutions with debilitating barriers including; addiction and mental health disorders, CPS involvement, legal issues, history of domestic violence and other trauma, West Sound responded by expanding its services.

In 2009 we opened *O'Hana House* in East Bremerton to provide eight homeless chemically dependent women and their children with supportive housing, treatment and vocational skill building. WSTC's *Lighthouse* program opened in July 2010 in South Kitsap for eight chronically homeless, chemically dependent men, and provides supportive housing, treatment, and vocational skill building. Also in 2010, we launched our Housing First program, *Forward Bound*, and received a five-year Washington Families Fund grant from Building Changes to provide 14 high-need level families with permanent supportive housing and vocational skill building, utilizing evidenced based therapeutic models including Housing First, WRAP, motivational interviewing, and harm reduction. *Forward Bound* families are high-need level families who have experienced multiple barriers. At our primary administrative facility in Port Orchard we provide up to 100 participants a day with substance use disorder assessment, outpatient chemical dependency treatment, individual and family counseling, relapse prevention, Compass vocational services and case management, and supportive services.

WSTC has experienced significant growth in recent years as we began meeting several unmet needs in the community that could be met more effectively through the implementation of evidence-based and best practices that are being used across the country. Computerized reports analyze and reflect program outcomes based on goals and objectives, quality of participant care, and effectiveness of services. Quality review and assurance is conducted by our Quality Assurance Coordinator and service provision is regulated by the Washington Administrative Codes, Department of Health, and the Division of Behavioral Health and Recovery. WSTC has consistently met the requirements for certification and audits.

## **Financial Management Capacity-Fiscal Review:**

WSTC is in full compliance with its many contractual deliverables and fiscal responsibilities. The Executive Director is responsible for the operational oversight and management of the entire organization and its programs, and reports to the Board of Directors. The Clinical Supervisor provides clinical and programmatic oversight and management for the clinical team. The Executive Assistant manages all financial systems and strategies and is monitored by the Executive Director and Board of Directors. Fiscal policies include personnel, payroll, grants, travel and purchasing. WSTC is audited annually by an independent Certified Public Accountant and we have a long history of no major deficiencies by our auditors, grantors, and certifying organizations.

## **Community Needs and Benefit Needs Assessment**

The Sheriff's Office Jail is the regional jail serving the criminal justice community within the greater Kitsap Peninsula area. The jail houses both sentenced and pre-trial inmates for county, cities, and tribal communities in the region. The jail is currently operating with 433 beds. The communities of Bremerton, Port Orchard, Poulsbo, Bainbridge Island, and Gig Harbor, the Suquamish and Port Gamble S'Klallam Tribes contract for jail services. Additionally, the Washington State Department of Corrections contracts for services to house violators of the Offender Accountability Act (OAA). Total contract bed utilization is approximately 95-100 beds per day, with the remainder of the 433 beds used for unincorporated Kitsap County needs.

In May of 2010 the Kitsap County Sheriff's Office and WSTC submitted a joint application to the Department of Commerce to provide assessment, treatment and re-entry services at the Kitsap County Jail through the development of an RSAT program (residential treatment inside the Jail). The RFP was accepted for funding however within a month of acceptance, there were significant funding reductions to the Kitsap County Sheriff's Office and they were unable to fund oversight of this critical program and therefore, it was never implemented.

In the February 2010 report released by The National Center on Addiction and Substance Abuse (CASA) at Columbia University, CASA showed that alcohol and other drugs are significant factors in all crime. Of the 2.3 million inmates crowding our nations prisons and jails, 1.5 million meet the DSM-5 medical criteria for substance use disorders, and another 458,000, while not meeting the strict DSM-5 criteria, had histories of substance abuse; were under the influence of alcohol or other drugs at the time of their crime; committed their offense to get money to buy drugs; were incarcerated for an alcohol or drug law violation; or shared some combination of these characteristics, according to *Behind Bars II: Substance Abuse and America's Prison Population*. Combined, these two groups constitute 85 percent of the U.S. prison and jail population. The CASA report found that only 11 percent of all inmates with substance use disorders receive any treatment during their incarceration. The report found that if all inmates who needed treatment and continuing care received such services, the community would break even in a year if just over 10% remained substance and crime free and employed. Thereafter, for each inmate who remained sober, employed and crime free, the community would reap an economic benefit of \$90,953 per year, per offender.

The Kitsap County Sheriff's Office Jail is not unique in this national trend. The major difference is that there is currently no treatment services provided to incarcerated inmates at the jail. It is estimated that approximately 80% of inmates passing through the Kitsap County Jail suffer from some type of chemical dependency problem. Through this partnership with WSTC, the Sheriff's Office intends to positively impact this problem by utilizing an evidence-based treatment program within our local criminal justice system; ultimately saving our community valuable dollars and reducing crime.

Our proposed program, *New Start*, would provide comprehensive chemical dependency treatment and re-entry services at the Kitsap County Jail. A survey developed by West Sound Treatment Center was administered by jail staff during a 24 hour period from

March 23 to March 24, 2014, and made available to all inmates of the Kitsap County Jail on a voluntary basis. The jail population during the survey period was 395 individuals. 166 surveys were returned, two of which were incomplete and could not be used. A total of 164 surveys were completed and are summarized below.

- 92% of respondents report having misused drugs and/or alcohol in the past.
- 73% of respondents report that their criminal offenses are directly related to the use or misuse of drugs and/or alcohol.
- 84 % of respondents state that they would be interested in receiving treatment for drug/alcohol abuse while in jail.

The frequency with which specific services would be accessed *while incarcerated or upon re-entering the community*:

- 88% would utilize Screening & Assessment services
- 93% would utilize Individual & group counseling services
- 94% would utilize Re-entry services
- 93% would utilize housing location & assistance
- 79% would utilize Vocational Training & Case Management
- 79% would utilize Continuing Care: Treatment & Counseling

In addition to chemical dependency treatment services, *New Start* would provide re-entry services to persons involved in the program. There is no program design currently in place at the jail to address re-entry needs for persons exiting the jail and jails are not required to have release plans. According to the 2013 Kitsap County Homeless Housing Plan Update, institutional discharge can be a particularly vulnerable time in terms of housing stability. The WA Dept. of Commerce's Ten-Year Homeless plan priority is to reduce the proportion of individuals experiencing homelessness following release from institutions. Chemical dependency treatment paired with a coordinated re-entry program (which is considered a best practice) can provide education, support, resources, and community connections to address these identified service gaps.

#### **Target Population:**

*New Start* will serve Kitsap County men and women 18 years or older who are incarcerated, experiencing substance use disorders as identified in the DSM-5, and in need of intensive outpatient chemical dependency treatment. Comprehensive assessment and treatment and re-entry services will be provided at the jail. Services will be voluntary and provided according to criteria eligibility and space availability. Priority will be given to Veteran's, pregnant females, IV Drug users, persons with drug-related criminal histories, and persons exiting the jail into homelessness. Continuing care services including treatment, relapse prevention, and vocational assessment and skill building will be provided at WSTC in Port Orchard, WA upon offenders exiting the jail.

#### **Link between Services and Community Need**

The *New Start* program and its many community partner programs will provide a safety net of services that effectively address and support the following goals outlined in the Kitsap County Behavioral Health Strategic Plan:

-Support shared plan through ongoing collaboration and increased care coordination among mental health, substance abuse, and health and justice stakeholders through joint projects, blended funding, information sharing, and cross-training.



-Increase substance abuse treatment funding for individuals who are not eligible for Medicaid, including individuals on Medicare and Veterans who do not have private insurance.

-Provide funding for recovery supportive services for individuals with a substance use disorder while in treatment (continuing care) including child care, transportation, and employment.

### **Project Design Meets Plan Goals:**

*New Start* creates a cross-system partnership which facilitates persons in the jail with substance use disorders, to become engaged with chemical dependency treatment and also provides connective services to community resources that address the multiple barriers they experience when re-entering the community. This is a joint project that is inclusive of our community partnerships which is a catalyst for information sharing and cross-training. The MRT, T4C and Relapse Prevention service delivery models that will be utilized are considered national best practices and have been validated by research.

### **Services Provided:**

1.) Assessment and MRT Chemical Dependency Treatment, T4C skill building 2.) Re-entry services; Case Management, Education, Continuing Care Planning, linkages to mental health treatment, chemical dependency continuing care treatment, medical care, housing programs, basic need programs, vocational training, transportation 3.) MRT Continuing Care Treatment and Relapse Prevention, vocational assessment and skill building

### **Project Scope**

The *key recommendations and local gaps in services* this proposal addresses include:

Gap #1: Support shared plan through collaboration and increased care coordination among mental health, substance abuse, and adult criminal justice stakeholders through joint projects, blended funding, information sharing, and cross-training to prevent and reduce inappropriate involvement of persons with behavioral health disorders from involvement in the adult criminal justice system.

Gap#3: Expand mental health and substance use outreach, assessment, intervention, referral and treatment in the jail, enhance linkage at discharge to comprehensive services including care coordination, access to medication, prompt access to health benefits, housing with/without supportive services, and mental health and substance abuse treatment.

Gap#6: Increase case management and discharge planning to increase linkages to Mental Health and Substance Use Disorders Treatment

Unduplicated Individuals Served: The New Start program will serve 160 unduplicated offenders annually. Evidence of Non-Supplanting of Funds: There are no chemical dependency or re-entry services existing in the Kitsap County Jail. This proposal does not supplant existing resources.

### **Project Description**

#### **Community Collaboration, Support and Synergy**

WSTC's Executive Director will provide financial and project leadership. Ned Newlin, Chief of Corrections, will work collaboratively with WSTC to ensure safety training of WSTC staff is completed and that offender oversight occurs by sheriff staff at the Kitsap County Jail while WSTC staff is on site delivering services. WSTC will work closely to

coordinate with community partners and provide data relevant to the accessing of their services on behalf of the participating offenders.

**Participating Partner Organizations include:**

Housing - Compass House, Fresh Start Naval House, Benedict House, O'Hana House, The Lighthouse, Georgia's House, Agape' Unlimited's Sisyphus and Koinonia Inn, Kitsap Community Resources, Coffee Oasis, and Kitsap Mental Health. Mental Health Screening Services- Kitsap Mental Health. Medical care-Peninsula Community Health. Vocational Assessment and Skill-building- Compass Vocational Services, and Kitsap Community Resources. Emergency Basic-need Services- The Salvation Army, West Sound Treatment Center. Inpatient, Outpatient and Continuing Care Chemical Dependency Treatment- West Sound Treatment Center (MRT), Kitsap Mental Health (co-occurring disorder), Kitsap Recovery Center (Inpatient), Agape' Unlimited (Outpatient with licensed child-care).

Partner organizations will receive referrals directly from WSTC CDP/T's, offenders directly, and/or from each other and will serve as a safety net for exiting or exited offenders. Phone screening will occur in advance of offender arrival whenever possible to ensure accessibility of services. Resource utilization will be tracked and outcomes will be monitored. WSTC and partner agencies will meet quarterly to share information, plan services, and evaluate quality and processes. MOU's will be specific and outline referral protocol and specific services to be provided. Letters of commitment are in place for the majority of our partner agencies and more will follow in the stages of program development and implementation (See Project Timeline and Attachment D.)

**Project Goals**

The primary focus of *New Start* is to reduce the psychological and social impairment of offenders with substance use disorders and to connect them with community resources that will assist in the maintenance of long-term sobriety and successful re-entry into the community.

**Goal 1:** Provide Chemical Dependency Treatment and re-entry preparation services to offenders to successfully re-enter the community.

Objective 1: Measure the number of offenders who are able to successfully complete the program. Objective 2: Of the offenders that complete in-jail treatment, measure the numbers who have remained arrest-free for one year following release.

**Goal 2:** Reduce recidivism by providing comprehensive continuing care, and support and basic need services once the offender is released into the community.

Objective 1: Measure the number of offenders who participate in the continuing care program.

Objective 2: Of the offenders who participate in continuing care services, measure the number who have remained arrest-free for one year following discharge.

**Project Activities**

Agency Activities

WSTC has been a licensed and certified chemical dependency treatment center since 1981 and has provided off-site assessment and placement services for the Kitsap County Jail and other community agencies for over eighteen years. WSTC is very familiar with the State of Washington Department of Behavioral Health requirements to operate off-site chemical dependency services. West Sound's timeline for implementing the *New Start* Program is as follows:

**New Start PROJECT TIMELINE**

<b>Date</b>	<b>Milestone</b>
7/1/14- 8/31/14	Contact DBHR/begin off-site approval process Recruit New Start Clinical Team
9/1/14- 10/31/14	Provide new staff orientation New staff attend MRT Training New Start policy and procedures developed Curriculum prepared
11/1/14- 12/31/14	DBHR provides off-site technical assistance, review, and final approval of off-site services Partner agency MOU's are initiated and signed Fund development plan is established and initiated First partner agency quarterly meeting occurs
1/5/15	New Start services begin at Kitsap Co. Jail Outcome measurement tools are put in place (1/5/15-2/5/16)
3/15/15	Partner agency quarterly meeting
4/1/15- 4/30/15	Quarterly satisfaction surveys are administered and analyzed
6/15/15	Partner Agency quarterly meeting
7/1/15	Quarterly satisfaction surveys are administered and analyzed
9/15/15	Partner Agency quarterly meeting
10/1/15	Quarterly satisfaction surveys are administered and analyzed
12/15/15	Partner Agency quarterly meeting
2/5/15	Outcome measurement tools are analyzed

Treatment Activities

Offenders interested in attending *New Start* will fill out an initial screening application to gather demographic and identifying data and to determine program eligibility. Eligibility criteria will include; alcohol or other drug related legal charges, history of IV drug use, currently pregnant and seeking treatment, expressed willingness to participate in entire 90 day Intensive treatment and re-entry program in the jail, and to participate in continuing care services once exited from the jail, prior diagnosis of chemical dependency or abuse, substance abuse history, self-identified drug problem as verified by assessment. Those receiving admittance to *New Start* will participate in a comprehensive assessment and begin receiving treatment services within one week of admittance.

The primary focus of the WSTC *New Start* treatment program is upon the substance abuse problems of the offender as well as the cognitive, social, vocational, and other skills necessary for successful re-entry into the community. All participating offenders are scheduled to receive treatment services for no less than three months. It is the responsibility of the WSTC CDP/T's to perform the assessment of the offender and to determine if the offender is motivated to participate in the program.

The evidence based intensive treatment program for the jail includes Moral Reconciliation Therapy, 12-step self-help concepts, and T4C life skills training as components of the total treatment program. Treatment groups are scheduled three days per week for three hours each session (this three hour block also includes the one-hour life-skill training component as outlined below) and offenders are scheduled to have a minimum of one individual counseling session per month.

Life skills training entitled, "Thinking for a Change (T4C)," will be provided as part of the offenders treatment program (see above) and is a cognitive behavior change program for offenders that supports cognitive restructuring, social skills development, and problem solving skills. It is a cognitive-behavioral program facilitated through 25 lessons at a minimum of one hour each.

Additional topics addressed while in treatment include re-entry issues such as; seeking and finding adequate sober housing, securing identification, acquiring gainful employment, and the practice of effective anger management and communication skills. These services will promote and support the offenders' successful re-entry into the community.

Sixty days prior to their release from jail, offenders will be required to begin working with the CDP/T re-entry counselor to secure continuing care services and basic need and supplemental services (housing, food, vocational assessment and training) in the community. WSTC will provide MRT continuing care and relapse prevention treatment and ongoing case management services at WSTC located in Port Orchard whenever possible. Should an exiting offender not be able to attend MRT continuing care treatment at WSTC in Port Orchard, they will be encouraged to secure continuing care treatment near their community prior to their release from jail whenever possible. All efforts will be made to secure continuing care and housing services for offenders participating in *New Start* prior to their release.

The *New Start* continuing care program at WSTC program consists of ongoing treatment utilizing the MRT and Terrence Gorski's relapse prevention models and attendance at West Sound's Compass Vocational Services program which provides vocational assessment, skill building workshops and 1:1 vocational counseling and case

management. The “vocationalizing” model (talking about and preparing for self-sufficiency and employment as part of the treatment culture across programs) will be utilized at *New Start* in the jail and in their continuing care program.

All efforts will be made to help the offender find safe drug-free housing prior to their release and WSTC is involved in the operation of drug free permanent housing residences (O’Hana House for women, The Lighthouse for men), that can be utilized by the offender if space is available. Our re-entry counselor has access to a variety of housing resources such as emergency, transitional, and permanent housing programs through our many community partner agencies. Offenders can attend continuing care group one-three times weekly contingent upon their “individual service plan” and movement through the accepted “stages of change” model and will attend individual counseling sessions at least once monthly. All offenders are required to attend three community based self-help groups per week and to submit to random urinalysis testing at least once monthly while engaged in continuing care treatment.

### **Project Design**

Moral Reconciliation Therapy (MRT) is the selected primary evidence based program since it addresses both moral development and behavioral conditioning in conjunction with the substance abuse/dependence. With an offender population, it is necessary to address criminal behaviors and the effects of these behaviors on others in addition to the effect of the chemical use in order to have the offender accept the full responsibility for their behaviors. MRT seeks to move the offenders from a pleasure vs. pain reasoning level to a level where there is concern for social rules, and the impact of their behaviors on others becomes more important to them.

The 12-step self-help concepts and principles are modeled through the facilitation of AA/NA meetings, and through educational materials provided to offenders. Offenders are required to attend AA/NA meetings at the jail while in the *New Start* program and this will continue to be a requirement while the offender attends continuing care in the community. The inclusion of AA/NA is to increase the offender’s awareness of the necessity of having a sober support network of peers in order to maintain a clean and sober lifestyle. The involvement in AA/NA is designed to promote honesty, open mindedness and a willingness to take action to encourage offenders to seek peer group support in an effort to discontinue the isolation caused by their substance abuse and criminal activities.

“Thinking for a Change” (T4C) Life skills training will be provided as part of the offenders treatment program (see above) and is a cognitive behavior change program for offenders that supports cognitive restructuring, social skills development, and problem solving skills. The program is facilitated through 25 lessons at a minimum of one hour each.

T4C is the innovative, evidence-based cognitive behavioral curriculum from the National Institute of Corrections (NIC) that has broadly influenced the correctional field. Studies have shown that it has significantly reduced recidivism among offenders. Lessons include; social skill building, recognizing risk, assertion and negotiation, anger responses, problem solving and goal setting. The T4C curriculum can assist offenders to: (1) Understand how their own attitudes and perceptions have justified illegal actions in the past, (2) Improve interpersonal skills needed to effectively function in the community and manage difficult situations, such as handling criticism, expressing complaints, and solving everyday problems.

### **Project Outcomes and Outcome Measurement**

The Executive Director at WSTC is responsible for managing the evaluation process while the Quality Assurance Coordinator will be responsible for compiling and analyzing project outcome data. Process measurement includes; a.) The *New Start* program manual and service design which will be monitored and modified (if applicable) at quarterly community partner meetings, b.) Successful completion of timeline items as identified in the Project Timeline. Project Outcome Measures include: a.) number & % of offenders who are able to successfully complete the program, b.) number and % of offenders that complete in-jail treatment, c.) number and % of offenders who complete in-jail treatment and remain arrest-free for one year following release, d.) number and % of offenders who participate in the continuing care program e.) number and % of offenders who have participated in continuing care services and remain arrest-free for one year following discharge. Anonymous quarterly offender satisfaction surveys will be completed by those engaged in *New Start* services, outlining satisfaction or lack thereof with service delivery models and overall program. Data will be compiled and results will be shared with community partner agencies and interested parties.

### **Project Financial Feasibility**

#### Budget

Budget line items include total salaries and benefits: \$127,715, Equipment (computers and related equipment) \$2,200, Office Supplies (paper, postage and general office supplies) \$500, Communication (expenses for phone fax and internet) \$600, Taxes (payroll taxes) \$12,355, Audit/Accounting \$2,000, Indirect Administrative Fees (oversight, reporting and management) \$10,368, Insurance (facility and professional liability) \$500, Training/Travel and MRT Material (MRT training, travel and certification, MRT supplies-books, facilitator guides) \$5400, Transportation (staff mileage expenses) \$1000, Lab Fees (urinalysis testing while in continuing care treatment) \$2,325, Other Incentives/Cash assistance- discretionary funds that would go toward accessing community resources on behalf of offenders including but not limited to; bus passes, food, (interim-until DSHS food stamps can be attained), GED testing fees, college accu-placer fees, misc. certifications i.e. flagger, CNA re-certification, forklift driver certification, food handlers card, clothing, car repair, brief interim prescribed medication and medical care (emergency only-until medical benefits can be secured), short-term limited rental assistance at supportive permanent housing programs \$15,000. \*Any potential cash assistance to offenders must be pre-approved by the Executive Director and will be provided to offenders using a progressive case management approach

which is an emerging best practice. We recognize some offenders may not need cash assistance at all, and others still may be exiting the jail into homelessness with only the clothing that they are wearing. All other community funding resources will be exhausted prior to being eligible to apply for cash assistance funding through *New Start*. Offenders requesting cash assistance will complete an application outlining need and where the funds will be expended. Offenders must provide receipts for expended cash assistance.

WSTC will provide in-kind services and invest resources to the *New Start* program as follows; Salaries and benefits-\$3954, Office Supplies-\$1000, Facility and professional insurance- \$500, Training-\$600, Incentives/Cash Assistance-\$ Limited interim continuing care services until other resources are secured-\$10,000.

#### Additional Resources:

For many years WSTC has developed an aggressive annual fund development plan which will be updated and the changes initiated (see Project Timeline) to begin researching potential grant awards from several areas including; Department of Justice and SAMHSA who frequently provide re-entry and continuing care dollars for innovative programs that serve vulnerable populations utilizing best practice models, and potential foundation grants for health and wellness and vulnerable populations. Grant applications will be developed and submitted in early 2015 and throughout the year. WSTC has a diverse funding base as a result of its aggressive fund development efforts.

#### Sustainability

We will continue to apply for the 1/10<sup>th</sup> of 1% tax dollars to sustain the *New Start* program in the future and will utilize these important funds as leverage to gain additional resources. We have developed a sustainability plan based on the formula below and are aware that having a mission statement and vision is not enough. WSTC has maintained financial adaptability by seeking a diverse funding base and taking decisive action when faced with challenges. By promoting our mission and vision to community leaders and grant makers we have developed strong advocates and vital relationships. Our sound financial practices have leveraged our resources and created cost-effective strategies organization wide.

#### **Leadership + Adaptability + Program Capacity = SUSTAINABILITY**

We anticipate that once our *New Start* staff has been trained to meet our outcomes and our project is in place, there will be several costs that will be non-repetitive such as MRT specific training and manuals and equipment costs, and that by reconnecting offenders to healthy alternatives and supportive services i.e., treatment, vocational services and safe drug free housing, concerns about sustainability will be reduced. In-kind resources will be secured and utilized whenever possible beginning with our own in-kind investments in the *New Start* program (see project budget).

## MH/CD/Courts Special Project Budget Form

Agency Name: West Sound Treatment Center

Project: New Start

Enter the estimated costs associated with your project/program	Total	Requested Funds	Other Funds
<b>Personnel</b>			
Managers and Staff (Program Related)	108,160	104,206	3,954
Benefits	7,200	7,200	
<b>SUBTOTAL</b>	<b>\$ 115,360</b>	<b>\$ 111,406</b>	<b>\$ 3,954</b>
<b>Supplies &amp; Equipment</b>			
Equipment	2,200	2,200	
Office Supplies	1,500	500	1,000
<b>SUBTOTAL</b>	<b>\$ 3,700</b>	<b>\$ 2,700</b>	<b>\$ 1,000</b>
<b>Administration</b>			
Advertising/Marketing	-		
Audit/Accounting	2,000	2,000	
Communication	600	600	
Fees and Taxes	12,355	12,355	
Admin. Expenses- Mgmt., Sprvn & Reporting	10,368	10,368	
Insurance/Bonds	1,000	500	500
Legal Services	-		
Training/Travel & MRT Material	6,000	5,400	600
Transportation	1,000	1,000	
<b>SUBTOTAL</b>	<b>\$ 33,323</b>	<b>\$ 32,223</b>	<b>\$ 1,100</b>
<b>Ongoing Operations &amp; Maintenance</b>			
Janitorial Service	-		
Maintenance Contracts	-		
Maintenance of Existing Landscaping	-		
Repair of Equipment and Property	-		
Utilities	-		
O & M Staff Salaries & Benefits	-		
Other-Incentives/Cash Assistance	25,000	15,000	10,000
<b>SUBTOTAL</b>	<b>\$ 25,000</b>	<b>\$ 15,000</b>	<b>\$ 10,000</b>
<b>Other</b>			
Debt Service	-		
Short Term Rental Assistance	-		
Other-Lab Fees	2,325	2,325	
<b>SUBTOTAL</b>	<b>\$ 2,325</b>	<b>\$ 2,325</b>	<b>\$ -</b>
<b>TOTAL PROJECT BUDGET</b>	<b>\$ 179,708</b>	<b>\$ 163,654</b>	<b>\$ 16,054</b>

\*The above column reflects WSTC in-kind svcs.



### Project Salary Summary

**Description**

Number of Professional FTEs	3.00
Number of Clerical FTEs	-
Number of All Other FTEs	-
<b>Total Number of FTEs</b>	<b>3.00</b>

**Salary Information**

Salary of Executive Director or CEO		
Salaries of Professional Staff	\$	108,160.00
Salaries of Clerical Staff	\$	-
Other Salaries (Describe Below)		
Description:		
Description:	\$	-
Description:	\$	-
<b>Total Salaries</b>	<b>\$</b>	<b>108,160.00</b>
Total Payroll Taxes	\$	12,355.00
Total Cost of Benefits	\$	7,200.00
Total Cost of Retirement	\$	-
<b>Total Payroll Costs</b>	<b>\$</b>	<b>127,715.00</b>

## Total Agency Budget

ATTACHMENT C

Agency Name: West Sound Treatment Center

Project: **New Start**

**accrual basis**                       **cash basis**

AGENCY REVENUE AND EXPENSES	2012 Column 1	2013 Column 2	2014 Column 3	variance between col 2 & 3
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**AGENCY REVENUE**

Beginning Fund Balance	10,122.32	21,220.22	2,138.38	(19,081.84)
Coordinated Grant Application Funds Revenue			-	-
Federal Revenue	151,724.00	152,937.00	193,000.00	40,063.00
WA State Revenue	13,753.00	12,604.00	5,000.00	(7,604.00)
Local Revenue	72,000.00	113,341.00	179,708.00	66,367.00
Coordinated Grant Funds	107,639.00	56,618.00	183,685.00	127,067.00
Private Funding Revenue	119,026.00	120,283.00	177,364.00	57,081.00
Agency Revenue	140,323.00	148,026.00	150,017.00	1,991.00
Miscellaneous Revenue	-	-	153,812.00	153,812.00
<b>Total Agency Revenue (A)</b>	<b>\$614,587.32</b>	<b>\$625,029.22</b>	<b>\$1,044,724.38</b>	<b>\$419,695.16</b>

**AGENCY EXPENSES**

<b>Personnel (Including Payroll Taxes, Benefits)</b>				
Managers	60,008.00	6,008.00	60,008.00	54,000.00
Staff	378,686.00	429,595.00	692,654.00	263,059.00
<b>Subtotal</b>	<b>438,694.00</b>	<b>435,603.00</b>	<b>752,662.00</b>	<b>317,059.00</b>
<b>Supplies/Equipment</b>				
Equipment	688.00	1,393.00	9,112.00	7,719.00
Office Supplies	5,680.00	4,368.00	7,799.00	3,431.00
Other (Describe)	2,460.00	2,011.00	2,100.00	89.00
<b>Subtotal</b>	<b>8,828.00</b>	<b>7,772.00</b>	<b>19,011.00</b>	<b>11,239.00</b>
<b>Administration</b>				
Advertising	2,036.00	2,000.00	2,000.00	-
Audit	10,837.00	11,077.00	17,500.00	6,423.00
Communication	9,706.00	11,520.00	13,320.00	1,800.00
Insurance/Bonds	14,334.00	16,140.00	20,000.00	3,860.00
Postage/Printing	6,636.00	5,467.00	7,276.00	1,809.00
Operations and Maintenance Expenses	22,288.00	19,927.00	19,426.00	(501.00)
Training/Travel/Transportation	11,389.00	5,380.00	23,570.00	18,190.00
Other (Describe) Rent, Mtg. & LOC	38,193.00	30,854.00	65,766.00	34,912.00
<b>Subtotal</b>	<b>115,419.00</b>	<b>102,365.00</b>	<b>168,858.00</b>	<b>66,493.00</b>
<b>Program/Project Costs</b>				
Other (Describe) Consulting, Lab Fees, CAM, ETC.	11,373.00	14,672.00	40,725.00	26,053.00
Other (Describe) Special Events	4,044.00	11,624.00	5,351.00	(6,273.00)
Other (Describe) Dues and Accreditations	1,476.00	1,253.00	1,500.00	247.00
Other (Describe) Additional Taxes	1,978.00	2,321.00	21,176.00	18,855.00
Other (Describe) Bank Fees	1,048.00	1,029.00	1,200.00	171.00
Other (Describe) Misc.	7,597.00	2,426.00	2,500.00	74.00
Other (Describe) Bad Debt	2,827.00	1,612.00	6,679.00	5,067.00
Other (Describe) Cash to Clients	-	-	45,000.00	45,000.00
<b>Subtotal</b>	<b>30,343.00</b>	<b>34,937.00</b>	<b>124,131.00</b>	<b>89,194.00</b>
<b>Other Costs</b>				
Other (Describe)	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Depreciation (Building and Equipment) OR-if Cash Basis-Asset Acquisition	-	-	-	-
<b>DEFICIT OR EXCESS - (A) MINUS (B)</b>	<b>\$21,303.32</b>	<b>\$44,352.22</b>	<b>(\$19,937.62)</b>	<b>(\$64,289.84)</b>

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



# Peninsula Community Health Services

*Providing accessible, affordable, compassionate, quality health care services for our communities.*

March 31, 2014

Ms. Robin O'Grady, Executive Director  
West Sound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders Exiting the Kitsap County Jail.

Dear Robin:

As Chief Executive Officer of Peninsula Community Health Services (PCHS) of Kitsap County, I am offering you this letter of commitment from PCHS to provide health care services for West Sound's proposed *New Start* project. As you know, we have actively assisted in providing health care services through our organization's programs. PCHS services include primary health care, emergency dental services for adults, and behavioral health counseling. In order to further support your project, our agency is happy to partner with the *New Start* project.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan; your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that West Sound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

Peninsula Community Health Services welcomes the opportunity to help improve the lives of those who are exiting institutions in collaboration with *New Start*, and we are willing to enter into a formal agreement or MOU describing our role in providing services to your participants. We wish you the best in securing resources to make *New Start* a reality.

Respectfully,

Barbara Malich  
CEO

*Accredited by the*



ACCREDITATION ASSOCIATION  
*for* AMBULATORY HEALTH CARE, INC.

- P.O. Box 960 • Bremerton, WA 98337
- Telephone: 360.478.2366 • Fax: 360.373.2096
- [www.pchsweb.org](http://www.pchsweb.org)



"Where the cold streets meet a warm welcome"

March 31, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail

Dear Robin:

As Executive Director of The Coffee Oasis in Kitsap County, I am offering this letter of commitment to assist in providing case management and job training support for 18-25 year old individuals for West Sound's proposed *New Start* project. As you know, we actively provide the above services through our Partnering Hope and HOPE INC programs. The Coffee Oasis is eager to also provide these services for individuals seeking reentry. In order to further support your project, our agency is happy to partner with the *New Start* project.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that Westsound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

The Coffee Oasis welcomes the opportunity to help improve the lives of those exiting institutions in collaboration with *New Start*, and we are willing to enter into a formal agreement or MOU describing our role in providing services to your participants.

Sincerely,

A handwritten signature in black ink, appearing to read "David O Frederick".

David O Frederick  
Executive Director

Bremerton  
Municipal Court

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

550 Park Avenue  
Bremerton, WA 98337

Robin B. O'Grady, CDP, RPS  
Executive Director  
West Sound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA. 98367

Re: New Start

Dear Ms. O'Grady,

March 25, 2014

In my opinion the single most effective improvement the substance abuse/dependency treatment community can make in Kitsap County is to better connect with the population being held in the Kitsap County jail. Historically substance abuse clients have to wait until after their release to apply for treatment and for funding to afford it. This process can take several weeks or more, during which time the temptation to resort to substance abuse is difficult to resist. Many recidivate before starting or fulfilling their treatment obligations. I wholeheartedly advocate an earlier intervention, preferably at the jail where the evaluation, assessment and treatment/lifestyle recommendations can be completed in anticipation of the offenders' release from custody. Assistance with sober housing and a support network outside of jail could be jumpstarted while they are in custody.

I hope a regular opportunity to address these individuals' needs at the jail becomes a reality as soon as possible. I urge you to take whatever steps are necessary to immediately accomplish this crucial achievement, and am available to assist you in any way possible. I am confident this improvement will greatly assist the community's efforts to aid in the recovery of the chemically dependent who are incarcerated, and help keep them from returning to the criminal justice system. Thank you for all your efforts.

Sincerely,



Judge James Docter  
Bremerton Municipal Court



OFFICE OF  
Steve Boyer

# KITSAP COUNTY SHERIFF

614 DIVISION ST. MS-37 • PORT ORCHARD, WASHINGTON 98366 • (360) 337-7101 • FAX 698-2597

March 25, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

**RE: Proposed "New Start" Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail**

Dear Ms. O'Grady:

As the Chief of Corrections for the Kitsap County Sheriff's Office, I am offering you this letter of support from the Sheriff's Office for West Sound's proposed "**New Start**" project. In order to further support your project, your Sheriff's Office is happy to partner with the Westsound on this vital project.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and the Kitsap County Homeless Housing Plan. Your organization has provided strong leadership in meeting those identified needs. Westsound has a proven track record of successfully working with high need level individuals by providing chemical dependency treatment and supportive services, including continuing care treatment, vocational assessment and skill building. Westsound Treatment Center and its leadership has shown it has the capacity to develop and implement a program such as "**New Start**".

The Kitsap County Sheriff's Office welcomes the opportunity to help improve the lives of those exiting our jail in collaboration with "**New Start**", and we are willing to enter into a formal agreement or MOU, if necessary, describing our role in providing services to your participants. We wish you the best in securing the necessary resources to make "**New Start**" a reality.

Sincerely,

Ned Newlin  
Chief  
Corrections Division

cc: Sheriff Steve Boyer  
Undersheriff Dennis Bonneville  
File

04/10/2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail

Dear Robin:

As Housing Director of Compass House of Kitsap County, I am offering you this letter of commitment from Compass House to provide supportive transitional and permanent housing services for West Sound's proposed *New Start* project. As you know, at Compass House we have actively assisted in providing housing, employment, computer training, and counseling. In order to further support your project, our agency is happy to partner with the *New Start* project.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that Westsound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

The Compass House welcomes the opportunity to help improve the lives of those exiting institutions in collaboration with *New Start*, and we are willing to enter into a formal agreement describing our role in providing services to your participants. We approximate that we can reserve up to five beds to *New Start* participants contingent upon our availability, and we wish you the best in securing resources to make *New Start* a reality.

Respectfully,

**DAVID PAUL WADLEY**

Housing Director  
Compass House, LLC.

April 8, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail

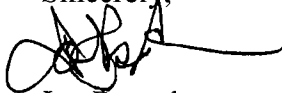
Dear Robin:

The need for Outpatient Care and Reentry services in Kitsap County is identified in the Kitsap County Behavioral Health Strategic Plan as well as the Kitsap County Homeless Housing Plan and West Sound Treatment Center has long provided leadership in meeting those needs. Your agency's successful track record in providing high need individuals with substance use treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that Westsound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

As you know, KMHS has actively assisted in providing treatment services to participants at West Sound and its programs for many years and our agency is both honored and pleased to partner with the *New Start* project. Kitsap Mental Health Services is committed to supporting West Sound Treatment Center's *New Start Project* by offering mental health screening and treatment and co-occurring substance use disorder treatment to persons referred through the project meeting our agency's provision of care criteria. These KMHS services range from inpatient to outpatient or residential, dependent on level of treatment required. Additionally as we provide mental health services, including discharge planning, to KMHS clients who are at the jail, we are acutely aware of the needs of inmates, and welcome an opportunity to bring together the strengthened continuum of services this project would offer. As you move forward, KMHS is willing to enter into a formal agreement or MOU describing our role in providing services to your participants.

We wish you the best in securing resources to make *New Start* a reality.

Sincerely,



Joe Roszak  
Chief Executive Officer

## KITSAP MENTAL HEALTH SERVICES

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*The mission of Kitsap  
Mental Health Services  
is to shape the future of  
mental health through  
state of the science  
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and advocacy.*

Ph (360) 373-5031

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5455 Almira Drive NE  
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[www.kitsapmentalhealth.org](http://www.kitsapmentalhealth.org)



*KMHS does not discriminate against  
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applicable laws in its programs and  
activities.*





KITSAP COMMUNITY  
*Resources*

APR 07 2014

*A Community Action Partnership helping people, changing lives*

April 3, 2014

Ms. Robin O'Grady  
Executive Director – West Sound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA. 98367

Dear Robin:

On behalf of Kitsap Community Resources (KCR), I am pleased to offer you this letter of commitment from KCR to provide housing assistance and Housing Solutions Center (HSC) referral services in support of West Sound Treatment Center's proposed *New Start* program. As you know, KCR has an extensive history of providing emergency shelter, supportive housing, rental assistance, coordinated intake/referrals services, energy assistance and other vital services to the low-income residents of Kitsap County. We look forward to providing these services as funding permits to qualified *New Start* program participants.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly indentified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that West Sound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

KCR welcomes the opportunity to work together in collaboration with *New Start* to improve the lives of those exiting institutions by providing appropriate KCR services to low-income individuals and families participating in your program. We wish you the best in securing resources to make *New Start* a reality.

Regards,

Darlene Norris-Cook  
Director, Housing and Community Support Services  
Kitsap Community Resources



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Our mission: to save souls, grow saints and serve suffering humanity in Bremerton, Kitsap County and beyond as God enables

March 31, 2014

Robin B. O'Grady, CDP, RPS

Executive Director

West Sound Treatment Center

Fuller-Wise Building

1415 Lumsden Road

Port Orchard, WA. 98367

RE: NEW START PROGRAM

Dear Robin,

I am in full support of your New Start Program. I have long been aware of the difficulties that those leaving our corrections facilities have in becoming productive and trustworthy members of society, and I support any reasonable program that will reduce recidivism and turn those prone to crime into upstanding citizens.

West Sound Treatment Center has a long and honorable track record of accomplishing turn-arounds in many lives, so I commend you for being persistent in pursuing the New Start program.

God bless you.

Sincerely,

James Baker, Major

Corps Officer



United Way of Kitsap County

WILLIAM BOOTH  
Founder

ANDRÉ COX  
General

JAMES KNAGGS  
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DOUG TOLLERUD  
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Corps Officers

Member – United Way  
of Kitsap County

MAR 31 2014

CATHOLIC COMMUNITY SERVICES  
CATHOLIC HOUSING SERVICES  
OF WESTERN WASHINGTON

March 27, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail

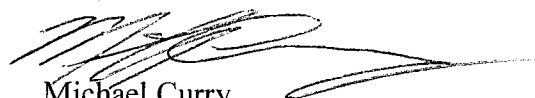
Dear Robin:

As Family Center Director for Catholic Community Services' Grays Harbor and Kitsap Family Centers, I am offering you this letter of commitment to provide homeless shelter services for West Sound's proposed *New Start* project. As you know, we provide shelter and on site case management services through our Benedict House program, and will happily extend those services to your New Start project clients within the scope of our current guidelines. Benedict House provides emergency shelter, transitional housing, case management, and referrals to other service as needed to our guests who are transitioning out of homelessness. In order to further support your project, our agency is happy to partner with the *New Start* project within the parameters of these existing services.

The need for outpatient care and reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your ongoing successful work with those needing chemical dependency treatment and supportive services (including the continuation of care treatment, vocational assessment, and skill building), has proven that Westbound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

Benedict House welcomes the opportunity to help improve the lives of those exiting institutions in collaboration with *New Start*. We are happy to enter into a formal agreement or MOU describing our roles in providing services to participants. We wish you the best in securing resources to make *New Start* a reality.

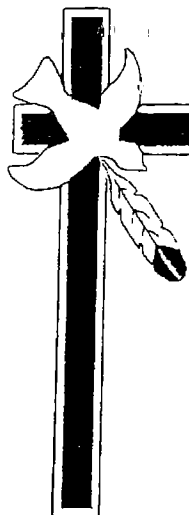
Respectfully,



Michael Curry  
Family Center Director  
Catholic Community Services Grays Harbor and Kitsap Family Centers

Kitsap Family Center  
*Serving Kitsap, Jefferson, and Clallam Counties*  
Agency of Catholic Community Services of Western Washington Archdiocese of Seattle





# Agape unlimited

State Certified Drug and Alcohol Program

April 8, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail


Dear Robin:

As Executive Director of Agape Unlimited of Kitsap County, I am offering you this letter of commitment to provide outpatient chemical dependency treatment services, and permanent & transitional housing services for West Sound's proposed *New Start project*. As you know, we have actively assisted in providing treatment and housing through Agape Unlimited outpatient treatment program, Sisyphus II permanent housing program, and the Koinonia Inn transitional housing program. In order to further support your project, our agency is happy to partner with the *New Start* project.

The need for Outpatient Care and Reentry services in Kitsap County has been clearly identified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that Westsound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

Agape Unlimited welcomes the opportunity to help improve the lives of those exiting institutions in collaboration with *New Start*, and we are willing to enter into a formal agreement or MOU describing our role in providing services to your participants. We wish you the best in securing resources to make the *New Start Program* a reality.

Respectfully,

  
Barbara Day-Max  
Executive Director



4846 Auto Center Way  
Bremerton, Washington 98312  
Telephone: (360) 479-9020  
Fax: (360) 874-6727  
EIN: 27-2074115

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Email: [leann@gmweaverfoundation.org](mailto:leann@gmweaverfoundation.org)

April 14, 2014

Ms. Robin O'Grady, Executive Director  
Westsound Treatment Center  
Fuller-Wise Building  
1415 Lumsden Road  
Port Orchard, WA 98367

RE: Proposed *New Start* Outpatient Care and Reentry Project for Offenders exiting the Kitsap County Jail

Dear Robin:

As Executive Director of Weaver Foundation-GMMS of Kitsap County, I am offering you this letter of commitment from Georgia's House to provide shelter and case management for West Sound's proposed *New Start* project. As you know, we have actively assisted in providing housing, case management, and life-skills training through our Georgia's House program. Georgia's House services shelter for 90 days, case management, resource assistance, vocational training and life-skills training. In order to further support your project, our agency is happy to partner with the *New Start* project.

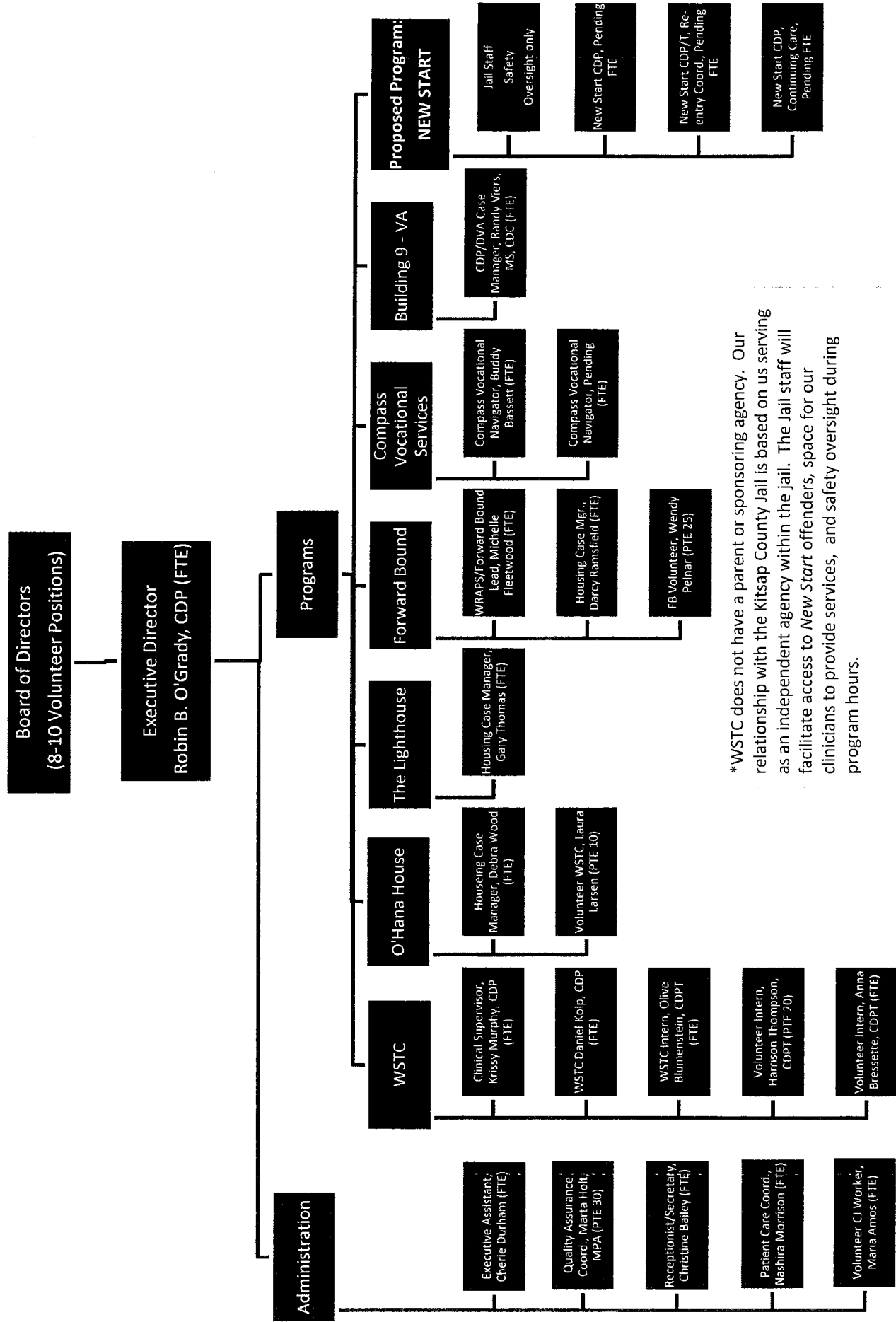
The need for Outpatient Care and Reentry services in Kitsap County has been clearly indentified in the Kitsap County Behavioral Health Strategic Plan and also the Kitsap County Homeless Housing Plan and your organization has provided leadership in meeting those needs. Your successful work providing high need level individuals with chemical dependency treatment and supportive services, including continuing care treatment and vocational assessment and skill building, has proven that Westsound Treatment Center and its leadership has the capacity to develop and implement *New Start*.

The Weaver Foundation-GMMS welcomes the opportunity to help improve the lives of those exiting institutions in collaboration with *New Start*, and we are willing to enter into a formal agreement or MOU describing our role in providing services to your participants.

Respectfully,

Leann Weaver  
Executive Director

# West Sound Treatment Center - Organizational Chart, April, 17, 2014



\*WSTC does not have a parent or sponsoring agency. Our relationship with the Kitsap County Jail is based on us serving as an independent agency within the jail. The Jail staff will facilitate access to New Start offenders, space for our clinicians to provide services, and safety oversight during program hours.