

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, March 21, 2017**

**BOARD BRIEFING**

Chair Deborah Kafoury called the meeting to order at 10:10 a.m. with Vice-Chair Jessica Vega Pederson and Commissioners Sharon Meieran and Lori Stegmann present. Commissioner Loretta Smith was excused.

Also attending were Jenny Madkour, County Attorney, and Marina Baker, Assistant Board Clerk.

Chair Kafoury: GOOD MORNING. WELCOME TO MULTNOMAH COUNTY. WE STILL HAVE SOME REPAIRS GOING ON, SO PLEASE EXCUSE OUR PIECE OF ART. [LAUGHTER] I THINK OUR FIRST BRIEFING THIS MORNING IS ON THE MULTNOMAH STABILITY INITIATIVE AND WE HAVE SOME FOLKS HERE FROM DHS.

**B.1 Board Briefing on The Multnomah Stability Initiative. Presenters: Liesl Wendt, Director, County Human Services; Rose Bak, Co-Director, Youth and Family Services; Kim Black, Anti-Poverty Manager, Self Enhancement Inc; and Margot Woods, Case Manager, Self Enhancement Inc.**

Ms. Wendt: WE'RE HERE TO BRIEF YOU ON THE MULTNOMAH STABILITY INITIATIVE, WHICH IS THE ANTI-POVERTY PROGRAM. WE WANT TO SHARE INFORMATION ABOUT POVERTY IN MULTNOMAH COUNTY TO SHOW WHAT THE INITIATIVE PURPORTS TO DO, SHARE THE PURPOSE FOR MSI. I'M GOING TO CALL IT MSI FOR THE SAKE OF EASE FOR THE REST OF THE CONVERSATION. SHARE LESSONS LEARNED AS THE PROGRAM HAS EVOLVED. YOU'LL HEAR FROM COMMUNITY PARTNERS WHO MAKE THE PROGRAM WORK. LOOKING FORWARD TO THAT PIECE OF THE CONVERSATION. ONE OF THE THINGS I WAS THINKING ABOUT THIS PRESENTATION AND INITIATIVE, MY OFFICE OPENED ON TO THE CALL CENTER. SO FOR MOST OF THE DAY, I HEARD HALF OR ONE SIDE OF THE CONVERSATIONS OF PEOPLE LOOKING FOR BASIC NEEDS IN MULTNOMAH COUNTY AND IN MANY CASES, IT WAS ONE OF THE REASONS I WANTED TO COME WORK HERE.

WE DID A GREAT JOB REFERRING PEOPLE FOR ENERGY ASSISTANCE, RENT ASSISTANCE, FOOD PANTRY. WHAT PEOPLE ASKED FOR WAS BIGGER THAN WHAT WE WERE ABLE TO OFFER. PEOPLE NEEDED HELP STABILIZING THEIR FAMILY AND HELP FINDING A HOUSING UNIT AND HELP WITH A JOB. THEY NEEDED HELP WITH CHILDCARE AND PARENTING. WHAT'S EXCITING ABOUT HOW MSI HAS EVOLVED IS WE'RE PUTTING THE FAMILY AT THE CENTER AND LETTING THE STAFF AND THE PARTNERS KNIT TOGETHER THE SYSTEMS AS

OPPOSED TO THE PEOPLE WHO ARE LOOKING FOR HELP AND IN CRISIS HAVING TO KNIT TOGETHER SYSTEMS THAT ARE FAR FROM INTUITIVE. SO OUR GOAL REALLY IS TO HELP PEOPLE AND FAMILIES GET OFF THE HAMSTER WHEEL. I OFTEN THINK OF LIVING IN POVERTY AS THAT CONSTANT STRESS OF TRYING TO FIND THE NEXT SERVICE OR PIECE TO STABILIZE THEIR SITUATION. WHAT WE KNOW AROUND BRAIN SCIENCE AND TRAUMA IS LIVING IN THAT CONSTANT STATE OF CRISIS PREVENTS PEOPLE FROM BUILDING CONNECTIONS THAT BUILD EMPATHY AND POSSIBILITY THAT HELP PEOPLE MAKE THOSE NECESSARY CONNECTIONS.

Ms. Wendt: SO WE'VE REALLY BEEN EXAMINING OUR WORK IN WORKING WITH OUR PARTNERS TO UNDERSTAND HOW WE CAN DO THE PROGRAM ALIGNMENT IN THE BEST WAY POSSIBLE FOR THE PEOPLE WE ARE SERVING? WHAT'S ALSO REALLY POWERFUL ABOUT THIS DIAGRAM IS AND DESIGNED TO ILLUSTRATE CONNECTIONS. OUR STAFF AND OUR PROGRAM PARTNERS, BETWEEN THE STAFF WHO ARE WORKING WITH FAMILIES AND OTHER SYSTEMS THAT ARE CRITICAL TO FAMILY SUCCESS. TODAY, YOU'LL HEAR HOW MSI PROVIDES FLEXIBLE SERVICES, GETTING FAMILIES ACCESS TO BENEFITS. FOCUSING ON ECONOMIC STABILITY, INCOME CREATION, SKILL-BUILDING, LONG-TERM HOUSING STABILITY, NATURAL SUPPORTS LIKE COMMUNITY ACTIVITIES, SUPPORT GROUPS, PARTICIPATION IN SCHOOL ACTIVITIES AND WARM HAND-OFFS TO OTHER PROGRAMS. MANY OF THOSE SYSTEMS ARE FRAGMENTED AND WE'VE HAD TO UNDERSTAND THE CHALLENGES.

SO WE'VE LOOKED AT HOW OUR SERVICE IS DELIVERED AND LOOKED AT THE BROADER COMMUNITIES. MANY OF OUR SYSTEMS CAN BE ISOLATING. I REMEMBER WORKING WITH A FAMILY WHO WAS LOOKING FOR HOUSING, INSTEAD OF REFERRING HER, I THOUGHT, I'D DO THIS. AND I SPENT A DAY AND A HALF CALLING AGENCIES. I KEPT A LOG OF ALL THOSE CONNECTIONS AND IT WAS SORT OF THAT, I'LL GIVE YOU THERE, BUT NO ONE ANSWERED. WE KNOW OUR SYSTEMS ARE DISCONNECTED. WE HAVE HOUSING IN ONE BOX, SOCIAL CONNECTION IN ANOTHER, FOOD, WE HAVE A FORUM FOR THAT, WE HAVE A LOT OF FORMS, ACTUALLY. PRACTICALLY, THIS MEANS WE HAVE BEEN GOOD AT MEETING SOMEBODY'S NEED IN AN ISOLATED MOMENT. ONE CASE WORKER WOULD MEET WITH SOMEBODY AND PROVIDE ONE SERVICE. NOW WE'RE WORKING TO PUT THE FAMILY FIRST AND WE'RE WORKING TOWARDS INTEGRATED SERVICE DELIVERY.

I UNDERSTAND THAT SOUNDS JARGONY. WE NEED TO DO THAT ELEGANT KNITTING OF SYSTEMS. YOU'LL HEAR FROM AMY AT DHS. AS THEY'VE BEEN SERVING TANF FAMILIES, THEY HAVE THE INCOME COMPONENT. WE'VE BEEN ABLE TO PUT PIECES TOGETHER TO HELP STABILIZE FAMILIES. YOU'RE GOING TO HEAR FROM MARGOT, WHO IS IN THE BUSINESS OF BUILDING RELATIONSHIPS AND ROSE ABOUT MEASURES AND ACCOUNTABILITY SO YOU'LL SEE WHAT WE'RE MEASURING AND WHAT WE'RE AIMING FOR, FOR

SUCCESSFUL. THEY FAVOR OUTCOME SERVICES. WE'RE LOOKING AT A MODEL THAT FOCUSES MORE AND MORE ON WHAT WORKS FOR PEOPLE AND PUTTING THE SYSTEM BURDEN ON ALL OF US TO FIGURE IT OUT. I WANT TO PAINT THE PICTURE OF WHAT THE CHALLENGES ARE. RECENT DATA REALLY PULLS OUT WHAT THE COMMUNITY INEQUITIES ARE IN OUR COMMUNITY. SOME OF THIS DATA COMES FROM CFED, THE CORPORATION FOR ENTERPRISE DEVELOPMENT. YOU CAN COMPARE MULTNOMAH COUNTY IN OREGON AND THE UNITED STATES.

Ms. Wendt: YOU CAN GO ON TO THEIR WEBSITE AND PLAY WITH OTHER COMPARISONS AS YOU LIKE. I THINK ONE OF THE MOST STRIKING PIECES HERE IS HOUSEHOLD POVERTY IN THIS COUNTY IS HIGHER THAN IN THE STATE. AND HIGHER IN THE NATION, AS A WHOLE. BUT I THINK YOU SEE IN THE SECOND LINE, WHAT'S EVEN MORE SHOCKING IS HOW DISPROPORTIONATELY POVERTY IMPACTS PEOPLE OF COLOR. DECADES OF UNEQUAL ACCESS MEANS FAMILIES OF COLOR HAVE A STEEPER CLIMB. IN THE BOTTOM CIRCLE IS WOMEN FACE SIGNIFICANT ECONOMIC BARRIERS AND CREDIT ISSUES AND HAVING TOO SMALL A PAYCHECK. YOU'LL HEAR THOUGHT MSI'S MORE COMPREHENSIVE IN NATURE. CREDIT ISSUES ARE AN IMPORTANT PIECE OF THE PUZZLE AND LOW OR NON-EXISTING CREDIT SCORES LEAD TO HIGH COSTS AND SHORT-TERM LOANS. NEXT. SO, IF WE LOOK AT LOCAL HOUSING NUMBERS, YOU KNOW THESE DATA POINTS ALL TOO WELL. HOMEOWNERSHIP STABILITY IS HARDING TO COME BY. AS WE SEE FROM THE RECENTLY-RELEASED REPORT, MOST PEOPLE OF COLOR CAN'T EVEN AFFORD TO LIVE IN PORTLAND. THERE ARE LARGER SOCIETAL FACTORS AT PLAY.

WE'VE BEEN LOOKING AT WHAT IS IN OUR SPHERE OF CONTROL. YEAR AFTER YEAR, OUR ANTI-POVERTY PROGRAMS HAVE BEEN MEETING THEIR GOALS, NUMBER OF PEOPLE SERVED. AND WE'VE BEEN TRYING TO SAY, WHAT ARE THE OUTCOMES WE'RE TRYING TO MEASURE AND HOW CAN WE CHANGE THE CONDITIONS FOR THE PEOPLE WE'VE SERVING? WE'VE HEARD FROM OUR PARTICIPANTS THAT PEOPLE WANT A MORE COMPREHENSIVE AND INTEGRATED EXPERIENCE. AND OUR GOAL IS TO GO DEEPER FOR CONCENTRATED POPULATIONS AND FAMILIES. WE KNOW THAT THE INTEGRATION OF HUMAN SERVICES AND HUMAN CONNECTIONS HAS THE POTENTIAL TO ENABLE IMPROVED ECONOMIC, HEALTH AND WELL-BEING OUTCOMES FOR FAMILIES AND NOW WE'RE GOING TO GET TO HEAR HOW IT WORKS.

Ms. Bak: GOOD MORNING, ROSE BAK, CO-DIRECTOR OF YOUTH AND FAMILY SERVICES. ONE OF THE BEST WAYS TO UNDERSTAND WHAT OUR WORK IS LIKE NOW IS TO COMPARE IT THE WAY IT WAS DONE IN THE PAST. I WILL TELL YOU A STORY WHICH WILL AGE ME A BIT. IN THE MID-90S, I WAS A BABY CASE MANAGER AND I HAD A CASELOAD OF 300 FAMILIES. IF THEY WERE FIVE MINUTES LATE BECAUSE THEIR CAR WOULDN'T START OR THEIR BUS DIDN'T

COME, I WAS SUPPOSED TO TELL THEM I COULDN'T SEE THEM. BECAUSE OUR POLICY WAS THAT THEY WOULD BE RESCHEDULED. IF THEY CARED ABOUT THEIR HOUSING, THEY WOULD BE THERE ON TIME. I HAD 10 DIFFERENT FORMS THEY HAD TO FILL OUT. MANY OF THEM HAD DUPLICATE QUESTIONS THAT WERE DESIGNED TO SEE IF THEY WERE LYING. AND THEY HAD A CASE PLAN. IT WAS DESIGNED TO TELL THEM HOW THEY COULD IMPROVE THEIR LIVES. I DIDN'T ASK THEM ABOUT THEIR LIVES OR WHAT WAS IMPORTANT TO THEM. IF THEY ASKED ABOUT RESOURCES, MOST OF THE TIME, I'D HAVE TO SAY, I DON'T KNOW. BECAUSE WE WEREN'T TRAINED ON WHAT OTHER AGENCIES DID AND WE DIDN'T HAVE THINGS BACK THEN. WE DIDN'T TALK ABOUT IF THE GOALS IN THEIR PLAN WERE SOMETHING THEY WANTED TO FOLLOW.

Ms. Bak: AGREEING TO THE PLAN WAS THE ONLY WAY THEY COULD GET THE DESPERATELY-NEEDED HOUSING ASSISTANCE, EVEN IF IT WAS IMPOSSIBLE, THERE WAS NO WAY TO GET HOUSING ASSISTANCE. I THINK ABOUT HOW HUMILIATING IT MIGHT HAVE BEEN. I WAS NOT A BAD CASE MANAGER AND I WAS CHASTISED FOR CARING TOO DEEPLY FOR PEOPLE. WE ALL BELIEVED THAT PEOPLE IN POVERTY JUST NEEDED INFORMATION. WE JUST NEEDED TO TELL THEM WHAT THEY NEEDED TO DO AND ONCE THEY HAD OUR EXPERT INFORMATION, THEY WOULD BE ABLE TO PULL THEMSELVES UP BY THE BOOT STRAPS AND THEY WOULD PULL THEMSELVES OUT OF POVERTY. IF WE FAST FORWARD TO 2011, YOU KNOW, WE NOW HAVE ALL THESE NEW THINGS IN THE WORLD THAT HAVE HAPPENED. WE'VE GOT SOCIAL MEDIA AND IPHONES AND 211. WE STILL HAD THIS MODEL OF THE CASE MANAGER AS AN EXPERT, WHO YOU COME TO SEE AT AN APPOINTED TIME AND THEY'RE ONE OR TWO ISSUES A CASE MANAGER WOULD HANDLE.

THE COUNTY HAD A LONG-STANDING PROGRAM CALLED ANTI-POVERTY MANAGEMENT. WE MET OUR OUTCOMES EVERY SINGLE YEAR AND WE DIDN'T SEEM TO BE MOVING THE DIAL ON POVERTY. SOMETIMES PEOPLE WOULD STAY IN THAT PROGRAM FOR FIVE OR SIX OR SEVEN YEARS BUT THEY WOULD NEVER GET OUT OF POVERTY. SOME WOULD GO ON THE PROGRAM AND THEN COME BACK AND THEY'D FEEL BEATEN DOWN. SO THE FAMILIES WERE TRYING HARD AND IT'S NOT THAT THE FAMILIES WERE FAILING. WE WERE FAILING THE FAMILIES. WE COULDN'T FIGURE OUT WHAT WAS THE INTERVENTIONS THAT WE WERE NOT DOING? THE FEDERAL GOVERNMENT MADE SOME FUNDS AVAILABLE THROUGH THE ECONOMIC RECOVERY AND WE DECIDED WE WERE GOING TO TRY SOMETHING DIFFERENT. WE WANTED TO DESIGN A PROGRAM THAT WOULD MOVE PEOPLE OUT OF POVERTY. WE DUG INTO THE RESEARCH THAT LIESL REFERENCED AND WE TALKED ABOUT SCARCITY AND WHAT WORKED WITH PEOPLE WHO ARE TRYING TO MAKE CHANGES IN THEIR LIVES. WE ALSO LOOKED AT SOME PROGRAMS, LIKE THE JOIN MODEL, WHERE WE SAW UNCONVENTIONAL APPROACHES THAT SEEMED TO BE AFFECTING PEOPLE'S LIVES.

Ms. Bak: WHAT WE DISCOVERED IS WHEN WE RECOGNIZED PEOPLE AS EXPERTS IN THEIR OWN LIVES, THEY DID BETTER. THEY FELT MORE MOTIVATED. WHEN WE MET THEM IN THE COMMUNITY AND PROVIDED THEM WITH CASE WORKERS THAT LOOKED LIKE THEM, THEY WERE MUCH MORE SUCCESSFUL. INSTEAD OF GIVING THEM A STACK OF PAPERS, WE COLLABORATED WITH THEM, PEOPLE FELT CONNECTED. THAT CONNECTION LED TO RESULTS, GOOD RESULTS AND THAT'S PART OF WHAT THIS DIAGRAM SHOWS, IS JUST THE DIFFERENCE BETWEEN A CASE WORKER WITH A LOT OF PAPER AND NO COORDINATION DEALING WITH ONE NEED AT A TIME COMPARED TO OUR NEW MSI MODEL. SO ON THE NEXT SLIDE, YOU CAN SEE THE RESULTS OF SOME OF OUR RESEARCH. WE DETERMINED THROUGH A LOT OF NATIONWIDE RESEARCH, THERE WAS A MODEL THAT CAME OUT OF ARIZONA THAT SHOWED THERE WERE SIX DOMAINS THAT WOULD LEAD TO MEASURABLE RESULTS IN MOVING PEOPLE OUT OF POVERTY, HOUSING, EDUCATION, INCOME, HEALTH, CONNECTION AND THRIVING CHILDREN. A COMBINATION OF LONG AND SHORT-TERM INTERVENTION WAS NEEDED.

IN A LOT OUR SYSTEMS, WE'VE BEEN PUTTING BAND-AIDS ON ONE PROBLEM AND NOT TRAINING THE WHOLE BODY. WE'RE TRYING TO TREAT THE WHOLE BODY. WE DEVELOPED AN APPROACH AND COMBINED SOME OF THE BEST-PRACTICES IN OUR FIELD AND WE CALL THIS ASSERTIVE ENGAGEMENT. IT RECOGNIZES PEOPLE AS EXPERTS IN THEIR LIFE AND OFFERS A MENU OF SERVICES. IT RECOGNIZES THE STRENGTHS IN PEOPLE INSTEAD OF THE DEFICITS. IT'S COMPETENT, TRAUMA-INFORMED AND ADAPTABLE. WITH THE SIX DOMAINS, IT WAS IN THE PILOT PHASE FOR FIVE YEARS. NORMALLY WE DON'T DO A PILOT FOR FIVE YEARS, BUT WE WANTED TO MAKE SURE THAT OUR INITIAL RESULTS, WHICH WERE VERY PROMISING, WERE TRUE AFTER PEOPLE EXITED THE PROGRAM. WE WERE ENGAGED IN A CONTINUOUS IMPROVEMENT MODEL SO EVERY YEAR, WE WOULD LOOK AT THE DATA BY ALL SORTS OF SUBSETS AND SEE WHO WAS DOING WELL, MAKE NECESSARY TWEAKS AND ADJUST THE PROGRAM ACCORDINGLY SO WE HAD THE RIGHT MIX OF SERVICES.

ONCE WE WERE SATISFIED THAT THE PROGRAM MODEL COULD WORK, WE BROUGHT TOGETHER OUR PROGRAM PARTNERS FROM THE OLD APCM PROGRAM AND THE ACTION FOR PROSPERITY PILOT. WE SHARED ALL THE RESULTS AND CREATED THE MULTNOMAH STABILITY INITIATIVE OR MSI. MSI'S REALLY THE MERGER OF OUR OLD PROGRAM AND ACTION FOR PROSPERITY. WE CALLED IT MULTNOMAH STABILITY INITIATIVE ON PURPOSE BECAUSE IT'S NOT ABOUT BEING AGAINST STABILITY, BUT FOR STABILITY AND HELPING PEOPLE MOVE FORWARD AND NOT NEEDING US IN THE FUTURE. WE DID A FULL ROLL-OUT OF THE PROGRAM ON JULY 1. WE'RE GOING TO TALK MORE ABOUT WHAT THAT LOOKS LIKE ON THE GROUND AND WHAT WE ACTUALLY DO WITH FOLKS WHEN THEY'RE IN OUR OFFICES. FIRST, WE'D LIKE TO ASK AMY FROM DHS TO TALK ABOUT THE STATE'S EXPERIENCE REVAMPING THEIR ANTI-POVERTY PROGRAM AND THE WORK THEY'VE DONE, SIMILAR TO US.

Ms. Youngflesh: HI, GOOD MORNING. I'M AMY YOUNGFLESH AND I'M THE INTERIM DIRECTOR FOR DEPARTMENT OF HUMAN SERVICES HERE IN MULTNOMAH COUNTY AND THANK YOU SO MUCH FOR INVITING ME. I'M REALLY EXCITED TO JOIN THIS CONVERSATION BECAUSE EVEN THOUGH I'M JUST THE INTERIM DIRECTOR, I FEEL VERY LUCKY TO BE WORKING IN MULTNOMAH COUNTY BECAUSE THE COLLABORATION AND THE RESOURCES TO JOIN UP WITH THE STATE AND THE COUNTY, IT'S VERY EXCITING BECAUSE THERE'S THE THINKING WE'RE DUPLICATING EFFORTS AND WE CAN LOOK BACK AND SEE, WHAT SERVICES ARE WE ABLE TO PROVIDE? WHAT ARE YOU ABLE TO PROVIDE? AND WHERE CAN WE LEVERAGE THEM? SO, SIMILAR TO MULTNOMAH COUNTY, DEPARTMENT OF HUMAN SERVICES, STATE OF OREGON, IS ALSO LOOKING AT OUR TANF PROGRAM AND WHAT'S WORKED AND WHAT HASN'T WORKED. IN THE LAST YEAR, WE ARE EVEN TALKING THE LANGUAGE THAT WE ARE AN ANTI-POVERTY PROGRAM VERSUS AN INCOME MAINTENANCE PROGRAM. WE HAVE ALWAYS BEEN SEEN AS INCOME MAINTENANCE AND SORT OF THAT VERBIAGE SOUNDS VERY CLINICAL.

CASE WORKERS AND MANAGERS AND RECEPTIONISTS ARE SEEING OURSELVES AS SORT OF PREVENTING POVERTY AND BEING ANTI-POVERTY AND WORDS ARE POWERFUL AND IT'S BEEN VERY POWERFUL. JUST TO GIVE YOU A LITTLE BIT OF DATA, IN 2007, THE AVERAGE LENGTH OF TIME THAT A FAMILY STAYED CONSISTENTLY ON A TANF GRANT WAS ABOUT 18 MONTHS. THEY WOULD GET OFF, WORK FOR AWHILE. SOMETIMES SOMETHING WOULD HAPPEN WITH THEIR JOB. 18 MONTHS WAS THE AVERAGE LENGTH OF TIME. IN 2016 IS NOW 24 MONTHS. AND IN 2017, IT'S BEEN 27 MONTHS. SO, WHAT WE'RE LOOKING AT IN MULTNOMAH COUNTY IS VERY LONG-TERM, SORT OF GENERATIONAL FAMILIES ON POVERTY AND WE KNOW WE CAN'T DO THIS ALONE AND WE REALLY NEED PARTNERSHIPS AND WE'RE REALLY EXCITED TO BE WORKING WITH THE COUNTY. DHS IS LOOKING AT OUR CASE MANAGEMENT AND OUR INTAKE PRACTICES VERY DIFFERENTLY AND I APPRECIATED YOUR STORY BECAUSE I WOULD SAY THAT DHS IS LIKE THAT, TOO. YOU HAD AN INTAKE APPOINTMENT AT AND IF YOU NEEDED YOUR TANF GRANT, YOU'D BE THERE AT 8:30.

THE IDEA WAS WE NEEDED TO TEACH PEOPLE TO BE ON TIME BECAUSE IF YOU'RE GOING TO BE WORKING, YOU NEEDED TO BE ON TIME. IT'S REALLY EMBARRASSING TO THINK ABOUT THAT NOW. IT'S VERY DIFFERENT NOW. WHEN YOU HAVE AN INTAKE APPOINTMENT, RATHER THAN THE 7823, YOU FILL IT OUT WHILE YOU'RE WAITING TO SEE YOUR CASE WORKER OR YOU FILL IT OUT TOGETHER, WE HAVE A STRENGTH-BASED TOOL AND WE'RE ASKING QUESTIONS ABOUT WHOLE FAMILY SYSTEMS AND WE START WITH YOUR CHILDREN BECAUSE WE KNOW YOU'RE A PARENT AND IT'S THE MOST IMPORTANT THING YOU'RE THINKING ABOUT. IT USED TO BE WHAT ARE YOUR BARRIERS? WHERE DO YOU LIVE? DO YOU HAVE A CRIMINAL BACKGROUND? THE THINKING WAS WE NEED TO FIND OUT WHAT YOUR BARRIERS ARE TO

GET YOU SERVICES TO MITIGATE THOSE BARRIERS AND GET YOU EMPLOYMENT. THAT WORKS FOR A CERTAIN PERCENT OF THE CASELOAD. AS WE ARE LEARNING MORE AND MORE, PEOPLE WHO ARE ON TANF WHO GET A JOB, 30% COME BACK WITHIN TWO YEARS. SO EVEN OUR BEST THINKING ISN'T WORKING SO AS A STATE, WE ARE REALLY STEPPING BACK AND LOOKING AT CASE PROGRESSION VERSUS JUST OUTCOMES AND THAT'S REALLY DIFFERENT THINKING.

Ms. Youngflesh: WE HAVE A NEW ASSESSMENT TOOL AND IT'S LOOKING AT THESE DOMAINS AND ASKING QUESTIONS AND TRYING TO HAVE MORE OF A CONVERSATION. WE USED TO HAVE THREE OPTIONS WHEN YOU WERE ON TANF TO FIND A JOB AND NOW WE HAVE ABOUT SIX AND WE'RE REALLY ASKING THE FAMILY WHAT THEY WANT AND WHAT THEIR GOALS ARE. WE'RE TRAINING CASE WORKERS IN WHAT TRAUMA-INFORMED PRACTICES ARE. THAT'S NEW TO A LOT OF CASE WORKERS. INSTINCTIVELY, THEY KNOW WHAT THAT IS. WE HAVE PARTNERED WITH MULTNOMAH COUNTY ON A COUPLE OF REALLY SUCCESSFUL PILOTS. THE ALIGN PARTNER NETWORK THAT LIESL REFERRED TO. WHAT IT DID IS IT JUST TURNED SOCIAL SERVICE ON ITS EAR BECAUSE WE TARGETED ABOUT 300 FAMILIES THAT HAD MANY, MANY RISK FACTORS OF POVERTY. OF COURSE THE BIG ONE WAS HOUSING. WHEN WE WORK WITH LOCAL AGENCIES, WE WOULD SORT OF DO BARRIER REMOVAL AND YOU EARNED YOUR HOUSING BECAUSE NOW YOU WERE STABLE AND WE FLIPPED IT ON ITS EAR AND HOUSED THE FAMILY IMMEDIATELY.

WE GAVE THEM A SECTION EIGHT VOUCHER AND GAVE THEM SERVICES AND IT WAS PHENOMENAL. THEY WERE ABLE TO GO TO THEIR RESUME CLASSES, GO TO VOCATIONAL TRAINING, GO TO THEIR ALCOHOL AND DRUG APPOINTMENT AND FOLLOW THROUGH WITH EVERYTHING EVERYONE ASKED. WE WERE LOOKING AT THE DATA AND LOOKING AT EACH OTHER IT'S LIKE, WHY DIDN'T WE DO THIS SOONER? HOW DID WE NOT KNOW THIS? WE KNOW HOUSING IS SUCH A HUGE CRUNCH BUT IT WAS A REAL TURNING POINT FOR MANY OF US THAT WORKED IN THAT PROGRAM AND WE WANT TO REPLICATE SOMETHING LIKE THAT IN THE FUTURE. IN TERMS OF DATA, OUR CASELOADS FOR TANF FOR SOME OF THE LOWEST THAT THEY'VE BEEN, WE'RE AT 5,652 OF MANDATORY. MANDATORY MEANS THAT YOU AREN'T PURSUING SSI, YOU'RE NOT IN YOUR NINTH MONTH OF PREGNANCY, YOU DON'T HAVE A CHILD UNDER A CERTAIN AGE. WE ASK TO COME IN YOUR OFFICE AND WE COME UP WITH A TRAINING AND EMPLOYMENT PLAN. THAT'S SOME OF THE LOWEST CASELOAD WE'VE HAD. WHAT WE'VE ELUDED TO IS THESE ARE THE FAMILIES IN GENERATIONAL POVERTY AND WE NEED TO LOOK AT DESIGNING SERVICES DIFFERENTLY. WE'RE EXCITED TO BE PARTNERING WITH YOU IN MULTNOMAH COUNTY AND THANK YOU, ALL, FOR INVITING ME TO TESTIFY.

Chair Kafoury: THANK YOU.

Ms. Bak: NEXT, WE'D LIKE TO INVITE OUR PARTNERS FROM SELF-ENHANCEMENT INC. WE'VE GOT KIM BLACK AND MARGOT WOODS, TO TALK ABOUT WHAT MSI AND THE CHANGES HAVE LOOKED LIKE ON THE GROUND, AS AN AGENCY AND AS A CASE WORKER.

Ms. Black: GOOD MORNING, COMMISSIONERS. MY NAME IS KIMBERLY BLACK AND I'M THE PROGRAM MANAGER FOR THE PROGRAMS THAT YOU HAVE BEEN HEARING US TALK ABOUT. I HAVE BEEN WORKING WITH SELF-ENHANCEMENT FOR THE LAST 10 YEARS. IT IS THE LARGEST AFRICAN-AMERICAN MULTI-SERVICE AGENCY IN OREGON. SELF-ENHANCEMENT INHERITED THE ANTI-POVERTY PROGRAMS 10 YEARS AGO. SINCE THE BIRTH, WE HAVE SUCCESSFULLY COLLABORATED WITH MULTNOMAH COUNTY, PROVIDING THESE SERVICES TO THE FAMILIES WITHIN OUR COMMUNITY. EXCUSE ME. MULTNOMAH COUNTY HAS ALLOCATED A PERCENTAGE OF THE MULTNOMAH COUNTY STABILITY INITIATIVE FUNDS TO HELP US ALLEVIATE POVERTY FOR FAMILIES WITHIN THE COMMUNITY, PROVIDING EVICTION PREVENTION, RENTAL ASSISTANCE, HELPING WITH JOB READINESS. HELPING WITH CHILDCARE, HELPING WITH UTILITY DEBT. HELPING WITH LANDLORD-RELATED DEBT. THINGS THAT KEEP THEM FROM OBTAINING HOUSING AND EMPLOYMENT.

AS A MANAGER OF THIS PROGRAM, IT IS EXCITING TO SEE THE CHANGES THAT HAVE TAKEN PLACE WITH BEING A PERSON THAT COMES IN, GET THE PAPERWORK, FILL OUT THE PAPERWORK AND I'M GOING TO PAY YOUR RENT AND THAT'S THE END OF THE RELATIONSHIP. THROUGH THE MSI PROGRAM, WE HAVE BEEN ABLE TO REALLY BUILD UPON OUR RELATIONSHIP MODEL THAT AFCI HAS BEEN OPERATING ON FOR THE LAST 35 YEARS AND THAT'S MAKING EACH FAMILY BE A PART OF YOUR FAMILY. EACH FAMILY THAT COMES INTO OUR AGENCY, WE PUT OUR OWN PERSONAL LAST NAME ON EACH FAMILY. WE WANT EACH FAMILY TO SUCCEED. AND WITH THE PROGRAMS THAT THE MSI BRINGS TO US, WE CAN SUCCESSFULLY HELP FAMILIES NAVIGATE THEIR PLAN, THEIR GOAL FOR THEIR FAMILY. FAMILIES COME TO US THROUGH SUN SCHOOL, THROUGH 211 AND THROUGH THE COMMUNITY. WE HAVE CLIENTS THAT WALK IN, CLIENTS THAT CALL AND IN SEARCH OF HOUSING AND HOUSING NEEDS, HOUSING ASSISTANCE.

IN SEARCH OF HELPING TO WRITE RESUMES AND DO INTERVIEW TRAINING AND THAT'S HOW WE GET OUR CLIENTS. WE MATCH THEM UP WITH AN ENGAGEMENT CASE MANAGER TO HELP THEM NAVIGATE THROUGH THE DOMAINS THAT THEY CHOOSE. IT'S THEIR GOAL, IT'S THEIR PATH, IT'S THEIR CHOICE. WE CURRENTLY HAVE A STAFF OF THREE. AND CURRENTLY, AT THIS TIME, SINCE WE STARTED IN JULY, WE'VE BEEN ABLE TO PROVIDE A SORT OF ENGAGEMENT TO 98 HOUSEHOLDS AND WORKING WITH THOSE FAMILIES, MS. MARGOT WOODS, WHO'S BEEN DOING CASE MANAGEMENT AND ASSERTIVE ENGAGEMENT IS GOING TO TALK MORE ABOUT HOW WE DO IT AND SHARE A SUCCESS STORY.



Ms. Woods: MY NAME IS MARGOT WOODS, I'M A HOUSING COORDINATOR AT SEI. BEFORE THAT, I WAS A HOUSING COORDINATOR. I WAS THERE 13 YEARS, THEY CLOSED DOWN AND NOW I'VE BEEN WITH SEI FOR 10 YEARS. I'VE BEEN AROUND BEFORE MSI. [LAUGHTER] BEFORE AFP. [LAUGHTER] SO, I WAS AROUND BEFORE WE HAD VERY LITTLE DOLLARS. I'VE BEEN AROUND. THE CHANGES HAVE BEEN PHENOMENAL. AT THE BEGINNING, CLIENTS COME IN, HERE'S THE PAPERWORK, HERE'S WHAT YOU HAVE TO DO. YOU GOT TO HURRY UP AND GET A JOB AND MOVE ON. WHICH WAS UNREALISTIC BECAUSE I'M STILL SEEING CLIENTS FROM THERE. SO, THEN WE CAME AFP. THEY WERE, WE ARE GOING TO BUILD THIS PLANE AS WE FLY IT. SO THAT WAS INTERESTING, BUT AT LEAST WE HAD, OKAY, LET'S CONCENTRATE ON GETTING THEM TO EMPLOYMENT, HELPING THEM WITH EMPLOYMENT, NOT JUST SENDING THEM TO GO GET A JOB, BUILD A RELATIONSHIP WITH THE WORKSOURCE. WE HAD A WORKSOURCE LIAISON THAT WORKED CLOSELY WITH US AND CLOSELY WITH THE CLIENTS. SO, THAT IS A BIG DIFFERENCE BECAUSE IT'S SO INTIMIDATING GOING TO WORKSOURCE AND TRYING TO FIGURE OUT HOW IT ALL WORKS.

WHEN YOU TELL THE CLIENTS, GO THERE AND GIVE THEM YOUR LICENSE AND REGISTER, THEY GO IN THERE AND THEY GET SO CONFUSED AND NOBODY KNOWS WHAT'S GOING ON AND THEY LEAVE. YOU KNOW. WE WERE CONDEMNING THERE BECAUSE WE WERE LIKE, YOU'RE NOT DOING WHAT YOU'RE SUPPOSED TO BE DOING. WHEN WE HAVE TO GO AND DO IT OURSELVES, THAT'S WHEN WE FOUND OUT, OH, MY GOODNESS, I SEE WHAT'S GOING ON. IF YOU'RE NOT A PERSON THAT'S EXTROVERTED, IT'S GOING TO BE 10 TIMES AS HARD. IF YOU HAVE LEARNING DISABILITIES, IT'S GOING TO BE HARD. IF YOU HAVE ENGLISH AS A SECOND LANGUAGE, IT'S GOING TO BE DIFFICULT. WHEN WE WERE ABLE TO DO THE ACTION FOR PROSPERITY, IT MADE IT BETTER. SO, OUT OF THAT, LIKE I SAID, WE WERE BUILDING THE PLANE AS WE FLEW IT.

SOME THINGS WORKED AND SOME THINGS DIDN'T. WE WERE ABLE TO SAY, OUT OF THIS PROGRAM, THIS IS WHAT IS WORKING SO LET'S BUILD ON IT. THEN CAME MSI. NOW FOR ME, WORKING WITH MY CLIENTS, I DEVELOP A RELATIONSHIP WITH THEM. YOU HAVE TO DEVELOP A RELATIONSHIP WITH THEM, TO LET THEM KNOW, WE ARE HERE FOR YOU. I AM HERE TO HELP YOU SUCCEED. I AM HERE TO GIVE YOU THE TOOLS TO BE ABLE TO USE THE TOOLS TO SUCCEED. I'M NOT HERE TO BUILD YOUR HOUSE FOR YOU. OKAY? SO, WHEN THEY COME IN, MY FIRST THING IS, WHAT DO YOU NEED NOW? ARE YOU HUNGRY? SOME PEOPLE HAVE BEEN LIVING IN THEIR CAR, THEY'RE HUNGRY. I WILL TAKE THEM AND GET THEM SOMETHING TO EAT. SOME ARE, LIKE, CAN YOU JUST DIRECT ME WHERE I CAN GET A SHOWER? AND SOME PEOPLE ARE LIKE, YOU KNOW, I GOT A PLACE, THEY'RE WILLING TO RENT TO ME, YOU KNOW, I JUST NEED YOU TO HELP WITH THAT. AND IT'S LIKE, OKAY, OKAY. WHEN YOU TALK WITH THEM AND THEY'RE FILLING OUT THE MSI

PAPERWORK AND THE DOMAINS AND WHAT'S IMPORTANT TO THEM, YOU SAY, HERE, YOU'RE SAYING THAT YOU WOULD LIKE TO FURTHER YOUR EDUCATION AND THEN WE'RE ABLE TO TALK TO THEM ABOUT WORKSOURCE AND OUR LIAISON AND WITH MSI, ANOTHER IS WE'RE ABLE TO GO WITH THEM A LOT OF TIMES INSTEAD OF SENDING THEM WHEREVER AND BE THEIR SUPPORT.

Ms. Woods: TECHNOLOGY WITH MSI. MY CLIENTS LOVE IT, THAT THEY CAN EMAIL ME. I CAN GET THEIR EMAILS ON MY PHONE AT ANY TIME. THEY LOVE IT THEY CAN CALL ME AND I CAN CALL THEM BACK IF I'M NOT AT MY DESK OR IN THE OFFICE, THEY CAN STILL GET A HOLD OF ME. I JUST THINK THAT MSI, IT'S LIKE SUCH A BIG CHANGE FROM WHAT I'M USED TO DEALING WITH AND THE CLIENTS ARE FEELING A LOT BETTER, TOO, BECAUSE THEY'RE LIKE, OKAY, OKAY, I SEE. SO, YOU GUYS REALLY CARE AND WE'RE LIKE, YEAH, WE REALLY CARE. WE WANT YOU TO BE ON THIS SIDE OF THE DESK. I WAS ON THE OTHER SIDE OF THE DESK, I UNDERSTAND. SO, WITH THAT BEING SAID, I WOULD LIKE TO TALK ABOUT A COUPLE OF SUCCESS STORIES. I HAVE A COWORKER WHO IS HISPANIC AND WE CO-WORK WITH THE CLIENTS TOGETHER BECAUSE I'M NOT BILINGUAL. SO SHE COMES AND DOES THE INTERPRETATION AND EXPLAINS ALL THE PAPERWORK WITH THEM AND WE WORK WITH THEM AND THE CLIENTS WERE FROM KING. WE HAD KING SCHOOL CLUSTER. WE HAD THIS ONE CLIENT AND SHE WAS FROM GUATEMALA AND SHE DROPPED OUT OF SCHOOL IN 1ST GRADE AND SHE COULDN'T SIGN HER NAME AND I'M LIKE, WOW, HOW AM I GOING TO HELP THIS LADY? FIRST OF ALL, LET'S GET YOU SET UP. YOUR EMERGENCY NEEDS, LET'S GET YOU TAKEN CARE OF. WITH THAT, WE WERE ABLE TO GET HER REGISTERED AT JEFFERSON HIGH SCHOOL FOR TRAINING AS ENGLISH AS A SECOND LANGUAGE.

WITH MSI, WE WERE ABLE TO PROVIDE HER WITH A BUS PASS. AT THE TRAINING, THEY SERVE THEM DINNER AND THEY CAN BRING THEIR KIDS. BECAUSE SHE DROPPED OUT OF SCHOOL IN 1ST GRADE, THEY ACTUALLY HAD A STUDENT WORK WITH HER EDUCATION PART, JUST LEARNING TO WRITE AND READ. AND SO WE WERE ABLE TO GET HER A BACKPACK AND FILLED IT WITH PENCILS AND PAPER AND HIGHLIGHTERS AND ABC BOOKS AND CARDS AND JUST EVERYTHING WE COULD THINK OF FOR HER AND HER CHILDREN. SHE HAD TWO CHILDREN. AND THEN WE GAVE HER A LITTLE NOTEBOOK. I KNEW SHE COULDN'T USE IT RIGHT THEN, BUT I HAD HIGH HOPES. I MET WITH HER EVERY MONTH TO SEE HOW SHE WAS DOING AND SHE ALSO HAD A LOT OF HEALTH PROBLEMS. SHE HAD RHEUMATOID ARTHRITIS THROUGH HER BODY. WE WERE ABLE TO CONNECT HER TO MEDICAL SO SHE WAS GETTING MEDICAL TO HELP WITH THAT AND SHE WAS GOING TO HER ESL CLASSES ON A REGULAR BASIS. AND, I'LL NEVER FORGET THE DAY SHE CAME IN AND WE WERE TALKING WITH THE INTERPRETER AND SHE SAID, OH, I'M GOING TO WRITE THAT DOWN. IT'S SO EMOTIONAL BECAUSE SHE COULDN'T WRITE HER NAME.

Ms. Woods: I SAID, WHAT ELSE DO YOU NEED? SHE WANTED MORE PENCILS AND PAPERS AND BOOKS. OKAY. I GOT HER THAT. YOU KNOW, PRETTY SOON SHE WAS BRINGING ME COPIES OF HER HOMEWORK AND STUFF AND I WAS PUTTING IT IN HER FILE AND I FELT LIKE A MOTHER -- [LAUGHTER] AND I WAS LIKE, OH, MY GOSH. I JUST COULDN'T BELIEVE IT. THIS WAS SO WONDERFUL. SHE WAS ABLE TO GET HOOKED UP WITH AN ATTORNEY TO HELP HER GET HER VISA, AS WELL.

Ms. Woods: SO WE WORKED WITH THIS CLIENT FOR ALMOST TWO YEARS. ALMOST TWO YEARS. AND HER HEALTH BECAME BETTER. SHE COULD WRITE HER NAME. SHE COULD READ A LITTLE BIT. SHE DEFINITELY COULD WRITE AND THEN SHE HAD A JOB. AND TO THIS DAY, SHE'S STILL WORKING THAT JOB. AND SHE'S SELF-SUFFICIENT AND MAKING ENOUGH MONEY TO SUPPORT HER AND HER FAMILY. THAT WAS THE FIRST ONE. THE SECOND ONE I HAD, I HAD ANOTHER CLIENT. SHE MOVED HERE WITH HER HUSBAND, HER HUSBAND WAS IN A HALF-WAY HOUSE AND SHE WAS SEVEN MONTHS PREGNANT AND SHE CALLED AND WANTED TO KNOW ABOUT SERVICES HERE. SHE KNEW SHE WAS GOING TO HAVE THE BABY IN AUGUST AND HE WASN'T GOING TO RETURN HOME UNTIL NOVEMBER SO I JUST WANT TO TALK AND SEE WHAT'S AVAILABLE. I SAID, NO PROBLEM. SHE MADE HER APPOINTMENT AND SHE CAME IN AND WE TALKED AND I GAVE HER INFORMATION AND OTHER AGENCIES, TOO, JUST IN CASE. KEEP IN CONTACT. AND SHE DID. SHE CALLED ME AND KEPT IN CONTACT. SHE WAS WORKING AT TARGET. SHE SAID, I'M GETTING CLOSE TO THE TIME, ARE THERE SERVICES? I SAID, YEAH. CALL ME - - I CAN'T REMEMBER THE DAY -- CALL ME ON THIS DAY AND WE'LL DO IT OVER PHONE. WE'LL DO THE INTAKE OVER THE PHONE.

WELL THE DAY CAME AND SHE DIDN'T CALL ME AND I WAS LIKE, OKAY, THAT'S UNUSUAL BECAUSE SHE WAS ONE THAT KEPT IN TOUCH. SHE CALLED THE NEXT DAY AND SAID, I'M SO SORRY, I WAS SUPPOSED TO CALL YOU AT 9:00 AND I WAS IN LABOR. SHE SAID SHE LOOKED AT THE CLOCK AND WAS LIKE, I WAS SUPPOSED TO CALL MARGOT. I WAS LIKE, OKAY, I'LL GIVE YOU A PASS THIS TIME. [LAUGHTER] SHE TOOK ADVANTAGE OF EVERYTHING AND HAD CHILDCARE SET UP AND WAS A FIRST-TIME MOM. SHE STAYED OFF FOR THREE WEEKS AND WENT BACK TO WORK. SO SHE HAD THE BABY. FIRST-TIME MOM. THE BABY HAD SOME MEDICAL ISSUES, SOME STOMACH PROBLEMS. SHE SAID, OKAY. THIS IS GOING TO SET ME BACK A LITTLE BIT. I SAID, THAT'S OKAY. THAT'S OKAY. YOU KNOW, YOU DIDN'T KNOW. SO AS TIME WENT ON, THE BABY WAS HAVING PROBLEMS AND SHE WENT INTO POSTPARTUM DEPRESSION AND I'M LIKE, THAT'S OKAY. COME INTO THE OFFICE, I'LL TAKE CARE OF THE BABY, YOU TELL ME WHAT'S GOING ON.

HER FAVORITE THING WAS COMING INTO THE OFFICE AND HANDING ME THE BABY AND THINKING ABOUT WHAT WAS HAPPENING. HERE BEING ABLE TO CALL ME AND HAVE THAT SUPPORT, SHE SAID, WAS A BIG, BIG THING FOR HER. SO AS TIME WENT ON, SHE CAME OUR CLASSES, OUR BUDGETING

CLASS. SHE CAME TO EVERYTHING WE HAD, WITH HER BABY. HER FUSSY BABY. AND SOMETIMES SHE WOULD HAVE THE BABY AND SOMETIMES I WOULD HAVE THE BABY. WHATEVER WE NEED TO HELP YOU BE SUCCESSFUL. SO, BY THE TIME HER HUSBAND CAME BACK TO THE HOUSE, SHE HAD FINISHED EVERYTHING. SHE HAD GOT HER BABY'S HEALTH UNDER CONTROL. SHE GOT HER MENTAL HEALTH UNDER CONTROL AND SHE EDUCATED HER HUSBAND ON EVERYTHING SHE HAD LEARNED.

Ms. Woods: BY THE TIME THEY WERE DONE, THEY HAD SAVED ENOUGH MONEY TO MOVE INTO THEIR OWN PLACE. THEY HAD CLEARED UP ALL THEIR DEBT. HE WAS GOING TO BUY A NEW TRUCK FOR HIS NEW JOB AND THEY WERE ABLE TO MOVE INTO THEIR OWN HOME. THAT WAS A FEW YEARS AGO. SHE CAME TO ME A COUPLE MONTHS AGO BECAUSE THEY'RE MOVING TO VEGAS AND SHE SAID, YOU KNOW, IF IT WASN'T FOR YOU GUYS, I DON'T KNOW WHERE I WOULD BE. ME AND MY HUSBAND. HE'S BEEN DOING WONDERFUL. THEY HAVE ANOTHER BABY -- NEW BABY. SHE HAD TO BRING THE BABY TO SEE ME. THAT JUST GOES TO SHOW YOU TWO DIFFERENT STORY, HOW IT WORKS WHEN YOU'RE THERE AND YOU'RE ABLE TO SUPPORT THEM AND HAVE THE FLEXIBLE FUNDS TO HELP THEM THROUGH DIFFERENT TRIALS AND TRIBULATIONS THROUGH THEIR LIFE.

Chair Kafoury: THANK YOU. AND THOSE FAMILIES ARE VERY LUCKY TO HAVE YOU. I CAN TELL YOU EXUDE WARMTH AND KINDNESS AND VERY APPROACHABLE FOR PEOPLE WHO ARE EXPERIENCING DIFFICULT TIMES. SO, I WANT TO THANK YOU.

Ms. Bak: I THINK MARGOT'S TESTIMONY SHOWED THE VARIOUS WAYS WE USE THE DOMAINS AND THE DIFFERENT KINDS OF PROGRAMS AVAILABLE TO HELP PEOPLE GO THROUGH THEIR NEEDS TO MOVE FORWARD. NEXT, I'M GOING TO TALK ABOUT THE FUNDING FOR THE PROGRAM. SORT OF MOVE TO THE MORE NUMBER SIDE OF THE PROGRAM. MSI IS FUNDED, ABOUT 25% THROUGH THE FEDERAL GOVERNMENT, WHICH WE CALL CSBG. IT COMES TO US THROUGH THE STATE DEPARTMENT OF HOUSING AND COMMUNITY SERVICES AND THEN THE OTHER THREE-FOURTHS OF THE PROGRAM IS FUNDED THROUGH COUNTY GENERAL FUND. WE FUND 750 FAMILIES A YEAR ON THE PROGRAM AND IT GOES FOR CASE MANAGEMENT STAFF. IT PAYS FOR FOLKS LIKE MARGOT AND FLEX FUNDS. EACH OF OUR PARTICIPATING AGENCIES PROVIDE A MATCH. AND 60% OF OUR FUNDING IS DIRECTLY ALLOCATED TO CULTURALLY-SPECIFIC ORGANIZATIONS.

I WANT TO TALK ABOUT THE RESULTS. THE FULL ROLL-OUT OF MSI WAS THIS PAST JULY. THE FIVE-YEAR PILOT PROGRAM WE DID INFORMED THE DEVELOPMENT OF THE PROGRAM. AS YOU CAN SEE ON THIS PARTICULAR SIDE, OVER THE COURSE OF THE FIVE-YEAR, THE INCOME IMPROVED 134%. REMEMBERING WHERE WE WERE AT THAT TIME, WE WERE IN THE DEPTHS OF THE RECESSION. THESE RESULTS WERE PARTICULARLY IMPRESSIVE. ONE OF

THE THINGS THAT WE FOCUSED ON IN ACTION FOR PROSPERITY WERE LIVING-WAGE JOBS. SOME PEOPLE MIGHT SAY, HEY, I WANT TO BE AN ARCHITECT AND WE SAY, YOU'RE A DROP-OUT, YOU NEED TO WORK AT FRED MEYER. NOW WE SAY, WHAT CAN WE DO? YOU NEED TO GET YOUR G.E.D. AND THEN GO TO PCC AND WE LAY OUT A PLAN FOR FOLKS TO GET A LIVING-WAGE JOB. IN THE NEXT SLIDE, YOU CAN SEE WHAT WHEN PEOPLE CAME ON TO THE PROGRAM, 22% OF THEM WERE EMPLOYED. I WANT TO STRESS THAT OF THE 22% OF THEM, MOST OF THEM WERE WORKING IN MINIMUM-WAGE OR PART-TIME CALL EMPLOYMENT. 52% WERE EMPLOYED BY THE END AND A MUCH HIGHER PERCENT WERE HIGHLY-PAID.

Ms. Bak: IN THE NEXT SLIDE IS AROUND OUR HOUSING RESULTS. ONE OF THE TOP REASONS PEOPLE CALL IS BECAUSE THEY'RE EXPERIENCING A HOUSING CRISIS. YOU'VE HEARD A LOT ABOUT THE HOUSING CRISIS. ONE OF THE MOST IMPRESSIVE RESULTS IN HOUSING STABILITY, 96% OF THE MSI HOUSEHOLDS IN THE PILOT WERE STABLE SIX MONTHS AFTER LEAVING SERVICE. SO THIS MEANS SIX MONTHS AFTER WE STOPPED HELPING THEM, THEY WERE STILL STABLY HOUSED. THIS IS POSITIVE IMPLICATIONS FOR WHAT THE LONG-TERM STABILITY OF THE PROGRAM WILL BE AND THE LONG-TERM SUCCESS OF THE FAMILIES. ANOTHER SUCCESS STORY THAT WE RECEIVED FROM ONE OF OUR CASE MANAGERS. I PUT IT HERE TO SHOW THE COMPLEXITY OF THE STORIES WE RECEIVE. IN THIS PARTICULAR EXAMPLE, THEY ARE TRYING TO LEAVE POVERTY AND THEY'RE FACING DOMESTIC VIOLENCE, DISABILITY, DEBT, HIGH RENTS, LOW WAGES, UNEMPLOYMENT. MSI MAKES IT LESS OVERWHELMING AND THAT'S OUR GOAL.

NEXT, WE WANTED TO INVITE ALL OF YOU AND YOUR STAFF TO JOIN US FOR ASSERTIVE ENGAGEMENT TRAINING, IF YOU'D LIKE TO COME SOME TIME. WE HAVE A WONDERFUL STAFF THAT DO THESE TRAININGS QUARTERLY. AND ASSERTIVE ENGAGEMENT IS ACTUALLY AN APPROACH WE USE FOR ALL DHS PROGRAMS AND WE WOULD LOVE TO HAVE YOU COME. THE DATES ARE UP THERE. BEFORE I OPEN IT UP FOR QUESTIONS, I WANT TO THANK OUR MSI PARTNERS, INCLUDING DHA, WORK SYSTEMS INC. AND HOME FORWARD, SEI, IMPACT NORTHWEST, AND RECOGNIZE OUR STAFF WHO WORK ON MSI, ASARIA, BECKY AND STEPHANIE, WHO IS OUR DAY-TO-DAY PROGRAM MANAGER. THANK YOU FOR YOUR TIME, COMMISSIONERS, WE WELCOME ANY QUESTIONS YOU MIGHT HAVE.

Chair Kafoury: QUESTIONS OR COMMENTS?

Commissioner Stegmann: THANK YOU SO MUCH FOR THE PRESENTATION. IT'S REALLY INSPIRATIONAL. THE QUESTION THAT I ALWAYS HAVE IS ABOUT EAST COUNTY AND EARLIER IN MARCH, WE GOT A PRESENTATION FROM CHRISTIAN KALER THAT TALKED ABOUT IF YOU MADE A LINE BETWEEN EAST COUNTY AND WEST MULTNOMAH COUNTY, ALONG 82ND, HE POINTED OUT IF WE WERE TWO DIFFERENT STATES, WEST MULTNOMAH COUNTY WOULD BE THE

SECOND WEALTHIEST STATE. EAST MULTNOMAH COUNTY WOULD BE THE 39TH AND THAT WOULD PUT THEM BETWEEN WEST VIRGINIA AND MISSISSIPPI. WE HAVE THE HIGHEST CONCENTRATION OF POVERTY IN EAST COUNTY AND WHEN YOU TALK ABOUT PEOPLE OF COLOR, IN EAST COUNTY, THAT REPRESENTS ABOUT 57% OF THE POPULATION. SO MY QUESTION IS, IS THAT HOW ARE WE FOCUSING IN EAST COUNTY AND SERVING THOSE FOLKS?

Ms. Bak: WE DO HAVE COMMISSIONER AGENCIES THAT ARE WORK. MSI IS MOBILE. SO WE EXPECT THE CASE MANAGERS TO GO WHERE FOLKS ARE. IF PEOPLE ARE -- WHEREVER PEOPLE ARE -- THAT WAS ONE OF THE CONFUSING THINGS THAT HAPPENED. MSI CAME OUT AS PART OF THE SUN SERVICE RFP LAST YEAR, THAT IF SOMEBODY, IT DOESN'T MATTER WHERE THEY LIVE, WE'LL GO TO THEM. MARGOT AND OTHERS HAVE SLEPT ALL OVER THE COUNTY TO SEE PEOPLE AT LIBRARIES OR HOME. WE TRY TO BRING THE SERVICES TO THEM.

Commissioner Stegmann: THAT'S GREAT. ONE OF THE SLIDES YOU TALKED ABOUT, AFTER SIX MONTHS, MANY PEOPLE STILL HAD STABLE HOUSING. BUT I'M WONDERING, HAVE YOU LOOKED AT 12 MONTHS? ONE YEAR? TWO YEARS DOWN THE ROAD?

Ms. Bak: WE HAVEN'T DONE THAT YET.

Commissioner Stegmann: I'D BE INTERESTED TO SEE WHAT THE LONG-TERM EFFECTS ARE. SHORT-TERM, YOU ARE DOING INCREDIBLE WORK. I WANT TO THANK YOU FOR REALLY MEETING PEOPLE WHERE THEY ARE AND THAT'S WHAT YOUR WORK IS ALL ABOUT. SO, I APPRECIATE THE REPORT AND YOUR COMMITMENT.

Vice-Chair Vega Pederson: THANK YOU SO MUCH FOR THIS REALLY INFORMATIVE PRESENTATION, AND IT WAS REALLY GOOD TO LEARN MORE ABOUT MSI AND THE WORK THAT'S BEING DONE BOTH IN PARTNERSHIP WITH OTHER AGENCIES, WITH OUR PARTNERS AND WITH FOLKS IN THE COMMUNITY. THE STORY, MARGOT, YOU WERE TALKING ABOUT, WAS SO TOUCHING -- AND I THINK BOTH OF THEM TALK -- ONE WAS A PERSON WHO WANTED TO GET SERVICES AND WAS PROACTIVE. THE OTHER ONE WAS SO TOUCHING TO ME BECAUSE IT WAS SOMEONE WHO, WITH A 1ST GRADE EDUCATION, DIDN'T KNOW WHAT A BIGGER WORLD WAS AND DIDN'T HAVE OPPORTUNITIES AND WASN'T ABLE TO READ. THAT'S SUCH A POWERFUL STATEMENT FOR THE IMPACT YOU HAVE ON PEOPLE'S LIVES AND SO I'M JUST REALLY GLAD THAT YOU SHARED THAT STORY AND I DON'T ACTUALLY HAVE A QUESTION. I JUST WAS REALLY TOUCHED BY IT AND I'M REALLY GLAD TO LEARN MORE ABOUT IT. SO, THANK YOU.

Commissioner Meieran: THANK YOU. I SHARE COMMISSIONER VEGA PEDERSON'S DEEPLY BEING TOUCHED BY THE STORIES THAT YOU TOLD AND

ALSO, THE CHAIR'S OBSERVATION THAT YOU'RE AN INCREDIBLY WARM AND CARING PERSON WHO ANYONE WHO WORKS WITH YOU IS LUCKY. SO, I JUST WANTED TO NOTE, YOU KNOW, YOU ADDRESSED TWO THINGS THAT ARE VERY IMPORTANT TO ME. ONE IS THIS IDEA OF BREAKING DOWN THOSE SILOS THAT ARE SUCH CHALLENGES AND THAT, DIFFERENT DEPARTMENTS EXIST FOR DIFFERENT REASONS BUT THERE IS SUCH OVERLAP, ESPECIALLY WHAT WE DO AT THE COUNTY. SO, THAT IS FANTASTIC WORK AND I COMMEND YOU ON THAT. AND REALLY LOOKING AT SOME MEANINGFUL OUTCOMES. I APPRECIATE THAT, AS WELL. THAT YOU'RE LOOKING AT THE THINGS THAT ACTUALLY MATTER AND MOVING THAT DIAL AND I UNDERSTAND YOU'RE JUST STARTING TO GET THE DATA, BUT YOU'RE LOOKING AT SOME OF THE RIGHT THINGS, IT SEEMS. SO, THANK YOU, VERY, VERY MUCH, FOR YOUR PRESENTATION AND YOUR WORK.

Chair Kafoury: THANK YOU. I APPRECIATE, TOO, THE LITTLE HISTORICAL CONTEXT THAT YOU GAVE ABOUT HOW THINGS USED TO WORK BECAUSE I THINK IT'S VERY IMPORTANT TO SHOW HOW FAR WE'VE COME OUR WILLINGNESS TO DO THINGS DIFFERENTLY WHEN WE'RE NOT GETTING THE RESULTS THAT WE SHOULD BE GETTING. I KNOW THAT WE TALK A LOT ABOUT OUTCOMES AND MEASUREMENTS BUT WE'RE TALKING ABOUT PEOPLE. WE'RE TALKING ABOUT GETTING PEOPLE STABLE AND MAKING FAMILIES WHOLE SO IF THE OUTCOMES AREN'T RIGHT, THAT MEANS WE'RE NOT HELPING FAMILIES AND FAMILIES AREN'T ON THE RIGHT TRACK AND ABLE TO CARE FOR THEMSELVES, WHICH IS REALLY WHAT OUR GOAL IS. I THINK IT JUST SHOWS HOW THE COUNTY AND BECAUSE OF OUR AMAZING PARTNERSHIPS IN THE COMMUNITY, IS ABLE TO DO THINGS DIFFERENTLY AND TRY THINGS THAT WE THINK WILL BE BETTER FOR THE FAMILIES THAT WE SERVE. SO I WANT TO THANK YOU ALL FOR COMING TODAY AND THANK OUR PARTNERS AT DHS. HER STORY ABOUT FAMILIES NOT BEING READY FOR HOUSING, THAT'S ALWAYS THE ONE THAT KILLS ME THE MOST. WHO'S NOT READY FOR HOUSING? RAISE YOUR HAND? [LAUGHTER] I THINK EVERYONE'S PRETTY MUCH READY TO HAVE A PLACE TO SLEEP AT NIGHT AND A PLACE WHERE THEIR CHILDREN ARE GOING TO BE SAFE. THANK YOU, ALL, FOR COMING AND THANK YOU TO YOU FOR WORKING ON THIS INITIATIVE.

**B.2 Board Briefing on Countywide Grant Development Efforts. Presenters: Sheri Campbell, Senior Grant Coordinator and Departmental Guests.**

Chair Kafoury: NEXT WE HAVE THE AMAZING SHERI CAMPBELL, TALKING ABOUT GRANTS. WE'LL TALK ABOUT OUR SUCCESSES TO-DATE.

Ms. Campbell: THAT'S A HARD ACT TO FOLLOW, BUT IT CAN BE AN INSPIRATION ON HOW WE CAN DO MORE. I'M TRYING TO HOLD IT IN MY MIND THAT WAY. THANK YOU, CHAIR KAFOURY, AND OTHERS. THIS IS OUR THIRD GRANT BRIEFING AND WE'RE HAPPY TO BE HERE. I'M SHERI CAMPBELL, I'M IN THE OFFICE OF GOVERNMENT RELATIONS. REAL QUICKLY, SINCE I HAVEN'T HAD A

CHANCE TO TALK TO YOU MUCH, I THINK OF MY JOB AS HAVING THREE FOCUSES. ONE IS TO INCREASE OUR CAPACITY, COUNTYWIDE, FOR SECURING GRANTS AND TO INCREASE COLLABORATION AMONGST OUR FABULOUS DEPARTMENT PARTNERS AND THEN ALSO SERVE AS A LIAISON TO YOU FOR QUESTIONS AND ISSUES THAT MIGHT COME UP AROUND GRANTS. SO IN THAT CAPACITY, I JUST WANT YOU TO ALWAYS FEEL FREE TO KIND OF CATCH ME. WE CAN TALK ABOUT THINGS. I'VE HAD COMMISSIONERS COME TO ME WITH GRANT OPPORTUNITIES THAT I THEN GOT TO SHOP OUT TO THE DEPARTMENTS.

Ms. Campbell: I JUST KIND OF WANTED TO START OUT THAT WAY. AS CHAIR KAFOURY MENTIONED, THERE'S MANY THINGS WE COULD TALK ABOUT. WE, TODAY, ARE GOING TO FOCUS ON HOW WE APPROACH GRANTS, WHAT WE'RE DOING. THERE'S A LOT OF EXCITING THINGS THAT ARE HAPPENING AND CHANGES THAT WE'VE MADE. AND THEN I WANT TO TALK ABOUT THE IMPACT AND ROLE OF GRANTS AT THE COUNTY. ABOUT THE SORTS OF OPPORTUNITIES WE HAVE AND HOW THAT HAS CHANGED OUR BUSINESS AND THEN KIND OF WHAT WE, AS THE PARTNERSHIP HERE AT THE COUNTY, ARE LOOKING AT DOING AS NEXT STEPS TO INCREASE OUR EFFECTIVENESS. WE ARE HAPPY TO ANSWER QUESTIONS ANY TIME. IF THERE'S A QUESTION, YOU MIGHT AS WELL ASK IT WHEN IT COMES UP. FOLLOWING OUR FIRST THREE YEARS AGO, WHEN WE HAD A GRANT BRIEFING, ONE OF THE OUTCOMES WAS THE COMMITMENT TO CONVENING A COUNTYWIDE GRANTS GROUP, THAT REALLY WAS INVOLVING ALL OF THE DEPARTMENTS, THAT LOOK FOR GRANTS.

WE ARE IN OUR SECOND YEAR TOGETHER AND I HAVE TO SAY THAT IT IS ONE OF THE JOYS OF MY JOB IS BEING ABLE TO MAKE THOSE CONNECTIONS ACROSS DEPARTMENTS AND WE HAVE VERY ACTIVE REPRESENTATIVE FROM ALL THE DEPARTMENTS THAT ARE GRANT-SEEKING AND CENTRAL FINANCE GRANTS COMPLIANCE. WE HAVE AD HOC MEMBERSHIP FROM CENTRAL BUDGET. THE LIBRARY SECURES THEIR GRANTS THROUGH A FOUNDATION, IT'S A 501-3C. THEY'RE OUTSIDE OF THE GRANT SYSTEM AND NON-DEPARTMENT, I SERVE AS A LIAISON TO THE NON-PARTNERS. I WANT TO INTRODUCE MARK HARRIS FROM THE HEALTH DEPARTMENT AND ALLEN VOTE ARE BOTH OUT. THEY ARE HUGELY IMPORTANT MEMBERS OF OUR GROUP. I ALSO HAVE JOHNNY FANG, MICHELLE RADAR FROM THE SHERIFF'S OFFICE AND CORABELL, THEY WON'T BE PRESENTING TODAY.

IF A QUESTION COMES UP, THEY'RE AVAILABLE AND THEY'RE VERY, VERY INVOLVED IN THIS GROUP. UP HERE WITH ME, IF YOU HAVEN'T HAD THE PLEASURE, SOME FABULOUS FOLKS THAT WILL BE SPEAKING TO YOU, JOANNA VALENCIA, SHE'S FROM DEPARTMENT OF COMMUNITY SERVICES AND ALISON FRYE, WHO IS HERE IN MARK HARRIS'S STEAD TO SPEAK TO GRANTS AT THE HEALTH DEPARTMENT AND JOYCE RESARE WHO IS WITH THE DEPARTMENT OF COMMUNITY JUSTICE. AND JUST REAL QUICKLY, IN TERMS



OF THE WORKGROUP PURPOSE, IT WAS VETTED THROUGH THE OPS COUNCIL AND WE KEEP THIS AS A GUIDING STAR, IF YOU WILL. IT'S TO FACILITATE CROSS-DEPARTMENT COLLABORATION AND MAINTAIN GRANT RESOURCES COUNTYWIDE AND IDENTIFYING GRANT PRACTICES. EVERYBODY THINKING ABOUT, WELL, LET'S WRITE A GRANT AND IT'S SO MUCH MORE COMPLICATED THAN THAT. WE ARE LOOKING AT THE WHOLE, INCLUDING MONITORING AND TRACKING AND COMPLIANCE, AND REPORTING. WHAT I'VE LEARNED SINCE I WAS AT THE COUNTY IS REPORTING IS HUGE. WE'LL BE TALKING A LITTLE BIT MORE ABOUT THAT, AS WELL.

Ms. Campbell: WHEN I FIRST GOT HERE TO THE COUNTY, ONE OF THE THINGS I REALIZED IS WHEN I SAY THE WORD, GRANT, EVERYBODY HEARS SOMETHING DIFFERENT. I WAS TALKING WITH ERIC FROM THE CENTRAL FINANCE AND HE WAS TALKING ABOUT A REGIONAL GROUP THAT WAS GOING TO BE COMING TOGETHER TO TALK ABOUT GRANTS AND HOW THINGS ARE CHANGING AT THE FEDERAL LEVEL AND HE LAUGHED AND HE SAID, GUESS WHAT THE FIRST THING IS? LET'S DEFINE WHAT A GRANT IS. I'M HAPPY TO REPORT THAT WE ARE WAY AHEAD OF THE CURVE ON THAT. WE WORKED ON IT FOR, WHAT? ABOUT A YEAR. WE NOW HAVE A SHARED DEFINITION OF WHAT A GRANT IS AND IT SEEMS SIMPLE, BUT IT IS NOT. AS A PROGRAM PERSON, A GRANT WAS ALWAYS A COMPETITIVE GRANT. WE ASK FOR MONEY, WE GET MONEY, WE DO THINGS WITH THE MONEY.

FROM THE FINANCE DEPARTMENT'S PERSPECTIVE, IT'S NOT THAT SIMPLE. WE SEPARATE WHAT IT IS FROM FRONT-END WORK VERSES THINGS THAT ARE LANDING IN THE FINANCE DEPARTMENT'S REALM. THERE'S FOUR BUCKETS. THREE OF THEM REQUIRE FRONT-END RESOURCES, ONE IS THE COMPETITIVE GRANTS. THAT'S WHAT MOST PEOPLE THINK ABOUT. I WANT TO GIVE YOU THE TOUCH POINTS OF WHERE THESE HAPPEN. A COMPETITIVE GRANT IS WHERE YOU HEAR ABOUT THE NOIS. IT IS PERMISSION TO PURSUE A GRANT. THERE ARE RENEWAL GRANTS, YOU'RE NOT GOING TO SEE THOSE ON YOUR AGENDA. IT'S US GOING BACK TO OUR FUNDER SAYING, WE HAD THIS LAST YEAR, CAN WE GET IT NEXT YEAR? THERE ARE FORMULA GRANTS THAT REQUIRE PAPER WORK. THE MOST RIDICULOUS, IN MY OPINION, EXAMPLE OF A FORMULA GRANT THAT WE HAD TO WORK VERY HARD FOR IS THE JUSTICE REINVESTMENT FUNDS. IT'S A VERY EXCITING AND IMPORTANT PROGRAM THAT MULTNOMAH COUNTY IS LEADING THE WAY STATEWIDE.

WE KNEW WE WERE GOING TO GET THEM AND WE WORKED FOR MONTHS ON AN APPLICATION PROCESS AND THOSE ARE FRONT-END RESOURCES THAT IT TAKES AN ENORMOUS AMOUNT OF WORK AND PLANNING IN ORDER TO SECURE. AND THEN THE FOURTH BUCKET, THEY IMPACT THE FISCAL DEPARTMENTS. AND FROM FISCAL PERSPECTIVE, THEY REALLY ALL FEEL AND TASTE THE SAME WAY. AND IT'S A TREMENDOUS AMOUNT OF WORK. SO ONE OF THE THINGS WE'VE BEEN TALKING ABOUT IS WE TRACK THESE FOUR BUCKETS OF GRANTS AND TRYING TO KEEP A BALANCE SO THAT WE'RE NOT

OUT OF WHACK THAT WAY. I KNOW THIS IS PRETTY DRY STUFF, BUT IT MATTERS IN TERMS OF HOW WE KIND OF PURSUE GRANTS AND OUR CAPACITY TO DO SO. SO, ONE OF THE AHA'S I HAD IS MOST PEOPLE WILL TALK ABOUT, LET'S GET A GRANT. AND THEY TALK ABOUT THE LIFE CYCLE OF THE GRANT, AS I LEARNED ABOUT THE FISCAL ISSUES, WHAT I REALIZED IS THAT IS REALLY IS AN ECHO ECOSYSTEM. IN A SYSTEM AS LARGE AS THE COUNTY, IT ALL FEEDS ON ITSELF. AND ONE OF THE AHA'S AS WE'VE BEEN WORKING TOGETHER THAT A SUCCESS IN ONE DEPARTMENT HAS A DIRECT IMPACT ON THE ABILITY OF ANOTHER DEPARTMENT TO SECURE FUNDS.

Ms. Campbell: THAT IS ACROSS FRANKLY ALL OF THOSE FUNDING STREAMS THAT WE TALKED ABOUT BEFORE, NOT JUST IN COMPETITIVE GRANTS. IF WE WANT TO INCREASE THE AMOUNT OF MONEY, THE FIRST THING WE NEED TO DO IS LOOK AT THE PREPARATION FOR THAT. IF WE DON'T LOOK FOR A GRANT UNTIL THE DAY IT'S RELEASED, WE ARE NOT GOING TO BE PROBABLY GETTING THE MONEY WE WANT OR NEED AND WE WON'T BE AS COMPETITIVE. SO WHAT WE'VE BEEN REALLY WORKING ON IN THE LAST YEAR IS REALLY INCREASING CAPACITY AND UNDERSTANDING AT ALL THE DEPARTMENTS ABOUT WHAT DO WE DO TO PREPARE? AND I THINK ALLEN, FROM THE DA'S OFFICE, WHO IS NOT HERE TODAY, WAS SHARING THE STORY THE OTHER DAY THAT, YOU KNOW, WHAT HE'S FOUND OUT IS THEY HAVE TO LOOK AT LITERALLY HUNDREDS OF GRANTS TO FIND THE RIGHT GRANT TO MOVE FORWARD THE PROGRAM THAT THEY ARE PRIORITIZING.

I THINK OF THE PREPARATION STAGE, AS WELL, IN TERMS OF KIND OF GETTING AWAY FROM THIS NOTION THAT WE ARE KIND OF A SOLUTION IN SEARCH OF A PROBLEM. IF YOU DON'T SEEK A GRANT UNTIL AFTER IT'S BEEN RECEIVED, YOU REALLY CAN BE SAYING, LOOK, THIS IS A GREAT OPPORTUNITY AND THEN YOU CAN FIND THE PROBLEM AND THAT'S NOT THE BEST WAY, ESPECIALLY IN A SYSTEM AS LARGE AS THE COUNTY, WE NEED TO STAY FOCUSED ON WHAT THE MISSION IS. WE DON'T WANT TO GET OFF-TASK SO WE NEED TO BE SEEKING FUNDS THAT WE HAVE THE DATA TO SUPPORT, THAT WE HAVE THE PARTNERS IN PLACE TO DO AND THAT BUILDS A REALLY STRONG SYSTEM. THEN THE RFP LANDS. WE SOMETIMES KNOW IT SHOULD BE COMING, BUT WE NEVER KNOW EXACTLY WHAT IT'S GOING TO FUND UNTIL AFTER WE SEE IT. AND I CAN TELL YOU THAT JUST THIS YEAR, THERE WERE TWO GRANTS THAT ABBEY STAMP FROM LPSCC AND I WORK LOOKING AT AND WE WERE PLANNING ON PURSUING AND WHEN IT LANDS, THEY CHANGED SOME OF THE ELIGIBILITY REQUIREMENTS AND WE WERE NO LONGER ELIGIBLE FOR THAT GRANT.

WE HAD THE PREP AND HAD PARTNERS AND DID THE DATA AND NOT THIS YEAR. THERE'S A LOT OF WHAT FEELS LIKE SPINNING, BUT THAT'S PART OF THE PREPARATION AND IT SAVES US FROM SCRAMBLING AT THE PROPOSAL DEVELOPMENT. THIS IS ABOUT SIX WEEKS LONG AND IT CAN PRODUCE A 100-PAGE DOCUMENT THAT EVERYBODY NEEDS TO BITE OFF ON AND IT'S THE

DOCUMENT THAT TURNS INTO THE CONTRACT. IF YOU MAKE A PROMISE IN YOUR PROPOSAL, THAT IS WHAT YOU WILL BE DOING UNLESS YOU WANT TO RENEGOTIATE. SO IT'S A VERY IMPORTANT AND TIME-INTENSIVE PROCESS THAT YOU REALLY NEED TO BE READY TO NAIL IT. AGAIN, THIS IS THE COMPETITIVE GRANT PROCESS. NOW WE GET TO THE GRANT ADMINISTRATION. THIS IS FOR ALL GRANTS. AND I JUST WANT TO HIGHLIGHT THE WORK OF THE COMPLIANCE DEPARTMENT, CORABELL'S DEPARTMENT. WE WERE AHEAD IN THE STATE BECAUSE WE WERE ALREADY HAVING SOME OF THESE CONVERSATIONS. AND CORA HAS BEEN WORKING TO ALIGN OUR PROCEDURES WITH THE REQUIREMENTS OF THE FEDS AND WE'VE HAD THE COMMUNICATION AND THE COLLABORATION IN PLACE TO BE ABLE TO MOVE THAT OUT.

Ms. Campbell: COMPLIANCE IS ONE OF THOSE THINGS THAT MOST PEOPLE DON'T THINK ABOUT. WE GET A CLEAN AUDIT. IF WE DON'T GET A CLEAN AUDIT, WE WON'T BE ELIGIBLE FOR FUTURE FUNDING. AS A PROGRAM PERSON, ONE OF MY GOALS HERE AT THE COUNTY HAS BEEN TO LINKING PROGRAM WITH BUSINESS SERVICES SO THEY'RE IN COMMUNICATION AND WE DON'T GET ONE MORE KIND OF FAR AHEAD THAN THE OTHERS. THOSE HAVE TO ALWAYS BE IN BALANCE. OF COURSE YOU HAVE THE GRANT IMPLEMENTATION, AS WELL. AT THE BOARD LEVEL, YOU GET THE NOI, THE PROPOSAL DEVELOPMENT, YOU GET A BUD MOD WHEN THE AWARD COMES IN AND THEN YOU MIGHT HEAR ABOUT THOSE GRANTS AS A PART OF THE BUDGET PRESENTATIONS BUT VERY RARELY DO YOU ACTUALLY GET TO SEE WHAT HAPPENED TO THOSE GRANTS AND THAT'S SOMETHING I THINK WE COULD WORK ON. THEY FLOAT OFF INTO THE DISTANCE AND THERE ARE COOL STORIES THAT COME OUT OF THAT. ANYTHING I'VE MISSED ON THE EVER-EVOLVING GRAND ECOSYSTEM? I HAVE NEVER SEEN KIND OF THIS WAY OF THINKING ABOUT GRANTS, KIND OF ALL CENTERED AROUND THE CORE MISSION OF THE COUNTY. AND YET IT IS SOMETHING THAT WE'VE BEEN USING NOW FOR A COUPLE OF YEARS AND IT'S REALLY HELPED TO LINK TOGETHER THE BUSINESS SERVICES AND PROGRAMS PERSPECTIVE.

IT'S A SPECIAL TOOL FOR US. I KNOW IT'S VERY EXCITING. SO, WHAT DOES ALL THIS MEAN? THIS IS A COMPLICATED TABLE. I HAVEN'T FIGURED OUT HOW TO MAKE IT SIMPLER YET. AND IT'S REALLY LOOKING AT THE COMPETITIVE GRANTS WE GET SO IN THIS LIGHT BLUE COLUMN, THOSE ARE THE NUMBER THAT WERE SUBMITTED AND AWARDED BY EACH OF OUR DEPARTMENTS AND THE NUMBER IN THE THIRD COLUMN THERE IS THE ACTUALLY TOTAL AWARD. WE THINK OF THIS AS, HOW MUCH MONEY DID WE MAKE FROM THE EFFORT WE PUT IN? IT MIGHT BE A THREE-YEAR AWARD. IT MIGHT BE A ONE-YEAR AWARD. THE CONTINUATION GRANTS, THEY'RE MORE OF A SURE THING. WE ASKED FOR THREE, WE GOT THREE. THE FIRST COLUMN ARE THE ONES THAT ARE NOT A SURE THING. I JUST WANT TO SAY THAT THIS IS VERY IMPRESSIVE, TO GET THIS NUMBER, 45 OUT OF 57 SUBMITTED AWARDS, THAT IS A REALLY

GOOD SUCCESS RATE AND I THINK IT SPEAKS A LOT TO THE CAPACITY IN OUR DEPARTMENT.

Ms. Campbell: I'M SURE THE OTHER THING THAT HAS POPPED OUT TO YOU IS THE DISPARITIES IN TERMS OF THE HEALTH DEPARTMENT RECEIVES THE LION'S SHARE OF THE GRANTS. THERE'S BEEN A LOT OF QUESTIONS OVER THE YEARS ABOUT THAT. I THINK THE ENTIRE WORKGROUP NOW CAN SAY, AFTER OUR EXPERIENCE AND THE COLLABORATION WE'VE HAD OVER THE LAST FEW YEARS, IT IS TRUE THAT THE HEALTH DEPARTMENT HAS FOUR FTE GRANT TEAM. IF WE WERE TO GIVE FOUR FTE, THEY WOULDN'T BE ABLE TO REPLICATE THE \$23 MILLION. HHS, AT THE FEDERAL LEVEL AND THE STATE, THEY ARE ELIGIBLE FOR A LOT MORE FUNDING THAN OTHER DEPARTMENTS. WHAT WE'VE REALIZED IS IT'S NOT, I WANT SOME OF THAT. BUT, WHAT CAN WE LEARN FROM THE WAY YOU WORK? AND THE WAY YOU ANALYZE DATA? HOW DOES THAT LOOK IN MY DEPARTMENT, THAT IS GOING TO GET \$2 MILLION? ONE-TENTH OF THAT NUMBER? THAT'S BEEN AN EXCITING SHIFT THAT I'VE SEEN IN THE LAST YEAR. I THINK WE ARE MAKING GREAT STRIDES IN THAT.

I ALSO WANT TO POINT OUT THAT THESE NUMBERS ARE FROM THE LAST FISCAL YEAR BECAUSE IT'S THE LAST FULL YEAR WE HAVE AND THAT THE SHERIFF'S OFFICE HAS SUBMITTED SEVERAL GRANTS THIS YEAR. THERE'S BEEN A LOT OF CHANGE AND WE'RE SEEING A LOT OF PROGRESS THAT PROBABLY ISN'T EXACTLY REFLECTED IN THESE NUMBERS. AND, THE OTHER SIDE OF THE COIN, THIS ONE IS THE ONE THAT SHOWS USING THE FISCAL YEAR 17 BUDGET. THESE AREN'T THE SAME FISCAL YEARS AND THERE'S REASONS WE DO IT THAT WAY, THAT SHOWS KIND OF THE IMPACT OF COMPETITIVE GRANTS. I'VE BEEN WORKING IN GRANTS FOR 20 YEARS AND PEOPLE ARE ALWAYS LIKE, CAN YOU GET ME A GRANT TO DO THIS? CAN YOU GET ME A GRANT TO DO THAT? THE REALITY IS, COMPETITIVE GRANTS ARE A PRETTY SMALL SLICE, A REMARKABLY SMALL SLICE THE SOME DEPARTMENTS FOR THE AMOUNT OF GRANT FUNDS THAT SUPPORT PROGRAMS.

I THINK WE LOOK AT AS KIND OF WHAT IS THE BACK-END WORK, THE FISCAL DEPARTMENT'S WORK? YOU CAN SEE THAT THE VAST MAJORITY OF MOST OF THEIR WORK HAS TO DO WITH REALLY TRACKING THE OTHER GRANT FUNDS THAT ARE NOT COMPETITIVE. BUT KIND OF THE UNSUNG HEROES BECAUSE MOST PEOPLE DON'T EVEN THINK ABOUT THOSE FUNDS AND YET YOU CAN SEE IT'S A HUGE AMOUNT OF MONEY. SO, WHY DO WE EVEN THINK ABOUT COMPETITIVE GRANTS IF IT'S SUCH A SMALL SLICE OF THE MONEY? I THINK WHAT WE WANT TO DO IS TALK ABOUT KIND OF THE UNIQUE THINGS THAT COME AS A RESULT OF COMPETITIVE GRANTS, BECAUSE THEY DO GIVE US AN OPPORTUNITY, BUT THEY ARE NOT A PANACEA TO SOLVING ALL THE PROBLEMS, WHICH I THINK IS AN EASY WAY FOR PEOPLE TO THINK. FIRST OF ALL, IT IS AN AMAZING OPPORTUNITY TO TRY OUT INNOVATIONS. IN THE

PRESENTATION YOU JUST HEARD, THAT WAS NOT DONE WITH A COMPETITIVE GRANT, BUT THAT IS THE SORT OF THING YOU CAN DO. I HAVE A GREAT IDEA AND I HAVE -- YOU CAN GET FUNDING TO KIND OF TRY SOMETHING NEW ON AND IT CAN CHANGE THE WAY YOU DO BUSINESS. AND, IT'S FLEXIBLE FUNDING THAT WAY. AND TO BE HONEST WITH YOU, A LOT OF THE FUNDERS ARE REALLY LOOKING FOR INNOVATION. THEY'RE WANTING TO SEED INNOVATION AND NOT NECESSARILY LONG-TERM PROGRAM. AND THAT IS NOT UNCOMMON IN FUNDERS. IT IS A FRUSTRATION FOR US, BUT A HUGE OPPORTUNITY IF WE LOOK AT IT THAT WAY. THEY'RE AN OPPORTUNITY TO EXPAND PROGRAMS. IT'S A WAY TO TAKE AND BUILD ON COUNTY GENERAL FUND PROGRAMS AND THEN EITHER SERVE MORE PEOPLE OR TRY SOMETHING NEW OR ADD A NEW SERVICE ON AND WE USE GRANTS THAT WAY A LOT. IT'S ALSO -- ONE OF THE GREAT THINGS ABOUT -- THIS IS WHAT I PROBABLY LOVE MOST ABOUT GRANTS. IF YOU HAVE A \$500,000 GRANT -- THESE FOLKS ARE SITTING ON A \$60 MILLION BUDGET AND SAY, I HAVE A \$500,000 GRANT THAT WOULD ALLOW US TO DO THAT, EVERYBODY COMES TO THE TABLE AND THEY'RE READY TO THINK. IT'S LIKE CANDY AND IT CREATES OPPORTUNITIES.

Ms. Campbell: THOSE PARTNERS AND THOSE COLLABORATIONS EXIST AND I'VE GOT A LOT OF TIMES WHERE I'VE SEEN THAT HAPPEN. I DON'T KNOW IF YOU'VE HEARD ABOUT THE MCARTHUR GRANT, WHICH HAS BEEN DOING JAIL REDUCTION WORK. IT WAS THE TINIEST AMOUNT OF MONEY THE FIRST YEAR TO BRING THE PARTNERS TOGETHER. I THINK IT WAS, WHAT? \$100,000. AND EVERYBODY CAME TO THE TABLE. STARTED A CONVERSATION THAT HAD NOT HAPPENED BEFORE. WE DIDN'T GET FUNDING THAT YEAR, FRANKLY, BECAUSE WE WERE AHEAD OF THE CURVE. NOW, WE'RE ELIGIBLE TO APPLY AGAIN FOR \$1 MILLION A YEAR FOR UP TO FIVE YEARS AND IT ALL STARTED WITH \$100,000 THAT BROUGHT FOLKS TO THE TABLE AND WAS A CATALYST FOR GETTING PEOPLE TO THINK DIFFERENTLY. SO, THAT'S -- AND, ALSO, THERE ARE SOME UNIQUE SITUATIONS. A LOT IN THE HEALTH DEPARTMENT, WHERE THERE ARE LONG-TERM GRANTS THAT FUND STAND-ALONE PROGRAMS. THESE ARE PRETTY UNUSUAL, BUT WHEN THEY ARE, THEY'RE REALLY TO TARGET A SPECIFIC THING.

WHEN WE CAN GET ONE OF THOSE, IT IS JUST -- IT IS FABULOUS BECAUSE YOU STILL HAVE TO REAPPLY BUT ONCE YOU'VE GOT IT, YOU'RE IN GOOD SHAPE. ONE OF THE THINGS WE'VE BEEN DOING IS SOMETIMES THE COUNTY IS NOT THE RIGHT APPLICANT. EITHER WE'RE NOT ELIGIBLE OR WE'RE NOT THE MOST WELL-POSITIONED BUT IT'S A GRANT THAT REALLY KIND OF PROMOTES THE WORK OF THE COUNTY AND THE PRIORITIES THAT YOU'VE SET AND THE DEPARTMENTS HAVE SET AND SO WHAT WE HAVE BEEN DOING IS REALLY TRYING TO SUPPORT PARTNER GRANTS. WHEN I SEE A GRANT AND IT REMINDS ME OF SOMETHING HAPPENING IN THE COMMUNITY, I SEND IT OUT. I DO THAT FREQUENTLY WITH GRESHAM. WHEN POSSIBLE, I WILL SUPPORT THEM BY GIVING THEM SOME HANDOUTS, READING A PROPOSAL,

GIVING THEM SOME CRITIQUE. AND, THEN I KNOW THAT THE HEALTH DEPARTMENT HAS AN INCREDIBLE WOMAN WHO HELPS WITH THEIR DATA COLLECTION AND SHE HAS HELPED SOME PROPOSALS IN TERMS OF KIND OF ANALYZING DATA AND PULLING TOGETHER KIND OF THE NEEDS STATEMENT. AND SO WE'RE KIND OF EXPLORING HOW TO GROW THAT. WE KNOW THAT THERE ARE LIMITS BECAUSE WE CAN'T SHOW FAVORITISM. ON THE OTHER HAND, WE DO HAVE RESOURCES HERE AND A GRANT TO A COMMUNITY PARTNER MOVES THE COUNTY'S PRIORITIES FORWARD JUST AS MUCH AS A GRANT TO THE COUNTY. NOW I'M GOING TO STOP TALKING AND I WANT TO KIND OF GIVE FOLKS HERE AT THE TABLE A CHANCE TO SPEAK TO A FEW GRANTS THAT MEET SOME OF THOSE CRITERIA THAT WE JUST DISCUSSED. JOANNA, YOU WANT TO START?

Ms Valencia: JOANNA VALENCIA, I MANAGE THE TRANSPORTATION AND PLANNING DEVELOPMENT. WHAT I'M GOING TO SPEAK TO IS THE TWO PHOTOGRAPHS UP THERE, ONE WITH THE SCHOOL BUS AND ONE WITH THE WALKING SCHOOL BUS. SOME OF THE KEY GRANT OPPORTUNITIES THAT WE SEEK OUT RANGE FROM PROGRAM IMPROVEMENTS TO CAPITAL PROJECTS. CONSTRUCTION OF THE SELLWOOD BRIDGE, ROAD IMPROVEMENTS ARE CAPITAL PROJECTS. THE BUS WITH THE PARENT WAITING FOR KIDS IS ALONG THE ARATA ROAD CORRIDOR. IT LACKED BASIC BIKE/PED FACILITIES. IN SPEAKING TO OUR COMMUNITY PARTNERS, ARATA ROAD SPANS FAIRVIEW AND WOOD VILLAGE ALL WITHIN THIS 1, 66000-FOOT. WE DON'T HAVE THE KIDS WAITING ON THE SHOULDERS BECAUSE IT'S TOO DANGEROUS AND WE HEARD ANECDOTICALLY -- THIS IS CLOSE WALKING DISTANCE TO FRED MEYER WHERE THEY SEND A CART PICKUP EVERY WEEK BECAUSE FAMILIES ARE WALKING CARTS BACK AND FORTH. IN TAKING A LOOK AT THE NEIGHBORHOOD SURROUNDING ERRATA ROAD, THIS SERVED UNDERREPRESENTED COMMUNITIES. THERE WAS AN ABOVE-AVERAGE POPULATION LOCATED WITHIN HERE AND THIS NEIGHBORHOOD IS ACTUALLY WITHIN THE 20-MINUTE WALK NEIGHBORHOOD. THIS WAS AN IDEAL LOCATION TO CONSTRUCT THIS NEEDED GAP AND SO IT WAS AN OPPORTUNITY FOR COMMUNITY PARTNERSHIP.

THIS WAS A GRANT THAT WAS VERY WELL-SUPPORTED BY THE EAST MULTNOMAH COUNTY TRANSPORTATION COMMITTEE. WE WORKED WITH THE HEALTH DEPARTMENT TO TEST OUT SAFETY, HEALTH AND EQUITY CRITERIA AND CREDITS AROUND THAT AND THEN IT WAS ALSO AN OPPORTUNITY FOR INNOVATION. THE COMMUNITY SAID, WHEN I'M WORKING ON THE SIDEWALK, I WOULD LIKE A BUFFER BETWEEN ME AND THE VEHICLE BECAUSE IT'S SCARY HAVING FAST VEHICLES WHIZZING BY. WE'RE DOING SOMETHING INNOVATIVE HERE WHERE YOU'RE NOT GOING TO SEE A TRADITIONAL CROSS SECTION BUILT HERE OF A SIDEWALK, BIKE LANE AND A TRAVEL LANE. THERE'S GOING TO BE A 10-FOOT MULTI-USE PATH WITH A FIVE-FOOT BUFFER AND THEN THE TRAVEL LANE. WE WERE HEARING THERE'S A LOT OF FAMILIES THAT ARE USING THIS AND THEY WANTED THERE TO BE A SEPARATION FROM THE

TRAVELING MOTOR VEHICLE TRAFFIC. THIS IS A REAL OPPORTUNITY FOR US TO TEST THINGS OUT, TEST OUR ENGINEERS AND COME UP AND RESPOND TO THE COMMUNITY AND CONSTRUCT SOMETHING THAT MEETS THE SAFETY OF EVERYBODY. AND SO, THIS WILL BE CONSTRUCTED. WE'RE GOING OUT TO BID IN THE SPRING. IT WILL BE A GOOD CELEBRATION TO HAVE WITH OUR PARTNERS, WHEN IT'S FINALLY CONSTRUCTED. THE NEXT PHOTO NEXT TO YOU IS A WALKING SCHOOL BUS AND SO MANY OF YOU HAVE HEARD ABOUT THE SAFE ROUTES TO SCHOOL PROGRAM AND SO OUR DEPARTMENT ALSO WORKS ON SECURING GRANTS AND FUNDING TO DO ACTIVITIES LIKE THIS AND SUPPORT ACTIVITIES LIKE THIS TO EDUCATE AND ENCOURAGE WALKING AND BIKING TO SCHOOL. WE HAVE A STRONG PARTNERSHIP WITH REYNOLDS SCHOOL DISTRICT AND THIS IS AN EVENT WE HAD WITH ONE OF THE ELEMENTARY SCHOOLS. THESE GRANT OPPORTUNITIES GIVE US OPPORTUNITIES TO DEVELOP BIKE/PED SAFETY CURRICULUM WITH SCHOOLS AND TO GIVE AWAY FUN, LITTLE KEY CHAINS AND GIVE-AWAYS FOR STUDENTS TO GET THEM TO COME OUT AND PARTICIPATE. SO THOSE ARE TWO OF THE SUCCESS STORIES THAT WE WORK ON IN REGARDS TO GRANTS.

Ms. Frye: HI, CHAIR KAFOURY AND COMMISSIONERS, ALISON FRYE WITH THE HEALTH DEPARTMENT. I'M NOT SURE IF ANY OF THESE PICTURES MATCH WITH WHAT I'M GOING TO TALK ABOUT. I'M GOING TO TRY TO GIVE EXAMPLES ACROSS OUR THREE DIVISIONS, OUR CLINICAL PROGRAMS, PUBLIC HEALTH AND MENTAL HEALTH AND ADDICTION SERVICES ON HOW WE USE GRANTS TO FILL THESE ROLES SHERI JUST TALKED ABOUT. WITHIN OUR CLINICAL PROGRAMS, WE HAVE A RELATIVELY SMALL FOR THE SIZE OF BUDGET OF OUR QUALIFIED HEALTH CENTER, OUR YEARLY GRANT THAT SUPPORTS \$9.5 MILLION WHICH IS A SMALL PIECE OF THE PIE. WHAT THAT HAS ALSO ALLOWED US TO DO IS LEVERAGE THAT GRANT TO APPLY THE OTHER NEEDS. FOR EXAMPLE, BEHAVIORAL HEALTH INTEGRATION GRANT ALLOWED US TO CITE SPECIALTY MENTAL HEALTH ALONG WITH THE BEHAVIORAL HEALTH CONSULTANTS AND MORE RECENTLY, SUBSTANCE ABUSE EXPANSION, INCREASED THE CAPACITY OF PROVIDERS TO DO MEDICATION-ASSISTANT TREATMENT AND WE PARTNERED TO DO ADDITIONAL RECOVERY SUPPORT AND ALSO, CAPITAL GRANTS THAT WE'RE ELIGIBLE TO APPLY FOR. MOST RECENTLY WAS TO EXPAND OUR CAPACITY AT NORTH PORTLAND HEALTH CENTER AND THAT WAS FUNDED BY THE GRANT AND WE GOT MONEY FROM THE GENERAL FUND TO DO OUR DENTAL CLINIC THERE. THOSE ARE THINGS WE WERE ONLY ELIGIBLE FOR BECAUSE WE GET THE FQHC GRANT. THE GREAT THING ABOUT THE EXPANSION OF SUPPLEMENTAL MONEY IS THEY ROLL INTO OUR BASE AWARD. SEVERAL YEARS AGO, WE WERE DOWN AT \$7 MILLION AND NOW WE'RE AT \$9.5 MILLION BECAUSE WE KEEP APPLYING AND GETTING THE EXPANSION GRANTS. ON THE PUBLIC HEALTH SIDE, I WANT TO TALK ABOUT A COUPLE OF THINGS THAT REALLY SUPPORT OUR MISSION TO ADDRESS HEALTH EQUITY, WE PROVIDE DIRECT SERVICE AND POLICY, SYSTEMS AND ENVIRONMENTAL WORK. OUR HEALTHY BIRTH INITIATIVE -- I DON'T IF THEY FITS INTO THE SPECIALIZED LONG-TERM PROGRAM, IT'S

COMPETITIVE BUT WE'VE BEEN GETTING IT FOR A LONG TIME AND THAT PROVIDES DIRECT SERVICES, HOME VISITS FOR AFRICAN-AMERICAN MOTHERS. AND THEN OUR REACH PROGRAM IS A CDC-FUNDED RACIAL AND ETHNIC APPROACH TO COMMUNITY HEALTH. THAT FOCUSES ON TOBACCO AND NUTRITION COMMUNITY AND THAT IS ONE EXAMPLE OF HOW WE'RE ABLE TO PROVIDE COMMUNITY PARTNERS TO DO THIS WORK WITH US. SO WE HAVE SUBCONTRACTS WITH URBAN LEAGUE, CITY OF GRESHAM. AFRICAN-AMERICAN HEALTH COALITION AND A FEW OTHERS. FINALLY, IN OUR MENTAL HEALTH AND ADDITION SERVICES, JUST RECENTLY, CAME INTO THE HEALTH DEPARTMENT NOW, IT'LL BE TWO YEARS IN JULY. BECAUSE OF THE LARGE BLOCK WE GET FROM THE STATE AS A COMMUNITY MENTAL HEALTH PROVIDER, WE WERE ABLE TO GET AN EXPANSION GRANT THAT EXPANDED OUR JAIL DIVERSION TO DO SOME CULTURALLY-SPECIFIC JAIL DIVERSION SERVICES. WE HAVE A LOT. [LAUGHTER]

Chair Kafoury: \$23 MILLION IS FROM THE COMPETITIVE SLIDES.

Ms. Resare: COMMISSIONERS, JOYCE RESARE, WITH THE DEPARTMENT OF COMMUNITY JUSTICE. I HAVE TWO GRANTS I WANTED TO HIGHLIGHT. THE FIRST ONE IS MORE ALONG THE LINES OF SOMETHING THAT HAS ALLOWED US TO BE INNOVATIVE AND IS CHANGES OUR PRACTICES. SO THIS GOES BACK TO 2015, OUR DEPARTMENT WAS ALREADY IN THE PROCESS OF LOOKING AT PILOTING A SPECIFIC FIELD UNIT THAT WOULD SUPERVISE OUR 15-25-YEAR-OLD POPULATION. WE HAD REALIZED THAT THAT AGE GROUP WAS UNIQUE AND THAT THERE WAS A LOT OF CHANGES GOING ON IN THE BRAIN AND THAT WE REALLY -- MOST OF THEM WERE BEING SUPERVISED ON OUR ADULT SIDE THAT WAS USED TO SUPERVISING ADULTS AND REALIZED THAT THIS POPULATION NEEDED ADDITIONAL CARE AND SUPPORT AND WE NEEDED MORE KNOWLEDGE ABOUT WHAT WAS GOING ON. THERE WAS MORE INTENSE EMOTION. MORE RISK-TAKING THAT WAS MAKING IT MORE DIFFICULT TO SUPERVISE THAT POPULATION. SO RIGHT AS WE WERE GETTING READY TO PILOT THAT, THE BJA HAD A SMART SUPERVISION THAT CAME OUT. WE APPLIED TO GET INTENSIVE TRAINING FOR YOUR STAFF. WE CREATED THE COMBINED UNIT THAT HAS PROBATION AND PAROLE OFFICERS, JUVENILE COURT COUNSELORS AND THEN MANAGERS FROM BOTH OF OUR DIVISIONS TO WORK WITH THIS POPULATION, THAT WHOLE TEAM IS GETTING INTENSIVE TRAINING ON WHAT'S GOING ON, HOW TO IDENTIFY WHAT'S GOING ON WITH THE INDIVIDUAL WHEN THEY MEET WITH THEM. THEY DO ROLE PLAYING. THEY VIDEO TAPE THEIR OFFICE SESSIONS. THEY LOOK AT THEM AS A TEAM, TO MAKE SURE THAT THEY ARE CATCHING EVERYTHING THAT'S GOING ON AND APPLYING THE PROPER INTERVENTIONS AND SO WE'RE ABOUT HALF-WAY THROUGH THIS GRANT SO WE DON'T HAVE ANY REAL OUTCOMES YET, TO KNOW HOW SUCCESSFUL IT IS. BUT IT IS ALREADY CHANGING PRACTICES AND WHAT WE'RE GETTING IS ANECDOTICALLY FROM THE STAFF, THAT THEY FEEL LIKE THEY ARE CATCHING MORE THINGS WHEN THEY'RE MEETING WITH THESE INDIVIDUALS,



THAT THEY'RE NOTICING BODY LANGUAGE THAT'S DIFFERENT FROM WHAT'S BEING SAID AND THEY'RE BETTER-ABLE TO DRILL DOWN AND ASK MORE QUESTIONS AND BUILD BETTER RELATIONSHIPS WITH THE INDIVIDUALS SO THEY FEEL LIKE IT IS MAKING A DIFFERENCE AND WE WILL KNOW MORE AS WE COMPLETE THIS GRANT AND DO THE OUTCOMES AND REPORTING. SO THAT WAS KIND OF ONE THAT REALLY SHOWS HOW IT WILL CHANGE PRACTICES. THE OTHER ONE THAT I WANTED TO HIGHLIGHT IS A GRANT WE HAD APPLIED FOR THROUGH THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PROGRAM. WE WERE AWARDED THAT IN 2014. IT WAS A TWO-YEAR GRANT AND WITH THAT GRANT, WHAT WE DID IS WE FUNDED A PROGRAM SPECIALIST TO BASICALLY WORK SPECIFICALLY ON PULLING TOGETHER A STRATEGIC PLAN TO REDUCE VIOLENCE -- GANG VIOLENCE. AND THIS GRANT IS REALLY DEMONSTRATES COLLABORATION AND COMMUNITY PARTNERSHIPS. THERE WERE OVER 48 ORGANIZATIONS THAT PARTICIPATED IN THE STEERING COMMITTEE AND OVER 100 ORGANIZATIONS THAT PARTICIPATED IN THE WORKGROUPS. WE HAD CROSS-DEPARTMENT COLLABORATION WITH THE HEALTH DEPARTMENT, COUNTY HUMAN SERVICES, THE DISTRICT ATTORNEY'S OFFICE HELPED, THE OFFICE OF EQUITY PROVIDED THE EQUITY LENS AND THE MULTNOMAH COUNTY YOUTH COMMISSION PROVIDED CONSULTATION. WE INVOLVED THE COMMUNITY AND PEOPLE WHO LIVED WITH GANG VIOLENCE. SOME OF THE WORKGROUPS HELD THEIR WORKGROUP MEETINGS AT OUR JUVENILE DETENTION FACILITY TO ALLOW YOUTH WHO WERE IN DETENTION TO PARTICIPATE IN THE WORKGROUPS, WHICH THE YOUTH WERE EXCITED ABOUT THAT BECAUSE THEY WERE SEEN AS PART OF THE SOLUTION, RATHER THAN THE PROBLEM. THE STRATEGIC PLAN WAS COMPLETED AND APPROVED IN FEBRUARY AND THEY'RE STARTING THE IMPLEMENTATION PROCESS AND SIX MEMBERS OF THE STEERING COMMITTEE ARE THE ONES THAT ARE LEADING THE SIX KIND OF STRATEGIC AREAS THAT WERE IDENTIFIED. THIS WAS A GREAT EXAMPLE OF A LOT OF INVOLVEMENT FROM PARTNERS THAT HAS RESULTED IN A STRATEGIC PLAN THAT WILL HOPEFULLY HELP US IMPROVE -- IN OUR COMMUNITY AND REDUCE VIOLENCE.

Ms. Resare: JUST TO WRAP-UP, KIND OF IN TERMS OF WHAT IS -- WHAT IS POSSIBLE HERE? WE DO HAVE SOME OPPORTUNITIES -- AND EVERYBODY KNOWS, THIS IS A DIFFICULT AND UNPREDICTABLE ENVIRONMENT. WE HAVE A VERY STRONG NATIONAL REPUTATION AND THE MORE I TALK TO PEOPLE WHO HAVE BEEN AT CONFERENCES, THE MORE I HEAR THIS. AND FUNDERS GENERALLY ARE PRETTY EXCITED ABOUT BEING ABLE TO FUND THAT AND WE ARE GETTING BETTER AND BETTER ALL THE TIME AT HIGHLIGHTING THAT IN OUR GRANT APPLICATIONS. WE HAVE AN INCREDIBLY SUCCESSFUL HISTORY OF CROSS-DEPARTMENT COLLABORATION. WHEN I HAVE DISCOURAGING DAYS, I THINK OF WHEN WE HAD THE FIRST MCARTHUR GRANT, WE WERE THE ONLY JURISDICTION THAT WAS ABLE TO SEND THE ENTIRE CONTINGENTS -- REPRESENTATION FROM THE DA'S OFFICE, DEFENSE BAR, THE SHERIFF, SOMEBODY FROM EVERY PARTNERSHIP AND WE WERE

THE ONLY ONES THAT CAME WITH EVERYBODY INTACT AND EVERYBODY'S AT THE TABLE AND THAT'S THE FIRST STEP TO SUCCESS. ALSO, ACROSS THE COUNTY, WE HAVE AN INCREASED EMPHASIS ON DATA-DRIVEN DECISION-MAKING. THE BETTER WE GET ON THAT, GETTING MORE AND MORE ADEPT AT LEARNING HOW TO WEAVE THAT INTO OUR APPLICATIONS IS GOING TO STRENGTHEN THEM. AND THEN WE ALSO HAVE VERY STRONG INTERNAL AND EXTERNAL PARTNERSHIPS AND WE HAVE THE -- EVERY ONE OF THESE STORIES WALK TALKING ABOUT COMMUNITY PARTNERS THAT WE WORK WITH ON A DAILY BASIS AND ARE THE ONES THAT WE CAN TAP. IT'S NOT LIKE AN EMERGENCY, OH, MY GOSH, CAN WE BE FRIENDS IN SIX WEEKS? WE'VE BEEN TALKING ABOUT THIS FOR A LONG TIME. WE DO HAVE CONSTRAINTS, FEDERAL AND STATE FUNDING. EVERYBODY KNOW IT'S PRETTY UNSTABLE NOW. WE DON'T KNOW EXACTLY WHAT'S GOING TO HAPPEN. WHAT WE'RE DOING IS PROCEEDING. WE'RE CONTINUING TO BUILD OUR PARTNERSHIPS AND DO GOOD PROGRAMMING AND WE'LL BE READY WHEN WE KNOW WHAT'S HAPPENING. IT'S A LIMITED ABILITY TO PREDICT WHAT'S GOING TO COME DOWN. THAT IS EXACERBATED RIGHT NOW. WE'RE DOING OUR BEST-GUESS. WE TALK, THAT'S PART OF WHAT WE DO. WE TALK ABOUT RUMORS, THE SIGNAL AND THE NOISE. WHAT'S GOING ON SO WE CAN LEVEL-SET THE RUMORS WE'RE HEARING AND WHEN A GRANT OPPORTUNITY COMES OUT, IT GOES OUT TO ALL THE PARTNERS AND THE DEPARTMENTS AND WE CAN KIND OF FIGURE OUT WHO'S BEST-POSITIONED AND IF IT WORKS. AND, THERE'S A SHORT GRANT TURNAROUND TIME AND SO WE CAN'T ALWAYS -- WE CAN'T ALWAYS DELIVER BECAUSE IT'S NOT GOING TO BE A GOOD PRODUCT THAT ADDRESSES THE RIGHT NEEDS, WE'RE NOT GOING TO PURSUE IT. AND THEN, FRANKLY, THE OPPORTUNITIES MIGHT NOT MAKE SENSE. THERE WAS A GRANT FOR \$150,000 FOR TWO YEARS.

Ms. Resare: IF IT CAN'T BE A WHOLE THING WE CAN'T REPORT ON, IT DOESN'T MAKE SENSE. THE GRANT JOYCE WAS TALKING ABOUT FOR THE GANG, THAT WAS \$150,000 -- \$100,000 A YEAR BUT WE KNOW EXACTLY WHAT WE WANTED TO DO WITH IT. WE ASSESS THE COST BENEFIT RATIO AND WE'RE NOT GOING TO PURSUE A GRANT IF IT'S NOT GOING TO GET US WHERE WE NEED TO BE. I THINK ALISON WAS ABLE TO SPEAK TO SOME OF THE POSSIBILITIES. IT IS IN EXCEPTION, NOT THE EXPECTATION. WE'RE VERY EXCITED ABOUT THE ERP WORK DAY ROLL-OUT. WHEN PEOPLE SAY, HOW DO YOU TRACK? WHO HAS WHAT GRANTS? THIS IS OUR SYSTEM. THEY CALL ME AND SAY, DO YOU KNOW IF SOMEBODY'S GOT THIS GRANT? I SAY, I THINK SO BUT I'M NOT SURE SO I'LL CALL ONE OF THE PEOPLE IN THE WORKGROUP AND FIGURE IT OUT. WE DON'T HAVE A SYSTEM TO TRACK THAT. WORK DAY IS GOING TO COME AND THEY'RE GOING TO DO THAT FOR US. SO, WE ARE VERY EXCITED ABOUT THAT AND WE'RE GOING TO BE ACTIVELY WORKING WITH THEM TO MAKE SURE THAT MEETS OUR NEEDS. WE'LL BUILD ON THE COLLABORATION WEEVER GOT AND KEEP MOVING FORWARD. RIGHT NOW, WHAT WE'RE SEEING IS THERE IS SHARED RESOURCES. THEY'RE TALKING ABOUT, LIKE, LET'S HAVE A STAFF PERSON HANG OUT AND SEE HOW ANOTHER DEPARTMENT DOES THIS

PROCESS SO WE CAN INTEGRATE THAT AND WE'RE BUILDING ON THAT KIND OF COLLABORATION. AND, WE'RE STILL WORKING TOWARD SUSTAINABLE FRONT-END. LIKE BUILDING UP A MUSCLE -- I THOUGHT ABOUT IT THIS WAY, IF THE \$23 MILLION FROM THE HEALTH DEPARTMENT LANDED ON JOYCE'S BUSINESS SERVICES UNIT WE HAVE TO BALANCE THAT OUT. WE'RE CONSTANTLY TALKING ABOUT THAT. I THINK WE HAVE A GREAT SYSTEM IN PLACE, BUT WE HAVE TO BE COGNIZANT ON THAT? ANY QUESTIONS?

Chair Kafoury: QUESTIONS? COMMENTS? COMMISSIONER STEGMANN?

Commissioner Stegmann: YOU GET AN A+. IT'S GREAT TO TALK ABOUT YOUR SUCCESS AND YOUR WINS. IT'S ALSO IMPORTANT TO TALK ABOUT JUST THE BENEFITS RECEIVED. I KNOW THAT BEING A PREVIOUS GRESHAM CITY COUNCILOR, I KNOW THAT CHAIR KAFOURY WORKED ON THE PROMISE ZONE APPLICATION, THAT WE DID NOT GET, BUT I THINK THERE'S SUCH AN AMAZING PARTNERSHIP BETWEEN THE CITY OF GRESHAM AND MULTNOMAH COUNTY SO THE WORK -- EVEN THOUGH WE DIDN'T GET THE MONEY -- IS REALLY, REALLY IMPORTANT TO HIGHLIGHT AND TALK ABOUT, THAT COLLABORATION AND THAT TRUST THAT YOU HAVE BETWEEN ENTITIES. GANGS ARE A BIG DEAL EVERYWHERE, BUT ESPECIALLY IN EAST COUNTY AND GETTING GRANTS TO FIGHT GANGS. IN GRESHAM, WE DON'T HAVE ENOUGH POLICE ANYWHERE, BUT SPECIFICALLY IN GRESHAM, THOSE GRANTS ARE ABSOLUTELY CRITICAL FOR US TO PROVIDE PUBLIC SAFETY SERVICES TO A SMALLER JURISDICTION. THE FACT THAT YOU'RE HELPING OTHER JURISDICTIONS IS A WIN FOR EVERYBODY. THE -- THE OTHER THING IS JUST THE CROSS-DEPARTMENTAL -- I MEAN, I LOVE THE FACT THAT YOU GUYS ARE, YOU KNOW, GETTING OUT OF THE SILOS. SOMETIMES GOVERNMENT HAS A REPUTATION FOR BEING VERY SILOED AND AGAIN, JUST THE PROCESS OF YOU HAVING TO WORK -- OR GETTING TO WORK WITH EACH OTHER IN JUST A DIFFERENT LIGHT, I THINK, IS REALLY, REALLY POWERFUL AND THAT'S THE WAVE OF THE FUTURE. THE PRESENTATION WE JUST HEARD, WE HAVE TO LOOK AT HOW WE'RE DOING THE WORK AND HAVING EACH DEPARTMENT GO AFTER THEIR OWN GRANT MAY NOT BE THE BEST WAY, AND CLEARLY IT'S NOT BECAUSE THE WORK THAT YOU'RE DOING AND, SHERI, THAT YOU'RE LEADING, IT'S PROVEN TO BE SUCCESSFUL. SO, THANK YOU FOR THE WORK, EVEN THOUGH IT'S A SMALL SLICE, IT JUST ENABLES US TO DO SO MUCH MORE AND TO BE INNOVATIVE AND TO BE CREATIVE AND OUR DISTRICT HAS SAT DOWN AND SAID, HEY, WHAT ABOUT THIS GRANT AND YOU'VE BEEN ABLE TO GUIDE US. SO, I REALLY APPRECIATE YOUR RESOURCEFULNESS BECAUSE WE NEED EVERY \$1 THAT WE CAN GET. SO, THANK YOU.

Vice-Chair Vega Pederson: THIS HAS BEEN A REALLY INTERESTING AND INFORMATIVE PRESENTATION BECAUSE I THINK THAT, SHERI, WE MET AND TALKED ABOUT. I CAN'T BELIEVE THERE IS ONE PERSON AT THE COUNTY MANAGING THIS ENTIRE PROCESS, SO KUDOS TO YOU FOR DOING THAT AND RELYING ON THE DIFFERENT WORK THROUGHOUT THE DIFFERENT

DEPARTMENTS WHO KNOW THIS IS A CRITICAL SOURCE OF FUNDING FOR US TO BE ABLE TO SUCCEED IN FULFILLING THE MISSION OF MULTNOMAH COUNTY. BUT I AM VERY GLAD TO HEAR THAT THE WORK DAY SOLUTION IS GOING TO HELP MAKE THIS TRACKING EVERYTHING EASIER FOR YOU. I THINK THAT -- YOU KNOW, ONE OF THE THINGS THAT I KNOW BOTH FROM BEING ON THE STATE SIDE OF THINGS, BUT ALSO WORKING IN NONPROFITS IS THAT THE GRANTS ALLOW US TO FLEX OUR MUSCLES IN AREAS WE HAVEN'T USED BEFORE AND I JUST AM REALLY GLAD TO LEARN ABOUT THIS. MORE ABOUT THE GRANT PROCESS HERE. SO, THANKS.

Chair Kafoury: SEEING NO FURTHER BUSINESS, WE'RE ADJOURNED.

**ADJOURNMENT – 11:50 a.m.**

[CAPTIONS PROVIDED BY LNS CAPTIONING AND MAY INCLUDE INACCURATE WORDS OR PHRASES DUE TO SOUND QUALITY, OTHER TECHNICAL DIFFICULTIES AND/OR SOFTWARE ERRORS.]

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Submitted by:

Lynda J. Grow, Board Clerk and  
Marina Baker, Assistant Board Clerk  
Board of County Commissioners  
Multnomah County, Oregon