

**Transcript of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, October 7, 2014**

**BOARD BRIEFING**

Vice-Chair Diane McKeel called the meeting to order at 10:04 a.m. with Commissioners Loretta Smith and Judy Shiprack present. Commissioner Jules Bailey joined the meeting at 10:12 a.m. and Chair Deborah Kafoury was excused.

Also attending were Jenny Madkour, County Attorney and Lynda Grow, Board Clerk.

**[THE FOLLOWING TEXT IS THE BYPRODUCT OF THE CLOSED CAPTIONING OF THIS PROGRAM.]**

Vice-Chair McKeel: GOOD MORNING, EVERYONE, AND WELCOME TO TODAY'S BOARD MEETINGS. AND LYNDIA, WOULD YOU LIKE TO READ THE FIRST, B.1, PLEASE.

>> WELCOME. WE'LL TURN THIS OVER TO YOU.

Chief Deputy Yankee: GOOD MORNING, COMMISSIONERS. MY NAME IS LINDA YANKEE, AND I AM THE CHIEF DEPUTY OF THE BUSINESS SERVICES DIVISION FOR THE SHERIFF'S OFFICE. AND WITH ME HERE TODAY IS CHIEF DEPUTY MICHAEL SHULTS, THE CHIEF DEPUTY OF THE CORRECTIONS DIVISION, AND DR. SHEA MARSHMAN, OUR DIRECTOR OF PLANNING AND RESEARCH. AND WE ARE HERE TODAY TO PRESENT ON THE BUDGET NOTE THAT YOU HAD REQUESTED FOR AN UPDATE ON OUR SUICIDE WATCH DATA, LENGTH OF TIME ON SUICIDE WATCH, AND POSSIBLY MEASURES THAT WE'RE TAKING TO MITIGATE THE ISSUE THAT'S IN FRONT OF US. SO WHAT WE ARE GOING TO BE BRIEFING YOU ON IS OUR SUICIDE WATCH -- OUR SUICIDE PREVENTION PROGRAM, WHICH CHIEF DEPUTY SHULTS HAS DEVELOPED A VERY ROBUST TRAINING PROGRAM IN ORDER TO PREVENT SUICIDES IN THE JAIL. WE ARE GOING TO DEFINE THE DIFFERENT TYPES OF SUICIDE WATCH, WE ARE GOING TO PROVIDE YOU WITH DATA FROM THE LAST THREE FISCAL YEARS OF THE BUDGETARY IMPACTS TO THE SHERIFF'S OFFICE, CORRECTIONS DIVISION, OVERTIME BUDGET ON SUICIDE WATCHES, AND AN UPDATE ON THE STEPS THAT THE SHERIFF IS TAKING AS MITIGATION STRATEGIES TO WORK ON THIS ISSUE.

Dr. Marshman: MY NAME IS SHEA MARSHMAN, I'M THE DIRECTOR OF PLANNING AND RESEARCH FOR THE SHERIFF'S OFFICE. THANK YOU SO MUCH FOR YOUR TIME. SO YOU ALL KNOW THAT SUICIDE WATCH IS A CONCERN IN OUR COUNTY JAILS. WHAT YOU MIGHT NOT BE AWARE OF IS THAT SUICIDES IN JAILS ARE A NATIONAL PROBLEM AS WELL. THEY CERTAINLY HAVE COME

DOWN OVER THE YEARS A PEOPLE HAVE PAID MORE ATTENTION TO THIS EXTREME ISSUE, BUT THE NATIONAL INSTITUTE OF CORRECTIONS CONTINUES TO LIST SUICIDES IN JAIL AS AMONG THE LEADING CAUSES OF DEATH IN AMERICAN JAILS. THEY COME RIGHT BEHIND NATURAL CAUSES AND AIDS DEATHS. IN FACT, AS NANCY GRIFFITH OUR DIRECTOR OF CORRECTIONS HEALTH REPORTED TO YOU A COUPLE WEEKS AGO, INMATE SUICIDE ARE THREE TIMES MORE LIKELY THAN THE GENERAL PUBLIC, AND THAT COMES FROM THE NATIONAL INSTITUTE OF CORRECTIONS. THE GOOD NEWS IS THE EFFORTS THAT WE'VE BEEN TAKING IN MULTNOMAH COUNTY HAVE CAUSED THE NUMBER OF SUICIDES IN OUR MULTNOMAH COUNTY JAILS TO DROP, AND THE NUMBERS SHOW THAT WE HAVE GONE FROM ONE TO TWO SUICIDES EVERY YEAR IN OUR JAILS, TO ONLY ONE IN FOUR YEARS.

Chief Deputy Shults: CHIEF DEPUTY MICHAEL SHULTS WITH THE SHERIFF'S OFFICE. WHY. WHY ARE WE HERE? I WROTE DOWN SOME NOTES, SOME CHIEF DEPUTY LINDA YANKEE WANTED ME TO SPEAK ON TODAY. BUT I THINK IT'S IMPORTANT TO START THIS WHEN SHERIFF STATON TOOK OFFICE A LITTLE OVER 4 YEARS AGO THERE WERE 3 CLEAR GOALS HE WANTED US TO WORK ON. THOSE WHO MASTER THEM BECOME VERY WELL RUNNING CONSTITUTIONAL JAILS, WHICH WE'VE ACCOMPLISHED MANY OF THESE TASKS. THOSE ARE THE PRISON ELIMINATION RAPE ELIMINATION ACT, THE USE OF FORCE, MAKING SURE NOT ONLY WE HAVE A GOOD UNDERSTANDING OF FORCE, BUT THE ABILITY TO DO APPROPRIATE FORCE. AND FINALLY SUICIDE PREVENTION, WHICH BOILS DOWN TO THE MENTAL HEALTH AND REALLY IT IS ABOUT SELF HARM OF THOSE INDIVIDUALS COMING INTO OUR CUSTODY AND HUMANE TREATMENT AND CARE OF INDIVIDUALS AS A PRIORITY FOR THE SHERIFF'S OFFICE AND OUR SHERIFF DAN STATON. DIRECT CARE OF STAFF OFTEN RECEIVE A TREMENDOUS AMOUNT OF TRAINING DURING THEIR COURSE OF THEIR CAREERS, BEGIN WITH THE BASIC SERVICE INSTRUCTION AT THE TRAINING ACADEMY, DPSST. AND THEN WE CONTINUE THAT WITH ANNUAL AND BIENNIAL REFRESHER TRAINING. FIRST, PERFORMANCE-BASED STANDARDS REQUIRE THAT ALL CARE AND SECURITY, MEDICAL HEALTH AND EDUCATIONAL PERSONNEL RECEIVE REGULAR TRAINING IN THE AREAS OF SUICIDE PREVENTION, WHICH WE DO. WHEN WE STARTED OUR SUICIDE PREVENTION WE MADE EVERYONE, WHETHER THEY'RE A VOLUNTEER, COUNSELOR OR WHAT HAVE YOU, GO THROUGH OUR 8-HOUR CLASS AND NOW WE'RE CONTINUING OUR 2-HOUR REFRESHER EVERY YEAR. DIRECT CARE STAFF IS THE BACKBONE OF ANY FACILITY. VERY FEW SUICIDES ACTUALLY ARE PREVENTED BY MENTAL HEALTH, MEDICAL, OR OTHER PROFESSIONAL STAFF BECAUSE SUICIDES ARE USUALLY ATTEMPTED IN THE HOUSING UNITS AND OFTEN DURING LATE AFTERNOON AND EVENING HOURS WHEN THEY'RE GENERALLY OUTSIDE THE PURVIEW OF PROFESSIONAL STAFF. THESE INCIDENTS THEREFORE MUST BE STOPPED BY DIRECT CARE STAFF THAT HAVE BEEN TRAINED IN SUICIDE PREVENTION AND DEVELOPED THE INTUITIVENESS SENSE ABOUT PEOPLE UNDER THEIR CARE. DIRECT PERSONNEL ARE OFTEN THE ONLY STAFF AVAILABLE 24 HOURS A

DAY. DIRECT CARE STAFF AS WELL AS COMMON HEALTH AND EDUCATIONAL PROFESSIONALS CANNOT DETECT OR MAKE AN ADJUSTMENT FOR PREVENT SUICIDE FOR WHICH THEY HAVE NO TRAINING. SO THE TRAINING ISSUE IS VERY IMPORTANT TO US. WITHOUT REGULAR SUICIDE PREVENTION TRAINING, INDIVIDUALS MAY OFTEN MAKE WRONG AND/OR ILL INFORMED TIBETANS, OR DEMONSTRATE INACTION OR REACT CONTRARY TO THE STANDARDS OF CORRECTIONAL PRACTICES -- AS WE KNOW, SHOULD A LAWSUIT THAT IS FILED AS A RESULT OF A SUICIDE, THE TIBETANS WE MADE AND THE ACTIONS WE TOOK OR MAY NOT HAVE TAKEN PRIOR TO A SUICIDE ARE GIVEN CONSIDERABLY MORE WEIGHT WHEN WE SHOW AN UNDERSTANDING OF SUICIDE PREVENTION THROUGH REGULAR TRAINING, PARTICULARLY WHEN THAT TRAINING HAS OCCURRED WITHIN THE YEAR. SO THOSE PROTOCOLS WE'VE DEVELOPED AND GOTTEN ALL OUR PARTNERS INVOLVED WITH HAS HELPED US TO THE POINT THAT EVEN THE EVERY NOOK AND CRANNY CAMPAIGN WE'VE TALKED ABOUT A YEAR AGO THAT BRINGS IN OUR FACILITY MANAGEMENT, AND ALL OUR CONTRACTORS AS WELL AND TO KEEP THESE NUMBERS LOW, AND WE'VE DONE A GREAT JOB DOING THAT.

Vice-Chair McKeel: COULD I ASK YOU A QUESTION? HOW OFTEN ARE THE TRAININGS?

>>EVERY PERSON THAT IS HIRED IN OUR SYSTEM, WHETHER THEY'RE A VOLUNTEER OR MEDICAL, WE DEMAND THEY GO THROUGH AN EIGHT-HOUR SUICIDE PREVENTION. REALLY IT'S SELF-HARM, AND WE DO ANNUALLY TWO HOURS EVERY YEAR FOR ALL STAFF.

Vice-Chair McKeel: THANK YOU.

>> SO SUICIDE PREVENTION IS A TEAM EFFORT WITHIN OUR JAILS. WE HAVE MANY DIFFERENT DISCIPLINES WORKING WITHIN THE JAILS, FROM NURSES, TO CHAPLAINS, TO CORRECTIONS DEPUTIES, TO COUNSELORS, AND WITH THAT, AT THE POINT OF BOOKING, WE CONDUCT MULTIPLE -- WE CONDUCT SUICIDE SCREENING AT MULTIPLE POINTS DURING THE BOOKING PROCESS. IT ALL STARTS AT BOOKING WHEN THE ARRESTING OFFICER BRINGS SOMEONE INTO CUSTODY, THEY'RE REQUIRED TO COMPLETE AN ASSESSMENT FORM. THAT ASSESSMENT FORM TOUCHES ON NOT ONLY ON MEDICAL ISSUES THAT THE PERSON MIGHT BE HAVING WHEN THEY'RE ARRESTED, BUT ALSO THERE IS A RISK ASSESSMENT FOR SUICIDE DURING THAT SCREENING PROCESS BY THE DEPUTY THAT'S MAKING THE ARREST. THE RECOG OFFICER ALSO CONDUCTS A RISK ASSESSMENT SCREENING FOR SUICIDE, DURING THE CLASSIFICATION INTERVIEW THE CLASSIFICATION DEPUTY COMPLETES A CLASSIFICATION INTERVIEW THAT INCLUDES A MENTAL HEALTH SCREENING TO ASSESS FOR MENTAL HEALTH ISSUES ALONG WITH A YOU SUICIDE RISK ASSESSMENT, AND FINALLY, DURING THE MEDICAL INTAKE SCREENING, THE NURSE WILL ASSESS MEDICAL ISSUES ALONG WITH A SUICIDE RISK SCREENING.

Chief Deputy Yankee: SO THERE ARE TWO TYPES OF SUICIDE WATCH. OUR CONSTANT SUICIDE WATCH REQUIRES ONE-ON-ONE CONSTANT SUPERVISION BY A CORRECTIONS DEPUTY SUPERVISING THE INMATE FOR THE ENTIRE 24-HOUR PERIOD. GENERALLY A PERSON THAT IS ON A CONSTANT WATCH HAS SIGNIFICANT RISK FACTORS, IS EITHER ACTIVELY TALKING ABOUT ENGAGING IN SELF-HARM, OR HAS ACTUALLY ENGAGED IN SOME FORM OF SELF-HARM, WHETHER IT'S BANGING THEIR HEADS SO HARD THAT WE END UP TAKING THEM TO A HOSPITAL FOR TREATMENT, WHETHER THEY TIE THEMSELVES OFF WITH A SHEET, OR INMATE CLOTHING, THEY MIGHT JUMP OFF THE TOP TIER IN A HOUSING UNIT, OR THEY MIGHT BITE THEMSELVES TO THE POINT THEY BLEED OR INJURE THEMSELVES SERIOUSLY WITH A SHARP OBJECT. SO AS YOU KNOW, THIS IS OUR MOST EXPENSIVE TYPE OF WATCH. IT CURRENTLY COSTS US APPROXIMATELY \$1700 WITHIN A 24-HOUR PERIOD TO WATCH A PERSON ON CONSTANT WATCH. THEN THE OTHER CATEGORY WE HAVE IS AN ACTIVE SUICIDE WATCH, WHICH MEANS THE PERSON HAS SAID THAT THEY MIGHT HARM THEMSELVES, AND THERE'S ALSO USUALLY SOME RISK FACTORS ASSOCIATED WITH THAT, MAYBE THEIR FIRST TIME IN JAIL, MAYBE THEY'RE EMBARRASSED BY THE FACT THEY'VE BEEN ARRESTED, MAYBE IT'S A REALLY SERIOUS CRIME AND THEY'RE LOOKING AT A LOT OF TIME IN JAIL OR PRISON. AND ALONG WITH THAT, SO MUCH OF OUR POPULATION COMES INTO CUSTODY UNDER THE INFLUENCE OF DRUGS OR ALCOHOL. SO AN ACTIVE WATCH REQUIRES THAT A CORRECTIONS DEPUTY INITIATES A SECURITY AND WELFARE CHECK ON THAT INDIVIDUAL EVERY 15 MINUTES. THE NUMBER OF INMATES A DEPUTY CAN WATCH DURING THAT WATCH IS DEPENDENT ON THE PHYSICAL PLANT LOCATION OF THE INMATE. WE REALLY TRY AND WORK HARD TO HAVE ALL OF OUR INMATES ON ACTIVE SUICIDE WATCH IN ONE LOCATION, BUT SOMETIMES BECAUSE THE INMATE MIGHT BE EXPERIENCING SOME SERIOUS MEDICAL SHOES, THEY MIGHT REQUIRE HOUSING IN OUR MEDICAL INFIRMARY ON THE FOURTH FLOOR, OR THEY'RE EXPERIENCING A REALLY SERIOUS PSYCHOTIC EPISODE THAT WOULD BE A HUGE DISRUPTION TO A LARGER AREA, SO THEY MIGHT BE HOUSED IN OUR PSYCHIATRIC INFIRMARY.

Dr. Marshman: SO THE NEXT THING IS TO TALK ABOUT THE DATA. WHAT YOU'RE LOOKING AT HERE IS A COMPILATION OF THE LAST THREE YEARS. WE HAVEN'T BEEN ABLE TO PRESENT ALL THREE YEARS BEFORE, AND I WOULD LIKE TO THANK MY TEAM AND PLANNING AND RESEARCH AS A RESULT OF THEIR CONTINUED WORK TO GET BETTER AND BETTER AT DRAWING MORE AND MORE DETAILED DATA. WE'RE NOW ABLE TO GET MORE INFORMATION THAN WE EVER HAVE BEFORE. SO WE'LL CONTINUE TO BE ABLE TO GIVE YOU THIS LEVEL OF DETAIL. SO WHAT YOU'RE LOOKING AT HERE IS CONSTANT WATCH HOURS OVER THE LAST THREE YEARS AND THIS FIRST QUARTER. AND WHAT YOU SEE HERE IS EVEN THOUGH THE LINE IS OBVIOUSLY VERY WIGGLY, SO THINK STOCK MARKET, MONTH TO MONTH, THERE'S VARIATION IN THE NUMBER OF CONSTANT WATCH HOURS. AND YOU SEE IN THOSE CALL-

OUT BUBBLES ON THE TOP, THOSE ARE THE MAXIMUM HOURS FOR MONTHS DURING EACH OF THOSE FISCAL YEARS. SO THE TREND HAS GONE THROUGH STEADILY UP, EVEN THOUGH 2013 WAS ACTUALLY THE LOWEST OF THOSE THREE YEARS, AND WHAT YOU SEE IN THE FIRST QUARTER IS A LITTLE BIT OF A DROP-OFF. IN STATISTICAL PARLANCE WE SAY THIS IS A WAIT AND SEE MOMENT. SEVERAL VARIABLES HAVE CHANGED. THE FIRST THING TO CONSIDER IS ABOUT THIS TIME MUCH YEAR EVERY YEAR FOR THE LAST THREE YEARS WE'VE SEEN A BIT OF A DROP AT THIS TIME. WE DON'T KNOW FOR SURE WHY THAT IS. WE HAVE ALSO JUST HAD THE CORRECTIONS HEALTH STARCH COME ON, MY UNDERSTANDING IS THEY'VE BEEN ON BOARD FOR ABOUT THE LAST MONTH. SO THEY CAN'T HAVE CONTRIBUTED TO ALL OF THIS, BUT CERTAINLY MIGHT BE SOME. SO MY RECOMMENDATION ON THIS IS WAIT AND SEE, NEXT QUARTER WE'LL HAVE MORE INFORMATION AND A WHOLE LOT MORE DETAIL OPERATIONALLY ABOUT WHAT'S GOING ON. SO THEN LET ME SHOW YOU NEXT, THE ACTIVE WATCH. ACTIVE WATCH IS HIGHER. IN TERMS OF THE ACTUAL OF NUMBER OF ACTIVE WATCH HOURS, AND THAT'S BECAUSE THERE ARE MORE INMATES ON ACTIVE WATCH, WE CAN SUPERVISE MORE PEOPLE, THERE'S MORE PEOPLE WHO TEND TO BE EXHIBITING NONSELF-HARM BEHAVIORS THAT OF ARE CONCERN. SO WITH ACTIVE WATCH, THAT TREND LINE IS STEEPER. AND YOU SEE THAT THERE'S FLUCTUATION AND VARIATION THAT IS STEEPER. IT BASICALLY FOLLOWS THE SAME LINE AS THE CONSTANT WATCH, AND YOU CAN SEE THOSE HIGHEST NUMBERS FOR EACH OF THE FISCAL YEARS, AGAIN, WE'RE SEEING WITHIN THE FIRST QUARTER THAT DROP-OFF, AND IT'S A WAIT AND SEE TO SEE WHAT IS GOING ON WITH THOSE NUMBERS, BUT INITIAL NUMBERS ARE PROMISING.

>> SO THIS CHART IDENTIFIES THE TOTAL NUMBER OF STAFF HOURS DEDICATED TO SUICIDE WATCH. THE SOLID LINE THAT YOU SEE IS BUDGETED HOURS WE HAVE FOR SUICIDE WATCH, SO WE CURRENTLY HAVE ONE DEPUTY BUDGETED SEVEN DAYS A WEEK ON EACH SHIFT IN THE FACILITY. SO EVERYTHING UNDER THE WHITE LINE IS WITHIN BUDGET DOLLARS, EVERYTHING ABOVE THE WHITE LINE IS ATTRIBUTED TO OVERTIME RELATED TO SUICIDE WATCH. SO FOR FISCAL YEAR '12, WE SPENT \$1.2 MILLION IN OVERTIME ON SUICIDE WATCH. THAT MEANS 19.7% OF OUR OVERTIME DOLLARS SPENT FOR THAT FISCAL YEAR WAS SPENT ON SUPERVISION OF INMATES ON SUICIDE WATCH. IN FISCAL YEAR '13, WE SPENT \$989,000 IN OVERTIME ON SUICIDE WATCH, SO 17% OF THE CORRECTIONS MONIES SPENT ON OVERTIME FOR THAT FISCAL YEAR WAS FOR THE SUPERVISION OF INMATES ON SUICIDE WATCH. FISCAL YEAR '14 WE SAW A DRAMATIC RISE IN THE MONIES THAT WE WERE SPENDING ON SUICIDE WATCH. SO FOR THIS LAST FISCAL YEAR, \$2.1 MILLION WAS SPENT IN OVERTIME DOLLARS ON SUICIDE WATCH. SO THAT IS REALLY A DRAMATIC RISE FROM PREVIOUS YEARS IN THAT 35% OF THE CORRECTIONS MONIES SPENT ON OVERTIME WAS FOR THE SUPERVISION OF SUICIDE WATCHES. SO THIS HAS BEEN THE HIGHEST YEAR SO FAR. SO THE NEXT SLIDE IS A COMPILATION OF SUICIDE WATCH DURATION. SO 79% OF THE INMATES THAT ARE ON AN ACTIVE

SUICIDE WATCH COME OFF WATCH IN LESS THAN 48 HOURS. AND 54% OF CONSTANT SUICIDE WATCHES COME OFF OF WATCH IN LESS THAN 48 HOURS. TO THE OTHER EXTREME WE LOOKED AT INMATES THAT WERE ON SOME TYPE OF WATCH LONGER THAN 10 DAYS. 1% OF OUR INMATES ON ACTIVE WATCH WERE ON THAT WATCH MORE THAN 10 DAYS, AND 7% OF THE INMATES THAT WE HAVE ON CONSTANT WATCH WERE ON WATCH LONGER THAN 10 DAYS. AND I KNOW I'VE SPOKEN WITH YOU BEFORE ABOUT THE EXTENT OF SOME OF THOSE 10 DAYS HAVE EXTENDED INTO TWO AND THREE-MONTH PERIODS, AND COST A SUBSTANTIAL AMOUNT OF MONEY. AND NEXT MONTH -- NEXT QUARTER WE'RE PLANNING TO REPORT MORE SPECIFIC PLANS ON WHAT THOSE NUMBERS LOOK LIKE. SO WHAT IS THE SHERIFF'S OFFICE DOING IN AN EFFORT TO MITIGATE THESE COSTS? FIRST OF ALL, WE HAVE ENGAGED IN DISCUSSION WAS CORRECTIONS HEALTH, COUNTY LABOR RELATIONS, H.R., AND OUR COUNTY CLASS COMP TO IDENTIFY AN APPROPRIATE JOB CLASSIFICATION OF FACILITIES SECURITY OFFICER AS APPROPRIATE TO OBSERVE INMATES ON CONSTANT WATCH AND REPORT WHEN AN INMATE IS ENGAGING IN SELF-HARM. LABOR ATTORNEY OF OUR INTENT TO TRANSFER THE WORK TO A DIFFERENT JOB CLASSIFICATION, AND A DIFFERENT BARGAINING UNIT. SO WE HAVE PROVIDED THE NOTICE OF INTENT TO TRANSFER THE WORK, AND AS WE EXPECT FROM PROBABLY ANY LABOR ORGANIZATION, THEY DID RESPOND BACK WITH A DEMAND TO BARGAIN OVER THE WORK, AND THE TRANSFER OF THE WORK TO A TUFF JOB CLASSIFICATION. AND THAT IS EXACTLY WHAT WE EXPECTED, AND I THINK ANY LABOR ORGANIZATION WOULD CHALLENGE BECAUSE IT'S WORK THEY'VE DONE AND THEY DON'T WANT TO SEE IT TRANSFERRED TO A DIFFERENT UNIT. SO ON THAT NOTE, I'M SURE IF YOU FOLLOWED UP IN THE MEDIA OUR BARGAINING UNIT HAS RESPONDED BACK THAT THEY HAVE SUGGESTED ALTERNATIVE TO THE SHERIFF AND HIS COMMAND TEAM IN DIFFERENT WAYS TO WATCH THOSE INMATES ON CONSTANT WATCH. HOWEVER, THE SHERIFF HASN'T BEEN INFORMED OF ANY OF THOSE ALTERNATIVE METHODS THAT WE COULD COMPLETE THIS WORK MORE EFFICIENTLY. WE DO FOLLOW BEST PRACTICES BASED ON THE NATIONAL INSTITUTE OF CORRECTIONS. WE KNOW THAT A CONSTANT WATCH MEANS ONE-ON-ONE SUPERVISION. WE KNOW THAT CAN'T BE SUBSTITUTED WITH CAMERAS. SO WE BELIEVE WE'RE HEADING IN THE RIGHT DIRECTION ON THAT. SO SECOND AND MOST IMMEDIATE AND MOST EXCITING IS THE INCREASE IN MENTAL HEALTH STAFF. AND THAT IS MORE IMMEDIATE TO US BECAUSE CORRECTIONS HEALTH HAS WORKED VERY HARD TO HIRE THESE STAFF, AND THE ADDITION OF STAFF IS WHAT WE'RE HOPING TO SEE IS THAT THE NUMBERS WE SEE IN THE FIRST QUARTER THAT MAYBE THEY WILL DECLINE. AND MAYBE THEY WILL AT THE COASTLINE BECAUSE WE WILL NOW HAVE MENTAL HEALTH PROVIDERS ON DUTY IN THE JAIL 24 HOURS A DAY, I BELIEVE THAT'S WHAT NANCY GRIFFITH HAD REPORTED DURING HER PRESENTATION, WHICH MEANS THAT WHEN AN INMATE GOES ON SUICIDE WATCH, THEY'LL BE SEEN MUCH SOONER, SO IF THEY GO ON SUICIDE WATCH AT MIDNIGHT, INSTEAD OF WAITING UNTIL THE NEXT MORNING WHEN A CORRECTIONS HEALTH PROVIDER IS ON DUTY TO

MAKE THAT ASSESSMENT, MAYBE THEY'LL SEE THEM SOONER AND GET THEM OFF WATCH SOONER. AND THAT WILL HELP US MITIGATE SOME OF THOSE POINTS WHERE A PERSON BEING BOOKED INTO CUSTODY JUST OUT OF FRUSTRATION SAYS, HEY, I'M GOING TO KILL MYSELF. WELL, WE AS CORRECTIONS DEPUTIES HAVE TO TAKE ALL THOSE COMMENTS VERY SERIOUSLY, BECAUSE YOU NEVER KNOW WHICH ONE IS GOING TO BE THE REAL ONE AND WHICH ONE IS A COMMENT OUT OF FRUSTRATION OF BEING BROUGHT TO JAIL. BUT NOW WE'LL HAVE THOSE STAFF ON DUTY TO MAKE THOSE ASSESSMENTS SOONER AND HOPEFULLY TAKE THAT TYPE OF A PERSON OFF WATCH SOONER. THE OTHER THING WE'RE HOPING FOR IS BY HAVING MORE MENTAL HEALTH STAFF ON DUTY, THAT THEY WILL BE ABLE TO DEDICATE A LITTLE BIT MORE TIME TO THOSE INMATES THAT MIGHT BE ON AN EXTENDED WATCH, AND MAYBE DEAL WITH THAT PERSON IN A WAY TO COME UP WITH DIFFERENT COPING SKILLS AND MAYBE GET THEM OFF WATCH SOONER. SO WE ARE HOPEFUL IT PANS OUT THE WAY WE WANT IT TO. I THINK IF IT DOES HOPEFULLY WE'LL SEE A REDUCTION IN OUR ORVILLE REDENBACHER TIME COSTS RELATED TO SUICIDE WATCHES AS WELL.

>> LAST SLIDE IS ABOUT NEXT STEPS. YOU ALL KNOW THAT MENTAL HEALTH IN JAILS AND IN OUR COMMUNITY AND SUICIDE IN THE JAILS IN OUR COMMUNITY IS NOT AN EASY ANSWER, NOT AN EASY SOLUTION. AND IT'S CERTAINLY NOT A ONE SIZE FITS ALL. SO AMONG THE THINGS THAT THE SHERIFF'S OFFICE IS DOING, AND SUPPORTING IS A BROADER VIEW OF HOW SOLUTIONS CAN BE FOUND. SO WORKING WITH OUR PARTNERS TO EXPLORE JAIL ALTERNATIVE PROGRAMS, AND POSSIBILITIES FOR PEOPLE WHO HAVE MENTAL HEALTH NEEDS TO BE OUTSIDE OF OUR JAIL INSTEAD OF INSIDE, WE ARE SUPPORTIVE OF AND CONTINUING TO HELP WITH. CONTINUING TO EXPLORE PROSECUTION ALTERNATIVES, THAT MEANS THE SHERIFF IS WORKING WITH THE D.A. TO SEE IF THERE ARE POSSIBILITIES FOR DIFFERENT SORTS OF SENTENCING WHEN A PERSON IS FOUND TO BE MENTALLY ILL. CONTINUING PROGRESS TORTS LESS COSTLY STAFFING OF SUICIDE WATCH, YOU HEARD THAT INFORMATION, THAT'S AN ONGOING AND LONG PROCESS. AND THE PART THAT'S NEAREST AND DEAREST TO MY HEART IS COLLECTING DATA AND BETTER DATA TO OWN SURE THE MENTAL HEALTH FUNDING YOU PROVIDED FOR US LAST YEAR AND FOR THE COUNTY LAST YEAR IS HAVING THE INTENDED IMPACT ON JAIL COSTS SO THAT MAKE SURE THAT IT'S DOING WHAT YOU HAD INTENDED TO DO WHEN YOU DECIDED TO FUND IT THAT WAY.

>> AND IN CLOSING, I JUST WANT TO COMMENT THAT IT'S ALSO EXCITING TO SEE THAT ALL OF OUR COMMUNITY PARTNERS ARE TAKING THIS AS SERIOUSLY IN LOOKING AT WAYS TO FIND MENTAL HEALTH BEDS IN THE COMMUNITY, RATHER THAN THE ARRESTING OFFICER HAVING ONLY ONE ALTERNATIVE, AND THAT'S TO BRING A MENTALLY ILL PERSON TO JAIL, WHERE IF THERE WERE BEDS IN THE COMMUNITY THAT THAT WOULD BE A MORE APPROPRIATE PLACE TO TAKE SOMEONE THAT'S MENTALLY ILL, RATHER THAN TO JAIL. BUT WE ALSO KNOW AT THE END OF THE DAY THERE'S

ALWAYS GOING TO BE A POPULATION OF INMATE THAT MIGHT FALL INTO THAT CONSTANT SUICIDE WATCH CATEGORY FOR AN EXTENDED PERIOD OF TIME. SIMPLY BECAUSE THE COMMUNITY OR THE BED IN THE COMMUNITY OR THE D.A.'S OFFICE WOULD OPPOSE TO HAVING SOMEONE FACING A REALLY SERIOUS CRIME OUT IN A COMMUNITY. SO ON THAT NOTE, THAT IS THE CONCLUSION OF OUR PRESENTATION, AND WE'RE OPEN TO QUESTIONS.

Vice-Chair McKeel: THANK YOU VERY MUCH. SHEA, THANK YOU FOR COLLECTING THE DATA. I'M GLAD YOU LIKE TO COLLECT DATA. I HAVE ONE QUICK QUESTION, ARE ALL THE SUICIDE WATCH INMATES AT MCDC, OR AT BOTH? AT INVERNESS TOO?

>> THEY ARE ALL AT MCDC. THAT IS WHERE THE BULK OF OUR MENTAL HEALTH STAFF ARE LOCATED. AND ANOTHER THING TO CONSIDER IS THAT IN MANY WAYS THE BEHAVIOR OF THE TYPE OF PERSON THAT IS ON ACTIVE OR CONSTANT SUICIDE WATCH IS SUCH THAT LIVING IN AN OPEN TERRI HORMAN IS PROBABLY NOT REALISTIC IN MOST CASES.

Vice-Chair McKeel: THAT'S WHAT I THOUGHT. I WANTED TO BE CLEAR ABOUT THAT. OK, QUESTIONS FROM THE BOARD? COMMISSIONER BAILEY.

Commissioner Bailey: THANK YOU. FIRST OFF, I WANT TO SAY THANK YOU FOR DOING HARD WORK TO IDENTIFY PROBLEMS AND TO TRY TO GET ON TOP OF THEM ON THIS PARTICULAR ISSUE. I THINK IT'S ONE THAT WE'VE BEEN STRUGGLING WITH FOR A WHILE. I THINK IT WAS AN APPROPRIATE CLOSING TO TALK ABOUT SOME OF THE ISSUES EXTERNAL TO THE JAIL. I WAS LATE TODAY BECAUSE I CAME FROM A MEETING ON HOW WE GET A PSYCHIATRIC EMERGENCY SERVICES CENTER ESTABLISHED HERE IN MULTNOMAH COUNTY. I WAS THERE WITH ANOTHER MARSHMAN. AS WE LOOK AT THE SOLUTIONS IN THE JAIL, I KNOW YOU'VE LOOKED AT A LOT OF OPTIONS. AND I'M CURIOUS IN CONVERSATIONS WITH CORRECTIONS DEPUTIES, SOME OTHER IDEAS AND OPTIONS AND SOLUTIONS HAVE COME UP AND I WOULD BE CURIOUS TO HEAR YOUR THINKING ON THEM. THINGS LIKE BANDS THAT COULD BE WORN ON WRISTS THAT WOULD MONITOR HEART RATE AND LOCATION TO ALLOW DEPUTIES TO MONITOR MORE THAN ONE PERSON AT A TIME, VARIOUS FORMS OF RESTRAINT, THOSE THINGS THAT MIGHT PROVIDE THE ABILITY FOR DEPUTIES TO MOVE AWAY FROM THE CONSTANT SUICIDE WATCH AND MORE TOWARDS SUPERVISING A NUMBER OF PEOPLE AT A TIME. COULD YOU TALK A BIT ABOUT YOUR INVESTIGATION OF THOSE METHODS AND WHAT YOU THINK OF THEM?

>> UNDER OREGON STATE LAW, IT REQUIRES US NOT TO USE CLOSED CAPTIONED TELEVISION OR TV TO MONITOR. WHEN A MENTAL HEALTH -- I'LL SAY ONCE A PERSON IS PLACED ON SUICIDE WATCH, WE HAVE DESIGN STAFF THAT CAN UPGRADE OR DECREASE THAT PROTOCOL. GENERALLY A QUALIFIED MENTAL HEALTH PROFESSIONALS, AND THEY CAN BE



PSYCHOLOGISTS, SOCIAL WORKERS, NURSES, BY VIRTUE OF THEIR EDUCATION, EXPERIENCE WHAT THAT PROTOCOL WOULD BE. WHEN THEY MAKE THE DECISION THROUGH AN EVALUATION FOR CONSTANT SUICIDE WATCH, THAT MEANS ONE-ON-ONE AND THAT'S THE BEST PRACTICES WITH THE NATIONAL INSTITUTE OF CORRECTIONING. MEANING THAT THEY'RE IN IMMINENT RISK OF HARMING THEMSELVES. THE IDEAS YOU'VE TALKED ABOUT ARE EXCELLENT IDEAS FOR ACTIVE TYPE SUICIDE WATCH THAT AREN'T AN IMMEDIATE THREAT, THAT IF THEY'RE ON A BRACELET AND WE THINK WE'RE MONITORING TO MAKE SURE WE CAN GET THEM AND WE'VE GOT THEM THROUGH OUR ISSUES, THOSE ARE EXCELLENT IDEAS TO BE ABLE TO DO WRIST BRACELETS, BUT AT THE SAME TIME WE HAVE TO NOT BE SO DEPENDENT ON THAT TECHNOLOGY BECAUSE THERE'S SO MANY WAYS TO DAMAGE IT AND MOVE IT AND GENERALLY A PERSON WILL HAVE TO WANT TO BE ON THAT TECHNOLOGY BECAUSE THEY CAN BREAK IT PRETTY EASILY AS THEY GO THROUGH. IT IS A DIFFERENCE FROM THE CONSTANT SUICIDE OF ONE-ON-ONE AND AN ACTIVE WHERE WE CAN WATCH MORE, AND WE DO THAT IN THE HOUSING UNIT THAT WE PUT THEM INTO. SO WE GET A BETTER BANG FOR OUR BUCK TO MAKE SURE PEOPLE ARE SAFE AND SECURE.

Commissioner Bailey: THANK YOU. I'M SURE YOU'VE ALSO LOOKED NATIONALLY AT BEST PRACTICES, YOU REFERENCED THEM, THIS IS CLEARLY A NATIONAL PROBLEM AS WELL AS A PROBLEM HERE IN MULTNOMAH COUNTY. IT FOLLOWS NATIONAL TREND LINES. WHAT ARE OTHER JURISDICTIONS AROUND THE COUNTRY DOING TO BRING THE COSTS DOWN AS WHAT YOU'RE PROPOSING IN LINE WITH THAT?

>> THERE'S A LOT OF THINGS, AND I DON'T WANT TO COME FORTH AND SAY EVERY ONE JAIL HAS THE BEST ISSUE. EVERY JAIL BASED ON THEIR FACILITY DESIGN HAS TO COME UP WITH THIS PROBLEM TO MAKE SURE THEY DO SAFE AND SECURED HOUSING. WE HAVE SEEN AND THE SHERIFF AND I ARE BOTH PART OF THE LARGE JAIL NETWORK, SO WE'VE HAD A NUMBER OF TALKS THROUGHOUT THE UNITED STATES OF OTHER JAILS THAT DO IT, THE BEST PRACTICE FROM A NATIONAL EXPERT THAT DOES THIS IS THE PROCESS THAT WE'RE DOING TODAY. WITH THE MEDICAL TEAM, EVALUATING, PLACING PEOPLE ON ACTIVE AND CONSTANT -- HAVING FOLLOW-UP WITH MENTAL HEALTH EVALUATIONS, BUT AS FAR AS GROUPS THAT DO IT, WE HAVE HEARD THERE ARE TEAMS THAT MONITOR MENTAL HEALTH PEOPLE WITH MEDICAL STAFF, WITH VOLUNTEERS, WITH CHAPLAINS, IT'S KIND OF THE WHOLE GAMUT OF PROVIDING SAFE HOUSING. THE KEY IS, WHEN WE IDENTIFY SOMEBODY IN IMMEDIATE SELF-HARM, THAT WE PROVIDE THAT SERVICE SO IT DOESN'T OCCUR IN OUR JAIL BECAUSE THE DECISIONS WE MAKE POTENTIAL WILL BE LIABLE FOR US IN FUTURE LAWSUITS OR DECISIONS WE DIDN'T MAKE. BUT IT IS A GAMUT ACROSS THE UNITED STATES OF HOW THEY MANAGE IT BASED ON THEIR FACILITY. BUT BOTTOM LINE IS, MOST STATES HAVE THE REQUIREMENT THAT YOU'RE NOT TO USE CLOSED CAPTIONED TV TO MONITOR THEM, AND OTHER ELECTRONIC AT THE ADVICES TO DO IT

WHEN A MENTAL HEALTH PROFESSIONAL SAYS THROUGH THEIR EVALUATION THIS IS THE STANDARD OF CARE WE NEED, THAT'S WHERE WE GO TO.

Commissioner Smith: MADAM CHAIR, THANK YOU. MS. YANKEE, HOW ARE YOU?

>> GOOD, THANK YOU.

Commissioner Smith: I NEED TO GET SOME CLARIFYING NUMBERS, BECAUSE UNDER MY LIMITED COUNT, I HAD ABOUT \$7 MILLION IN OVERTIME LAST YEAR.

>> I DON'T HAVE THOSE NUMBERS IN FRONT OF ME. BUT I CAN -- WHY DON'T YOU FINISH YOUR QUESTION.

Commissioner Smith: I SEE THE SHERIFF OUT THERE. DO YOU KNOW WHAT THE NUMBERS WERE?

>> [INAUDIBLE]

Commissioner Smith: OK. SO THAT'S THE BASELINE. SO WHAT YOU'RE TELLING ME IS THAT OF THAT 7 MILLION, 2 MILLION IS FOR SUICIDE WATCH. IS ATTRIBUTED TO SUICIDE WATCH.

>> YES.

Commissioner Smith: SO THE OTHER 5 MILLION, CAN YOU WALK ME THROUGH WHERE DOES THAT COME FROM?

>> I TOTE FEEL COMFORTABLE WALKING YOU THROUGH THAT RIGHT NOW TODAY, BECAUSE I NEED TO DO MORE RESEARCH INTO THE -- INTO OUR NUMBERS TO SEE WHAT ATTRIBUTES TO THAT. IT COULD BE A NUMBER OF THINGS, FROM ANNUAL IN SERVICE TRAINING, TO VACANT POSITIONS, TO PLANNED LEAVE, IT COULD BE A NUMBER OF THINGS. I WOULD BE MORE THAN HAPPY TO SIT DOWN WITH YOU AND KIND OF PENCIL THAT OUT FOR YOU AFTER I CAN DO SOME RESEARCH.

>> I REALLY APPRECIATE THAT. THAT WOULD BE HELPFUL. BUT THE ONLY REASON I BRING THIS UP, THE FIRST TIME WE HEARD THAT SUICIDE WATCH WAS THE LEADING CAUSE OF OVERTIME WAS THIS PAST YEAR, AND THAT WAS HELPFUL TO ME THAT SUICIDE WATCH WAS CONTRIBUTING TO THIS LARGE OVERTIME ISSUE. BUT IT SEEMS TO ME THAT THERE ARE OTHER ISSUES THAT ARE ALSO CONTRIBUTING TO THE OVERTIME DOLLARS, AND SO I REALLY WANT TO GET TO THE BOTTOM OF WHAT THIS ACTUALLY IS, BECAUSE WE'RE TRYING TO MAKE CHANGES AROUND SUICIDE WATCH, AND WHO IS ACTUALLY GOING TO SEE THE FOLKS AND HOW ARE THEY CATEGORIZED, IN A LESSER FORM, SO I'M WONDERING, ARE THOSE EFFORTS GOING TO BE IN VAIN BECAUSE THERE ARE BIGGER PROBLEMS THAT

ATTRIBUTE TO THE 5 MILLION. AND SO I'M VERY SIMPLE, ALL I KNOW IS HOW TO ADD UP TO 10. I JUST NEED TO FIGURE THIS WHOLE ISSUE OUT. BECAUSE IT'S GREAT AND FINE THAT WE'RE FOCUSING ON SUICIDE WATCH, BUT IT DOESN'T APPEAR TO ME THAT SUICIDE WATCH IS THE LEADING CAUSE TO OUR OVERTIME ISSUES.

>> MOST CERTAINLY. I THINK YOU ASK A VERY GOOD QUESTION THAT I KNOW I HAVE TIME ON YOUR CALENDAR THIS MONTH.

Commissioner Smith: WE CAN TALK ABOUT THAT LATER.

>> SURE.

Commissioner Smith: THANK YOU.

Vice-Chair McKeel: COMMISSIONER SHIPRACK?

Commissioner Shiprack: THANK YOU FOR THE PRESENTATION. VERY INTERESTING INFORMATION, AND WE DID HEAR FROM YOU EARLIER ABOUT SOME -- THE SPECIFICS OF SUICIDE WATCH. I KNOW YOU CAME TO US WITH A LIST OF 17 PEOPLE WHO WERE ON CONSTANT SUICIDE WATCH. AND KIND OF WHAT THEIR BEHAVIORS WERE. REALLY, THE SPECIFICS ARE DAUNTING. SO IT'S -- I APPRECIATE YOU FILLING IN THE DATA TO GO WITH THAT ANECDOTAL SPECIFIC INFORMATION THAT YOU BROUGHT. BUT WE NEED A BALANCE OF INFORMATION. SO THANK YOU.

Commissioner Smith: MADAM CHAIR, I HAVE ANOTHER QUESTION. IS THERE SOMEONE HERE FROM CORRECTIONS HEALTH? NO ONE? OK. SO THE OTHER ISSUE THAT I WAS CONCERNED ABOUT IN TERMS OF SUICIDE WATCH, IT'S JUST THE MECHANICS ISSUE. SO THE MECHANICS OF PUTTING SOMEONE ON SUICIDE WATCH IS TON BY THE SHERIFF'S DEPARTMENT, CORRECT? OR BOOKING?

>> THE MECHANICS OF PUTTING SOMEONE ON SUICIDE WATCH, IT CAN COME FROM MANY DIFFERENT AREAS. NURSE CAN PUT SOMEONE ON A WATCH, DEPUTY CAN PUT SOMEONE ON A WATCH, A COUNCIL LETTER, A CHAPLAIN, AND WHAT HAPPENS WITHIN THE OPERATIONS IS IF THAT INMATE IS ACTIVELY ENGAGING IN SELF-HARM, THAT PERSON WILL INSTANTLY 2 ON A CONSTANT WATCH, BECAUSE WE KNOW IF THEY'RE BANGING THEIR HEAD OR THEY'VE TIED THEMSELVES OFF, WE NEED TO TAKE SOME IMMEDIATE STEPS TO INTERVENE THAT. SO THAT PERSON WILL 2 ON A CONSTANT WATCH, AND THEN BE SEEN BY A MEDICAL PROVIDER AT SOME POINT. IF A PERSON GOES ON ACTIVE WATCH THAT MEANS THAT THE DEPUTY OR THE SERGEANT FEEL THAT, YEAH, THERE'S SOME RISK HERE, BUT IT'S NOT IMMEDIATE, SO WE DON'T NEED TO DO A CONSTANT WATCH, UNTIL THEY'RE SCREENED BY A MEDICAL PROVIDER, WHICH NOW WITH THESE ADDITIONAL STAFF WE'RE

HOPING OCCURS MUCH SOONER THAN LATER. AND THEN THE MEDICAL PROVIDER WILL MAKE AN ASSESSMENT TO DETERMINE IF THAT PERSON NEEDS TO BE ON AN ACTIVE WATCH, OR A CONSTANT WATCH. AND THEN AT THE END OF THE DAY I THINK I KNOW WHERE YOUR QUESTION IS GOING, AS TO WHO CAN TAKE THEM OFF SUICIDE WATCH, AND WE RELY ON THE EXPERTISE OF OUR HEALTH DEPARTMENT TO COMPLETE AN ASSESSMENT AND MAKE THAT DECISION OF WHEN THAT PERSON CAN EITHER STEP DOWN TO AN ACTIVE WATCH, OR COME OFF OF A WATCH ENTIRELY.

Commissioner Smith: AND THEREIN LIES THE QUESTION THAT I'M GETTING TO, AND YOU'RE ABSOLUTELY RIGHT. BECAUSE THERE ARE A VARIETY OF FOLKS WHO CAN ACTUALLY PUT PEOPLE ON SUICIDE WATCH, BUT THERE IS ONLY ONE ENTITY WITHIN THE JAILS THAT CAN TAKE THEM OFF. SO THE QUESTION THAT I WOULD HAVE, IF THE CORRECTIONS HEALTH PEOPLE WERE SITTING HERE, IS THERE A WAY WE CAN HAVE BETTER COOPERATION AND COMMUNICATION BETWEEN THE SHERIFF'S OFFICE AND CORRECTIONS HEALTH TO IMPROVE IN WHICH THE SPEED OF THE FOLKS WHO ARE ELIGIBLE TO BE OFF SUICIDE WATCH, THAT THEY COME OFF SOONER THAN THEY HAVE BEEN COMING OFF. BECAUSE WHAT'S HAPPENING IS, IT IS A DRIVING FACTOR TO YOUR OVERTIME COSTS, AND I SEE THAT AS AN OPTION THAT WE CAN READILY KIND OF SWITCH UP ON IF THE COMMUNICATION IS A LITTLE BIT BETTER, IF WE HAVE MORE PEOPLE ON THE CORRECTIONS HEALTH SIDE TO BE ABLE TO FACILITATE THAT. SO THAT'S -- YOU'RE RIGHT, THAT'S WHERE I'M GOING WITH THIS.

>> AND WE ARE REALLY HOPEFUL THAT HAVING ACCESS TO THE MENTAL HEALTH CONSULTANTS 24 HOURS A DAY WILL HELP MITIGATE THAT PROBLEM AND THEY'LL GET SOON SOONER THAN -- THEY'LL GET SEEN SOONER THAN IF THEY GO ON WATCH AT 10:00 AT NIGHT HISTORICALLY THEY WOULDN'T BE SEEN UNTIL SOMETIME THE NEXT DAY, AND NOW WE'RE HOPING THAT'S MORE INSTANT.

Commissioner Smith: THANK YOU.

Commissioner Shiprack: I WANT TO FOLLOW UP. AS THE DISCUSSION BROADENS OUT IT SUGGESTS OTHER CONNECTIONS WITHIN THE WORK THAT WE DO. AND I'M CURIOUS, IF WE WERE TO TAKE A SAMPLE OF THE PEOPLE WHO ARE ON CONSTANT SUICIDE WATCH TODAY, AND THEN EXTEND THAT SAMPLE FOR, SAY, 30 DAYS, AND LOOK AT WHAT THEY'RE CHARGED WITH, WE KNOW THAT DIVERSION HAS ALREADY NOT BEEN SUCCESSFUL, WE ALSO KNOW THAT THESE ARE EVIDENTLY QUITE SERIOUSLY MENTALLY ILL PEOPLE. AND SO THERE'S SOMETHING THAT TIES INTO THE WORK THAT COMMISSIONER BAILEY IS DOING, WHICH IS A DIVERSION MODEL, AND MAKES PSYCHIATRIC TRIAGE BED AVAILABLE, BUT WE ALSO NEED TO WORK FROM THE PERSPECTIVE OF PUBLIC SAFETY, PUBLIC SAFETY RESOURCES, AND THE WELFARE OF THE INDIVIDUAL IF WE'RE SPENDING A LOT OF PUBLIC SAFETY

RESOURCES TO TAKE CARE OF SOMEBODY WHO IS PRESENTING WITH PRIMARILY -- AGAIN THIS, IS WHY I'M CURIOUS ABOUT THE CHARGES -- SOMEONE WHO IS PRESENTING PRIMARILY A HEALTH ISSUE, WE NEED TO BE LOOKING AT THE PROBLEM THROUGH A DIFFERENT LENS, AND THEN THE TOOLS NEED TO BE BROADENED SO THAT THEY INCLUDE NOT ONLY THE WORK THAT YOU'RE DOING NOW, WHICH I REALLY COMMEND YOU ON THE WORK THAT YOU'RE DOING TO CHANGE THE MODEL ON THE INSIDE, BUT WE ALSO NEED TO LOOK AT WHETHER WE NEED TO HAVE A PROGRAM FOR RELEASING THESE PEOPLE FROM JAIL INTO A SECURE HEALTH MODEL. AND DEAL WITH THE PROBLEM FROM THAT PERSPECTIVE.

>> YES. AND THAT -- ALONG THOSE LINES THAT'S WHERE WE NEED THAT BED AND THE COMMUNITY THAT YOU HEAR ME SAY WHO'S GOING TO TAKE MY GUY. YOU KNOW. MY GUY THAT IS DISRUPTIVE, AND ALL THE THINGS THAT COME WITH THAT. SO -- BUT I HAVE TO SAY THAT IT'S EXCITING TO SEE SO MANY HANDS ON DECK WORKING ON THIS IMPORTANT ISSUE.

Commissioner Shiprack: IF I COULD UNDERLINE, THERE IS A REQUEST THERE, AND THAT IS THAT I WOULD LIKE TO SEE SOME TIME -- I DON'T WANT YOU TO HAVE TO BRAIN CRAMP REALLY HARD AROUND THIS, BUT WITHIN A SET TIME FRAME, I WOULD LIKE TO KNOW WHAT THE CHARGES ARE FOR THE GROUP OF PEOPLE WHO ARE ON CONSTANT SUICIDE WATCH, AND AS LONG AS YOU'RE TAKING A LOOK, ALSO THOSE ON ACTIVE SUICIDE WATCH. SEE WHAT WE'RE WORKING WITH HERE FROM A PUBLIC SAFETY PERSPECTIVE.

>> SO WE WILL FOLLOW UP WITH YOU INDIVIDUALLY AND THEN PERHAPS DURING OUR NEXT QUARTER PRESENTATION WE CAN SHOW SOME SLIDES AS TO WHAT KIND OF CRIMINAL OFFENSES ARE ATTACHED TO THESE INDIVIDUALS.

Commissioner Shiprack: THANK YOU.

Vice-Chair McKeel: THANK YOU FOR THE PRESENTATION. I THINK IT WAS VERY - - IT WAS GOOD TO HAVE SOME HISTORY AND THE DATA, AND YOU PUT A GOOD CONTEXT AROUND THIS BUDGET NOTE ON SUICIDE WATCH. BUT YOU CAN SEE WE ALL HAVE A LOT OF INTEREST IN HELPING -- IN KNOWING MORE, AND ALSO I THINK THAT WE ALL HAVE AN INTEREST IN HELPING HOW WE CAN HELP MOVE IT FORWARD, MENTAL HEALTH AND SUICIDE ISSUES. SO THANK YOU VERY MUCH.

>> THANK YOU FOR YOUR TIME TODAY.

Board Clerk: B.2, SELLWOOD BRIDGE PROJECT BRIEFING.

Vice-Chair McKeel: GOOD MORNING.

>> GOOD MORNING.

Vice-Chair McKeel: WE WILL TURN THIS OVER TO YOU WHEN YOU'RE READY.

>> VICE CHAIR MCKEEL, COMMISSIONERS, MIKE BAKER WITH DAVE EVANS AND ASSOCIATES.

>> IAN CANNON WITH THE BRIDGE REPLACEMENT OF MULTNOMAH COUNTY.

>> WE'RE HERE FOR OUR BRIEFING ON THE STATUS OF THE PROJECT. WE'LL LAUNCH INTO OUR PROJECT DASHBOARD FOLLOWED BY OUR EQUITY DASHBOARD AND THEN A NUMBER OF SLIDES REGARDING CONSTRUCTION UPDATE AND ACTIVITY IN THE FIELD. I'LL START WITH THE PROJECT DASHBOARD. GOING RIGHT TO PUBLIC INVOLVEMENT, THE MIDDLE LEFT OF YOUR SCREEN, ONE OF THE AREAS YOU CHARGED US WITH WAS TO MAINTAIN ACTIVE INVOLVEMENT WITH THE MILES PLACE COMMUNITY. AS WE CONTINUE TO WORK ON DESIGN REFINEMENT AND HELP THAT COMMUNITY UNDERSTAND WHAT WAS GOING TO TAKE PLACE WITH REGARDS TO CONSTRUCTION AND CHANGES ON THEIR STREET. THAT WORK HAS GONE VERY WELL, WE'RE NEAR -- INN CONSTRUCTION OF FOR A FEW MONTHS, THAT WORK SHOULD COME LARGELY TO A CLOSE TOWARD THE END OF THE FALL. THE ONE REMAINING ITEM THAT WE'RE STILL WORKING CLOSELY WITH THE MEMBERS OF THE PUBLIC ON IS STRIPING OF THE PAVEMENT ONCE THE STREET HAS BEEN PAVED. SO THERE'S DIFFERENCE OF OPINION ON WHAT THE RESIDENTS WOULD LIKE TO SEE VERSUS WHAT THE CITY OF PORTLAND'S TRAFFIC ENGINEERING DIVISION SAYS IS GOOD PRACTICE TO HELP MAINTAIN SAFETY. BECAUSE AT THE END OF THE DAY THERE WILL BE THOUSANDS OF BICYCLE USERS ON THE STREET. SO WE'LL KEEP YOU POSTED, BUT I THINK THAT COORDINATION IS GOING WELL. STAKEHOLDER ISSUES PRIMARILY REMAIN ON ONE OR TWO FRIENDS, ONGOING STRUGGLES WITH THE COMMUTING PUBLIC GETTING THROUGH AND AROUND THE PROJECT SITE. I THINK THAT'S IMPROVED A LOT AS THE CONTRACTOR HAS MADE CHANGES IN THEIR FLAGGING SYSTEM AND TRAFFIC CONTROL SYSTEMS OUT IN THE FIELD. I DON'T EXPECT IT WILL GET MUCH BETTER, BUT I EXPECT WE'LL CONTINUE TO GET THE OCCASIONAL CONCERNS FROM THE PUBLIC ABOUT WHAT WE CAN DO TO MAKE THINGS BETTER.

>> I WAS GOING TO JUMP IN ABOUT THE BRIDGE FOR SALE. AS A REQUIREMENT SINCE THE BRIDGE WAS HISTORIC ON THE HISTORIC REGISTER, HISTORICALLY REGISTERED, WE WERE REQUIRED TO PUT IT UP FOR SALE TO SEE IF ANYBODY WANTED TO TAKE IT OFF OUR HANDS AND REUSE IT IN AN APPROPRIATE WAY. AND STRANGELY ENOUGH WE HAD NO TAKERS. SO THE BRIDGE WILL BECOME PROPERTY OF THE CONTRACTOR AND BECOME RECYCLED AND WE'LL PROBABLY WON'T KNOW IT, BUT IT WILL BE IN PRODUCTS PROBABLY A FEW YEARS DOWN THE ROAD THAT WE'RE ALL

USING. SO STEEL IS ACTUALLY ONE OF THE MOST RECYCLED PRODUCTS IN OUR -- THAT REGULAR CONSUMERS INTERACT WITH.

Commissioner Smith: HOW MUCH IS THAT STEEL WORTH?

>> I DON'T KNOW THE ANSWER TO THAT QUESTION OFF THE TOP OF MY HEAD. IT VARIES DEPENDING ON THE MARKET FOR SCRAP. WE DIDN'T ANTICIPATE ANYBODY WOULD WANT TO BUY THE BRIDGE, SO THE MODEL WE SET UP WITH THE CONTRACTOR TOOK THAT INTO ACCOUNT THAT THEY WOULD GET THE BRIDGE AND THE PROCEEDS FROM IT. AND THAT WILL OFFSET SOME OF THE COSTS OF TAKING IT DOWN AND DISPOSING OF IT.

Commissioner Smith: THIS IS NOT NEW INFORMATION, IT'S -- THIS IS SOMETHING THAT TOOK PLACE A COUPLE YEARS AGO.

>> WELL, THE NEGOTIATIONS AROUND THE DISPOSITION OF THE BRIDGE TOOK PLACE A COUPLE YEARS AGO, BUT THE OFFER FOR IT TO BE FOR SALE JUST HAPPENED. SO HAD SOMEBODY DECIDED TO TAKE IT OFF OUR HAND AND WE WOULD HAVE HAD TO RENEGOTIATE WITH THE CONTRACTOR ABOUT THAT.

Commissioner Smith: SO IT'S PROBABLY A COUPLE MILLION DOLLARS IN STEEL?

>> I DON'T THINK IT'S THAT MUCH. IN THE HALF MILLION, MAYBE.

Commissioner Smith: THANK YOU.

>> I CAN COME UP WITH A BETTER ESTIMATE IF YOU WANT ME TO.

Commissioner Smith: YEAH. IT'S -- BECAUSE IT HELPS ME TO HAVE A BETTER PICTURE OF ACTUALLY WHAT THE WHOLE VALUE OF THE GNP IS. THANK YOU.

>> THAT STORY, FOR CONTEXT, GOT PICKED UP THROUGHOUT THE UNITED STATES AS WELL AS ALL AROUND THE WORLD. SO THERE WERE STORIES IN GERMANY, ALL AROUND, ABOUT THIS BRIDGE FOR SALE.

>> Commissioner Shiprack: AND NOBODY IN THE WORLD --

>> NOBODY IN THE WORLD WANTED IT. BUT IT WAS GOOD PRESS FOR MULTNOMAH COUNTY.

Commissioner Smith: THIS IS NORMAL WHAT HAPPENS IN TERMS OF ALLOWING THE CONTRACTOR TO HAVE THE METAL FROM A PROJECT, IS THIS NORMAL PRACTICE?

>> TO NEGOTIATE THE SALVAGE VALUE -- IT'S PART OF THE NEGOTIATION, IT IS.

Commissioner Smith: OK.

Commissioner Bailey: I HAD SOME FRIENDS WHO WERE INTERESTED IN BUYING PIECES OF IT FOR LANDSCAPING PURPOSES IN THEIR YARD. TO SAY THEY HAD THE SELLWOOD BRIDGE IN THEIR YARD. PROBABLY NOT AN EFFICIENT USE.

>> YOU'D HAVE TO TAKE CARE OF THE LEAD PAINT FIRST. JUST A NOTE ON THE PROJECT FUNDING PLAN. THAT TARGET BUDGET OF \$3.75 MILLION WAS ESTABLISHED IN DECEMBER OF 2012 WHICH IS WHERE IT STANDS TODAY. THAT SAID, AS WE BROUGHT TO YOU PREVIOUSLY ANOTHER BRIEFING AND WE'LL TALK ABOUT TODAY, THIS IS A CHALLENGING SITE AND IT CONTINUES TO PRESENT WITH US COMPLEXITIES WE'VE HAD TO ADAPT TO OVER TIME, WHAT WE'VE EXPERIENCED DRILLING IN THE RIVER, DREDGING OUT ON THE RIVER, DEALING WITH THE HILLSIDE AS WE BUILD RETAINING WALLS. JUST A NOTE THAT THERE'S BEEN PRESSURE ON THAT BUDGET, WE ARE CONTINUING TO ACTIVELY MANAGE THAT, AND WE'LL REPORT FROM TIME TO TIME WITH YOU HOW THAT'S GOING. BUT JUST WANTED TO LET YOU KNOW WE'RE CONTINUING TO MANAGE THAT VERY CLOSELY. I'M GOING TO SKIP THE SOCIAL EQUITY GRAPHIC HERE BECAUSE WE'VE GOT THREE DEDICATED SLIDES OF THAT COMING UP. FROM A RIGHT OF WAY STANDPOINT, NEARLY COMPLETE. THE HARDEST AND MOST CHALLENGING ASPECTS ARE FAR BEHIND US. WE'RE CURRENTLY IN AN APPRAISAL MOVING TO NEGOTIATION PHASE FOR ONE REMAINING PROPERTY ON THE WEST SIDE OF THE RIVER. AND THEN WE'VE GOT AN AGREEMENT TO WORK OUT WITH METRO AS PART OF THE SPRING WATER TRAIL, WHICH IS IN THE NOT STARTED CATEGORY. NOT PARTICULARLY CRITICAL, NOT HOLDING UP THE PROJECT, WE JUST HAVEN'T BEGUN THAT PROCESS. IN THE HEADLINES, IT'S BEEN POSITIVE PRESS FOR THE PROJECT. WE GOT SOME GOOD COVERAGE FROM MEDIA ON PLACEMENT OF THE LARGE CONCRETE GIRDERS, ON THE EAST AND WEST SIDE OF THE RIVER, AND AT THE CLOSURES THAT REQUIRE THE BRIDGE TO DO THAT WORK WERE LESS THAN ANTICIPATED. SO AS YOU SEE THERE WE'VE GOT 700 WEEKLY EMAIL UPDATES THAT GO OUT -- TWITTER IS UP.

>> [INAUDIBLE]

>> MIKE DOES A GREAT JOB FOR US AND I THINK REALLY ONE OF THE THINGS THE COUNTY HAS TAKEN LEADERSHIP ON, IT ALLOWS US TO MAINTAIN SUCH GOODWILL WITH THE STAKEHOLDERS THAT ARE ENDURING CONSTRUCTION ZONE, IS THAT WE'RE ACTIVELY COMMUNICATING WITH WHAT'S GOING TO HAPPEN AND MEETING THOSE EXPECTATIONS OR EXCEEDING THOSE EXPECTATIONS. SO MIKE DOES A FANTASTIC JOB. ON THE EQUITY FRONT, WE HAVE -- THE PRIME CONTRACTOR IS AWARDED 201 CONTRACTS OF THOSE



201, 110 HAVE GONE TO DISADVANTAGED, MINORITY, WOMEN, EMERGING SMALL BUSINESSES. 72 OF THOSE TO TB FIRMS, ANOTHER EIGHT TO MINORITY OWNED FIRMS, 16 TO WOMEN-OWN AND 14 TO EMERGING. THE DOLLARS OF THAT OF THOSE 110 SUBCONTRACTS, IT'S ALMOST 35.5 MILLION DOLLARS OF CONTRACTED WORK TO THOSE SUBS TO DATE. AND THAT WILL GO UP AS WE REACH OUR ULTIMATELY REACH OUR 20% GOAL. WE'RE AT 16.3% CONTRACTED TO DATE FOR THESE FIRMS, BUT THE GOAL IS 20%. SO THERE'S MORE TO BE CONTRACTED IN THE FUTURE, SO HELP US REACH THAT GOAL. AND AN IMPORTANT TARGET HAS BEEN THE COMPOSITION OF THE WORK FORCE. AND FROM DAY ONE THERE WAS A TARGET OF 14%. AND WE'RE RIGHT AT 14%. WE'VE ALWAYS BEEN RIGHT AROUND 14 OR 15%. AND THE MINORITY PARTICIPATION, OUR GOAL OF 20, WE CONTINUE TO STAY PRETTY HEALTHY ABOVE, WE'VE BEEN AT 28%. SO THAT'S A LOT OF CREDIT TO THE PRIME CONTRACTOR WHO DOES A VERY GOOD JOB WORKING WITH COORDINATING REMINDING, PRESSURING, DOING WHATEVER IT TAKES WITH THEIR SUBCONTRACTORS TO MAKE SURE THEY UNDERSTAND THE REQUIREMENTS AND THAT THEY'RE BRINGING APPROPRIATE WORKERS OUT TO THE SITE TO HELP US MEET THESE IMPORTANT VALUES THAT HAVE BEEN TURN IN ADDITION MEASURABLE GOALS FOR THE PROJECT APPRENTICESHIP, CONTINUING TO UPTREND IN ALL OF THE CRAFT CATEGORIES TOWARD THE 20% GOAL OF APPRENTICESHIP, WE'RE ABOVE OUR 20% GOAL, AND AGAIN, THE PRIME CONTINUES TO WORK CLOSELY WITH ALL OF THEIR SUBCONTRACTORS TO MAKE SURE THE GOALS APPLY TO THEM AS WELL, NOT JUST TO THE PRIME. SO WE'RE CREATING AN AWFUL LOT OF APPRENTICESHIP OPPORTUNITY, ULTIMATELY CREATING JOURNEY LEVEL CRAFTSMEN BY VIRTUE OF THIS PROJECT, WHICH WAS AN IMPORTANT VALUE SET OUT AT THE BEGINNING.

Commissioner Smith: CAN YOU GO BACK, I CAN'T READ WHAT THE DIFFERENT TRADES ARE.

>> IT'S A LITTLE SMALL THERE. SO THE TOP ONE IS CARPENTER, THE BLUE ONE IS CARPENTER, I'M HAVING A HARD TIME READING IT FROM HERE TOO.

Commissioner Smith: THE QUESTION I HAVE THERE, SOME THAT ARE BELOW THE 20%, SO DOES EACH TRADE HAVE TO BE AT 20%, OR JUST A 20% OVERALL?

>> THE GOAL IS TO BE A 20% FOR ALL CRAFTS. RECOGNIZING THERE ARE SOME CRAFTS THAT HAVE WORKED THAT IS EITHER RISKY, WHICH AFFECTS OUR ABILITY TO MEET THAT GOAL, OR THE NUMBER OF APPRENTICES AVAILABLE TO COME OUT TO THE SITE, GIVEN ALL THE OTHER PROJECTS IN THE REGION AT TIMES CAN HAVE CHALLENGES AS WELL. SO IN SOME CASES WE PROVIDE EXEMPTIONS, FOR A SUBCONTRACTOR WHOSE WORK IS LESS THAN 100,000. WE MAY HAVE AN INDIVIDUAL CRAFT THAT DOESN'T MEET THE

GOAL FOR REASONS WE HAVE APPROVED AND DOCUMENTED, BUT WE'RE TRYING TO GET TO 20% IN ALL INDIVIDUAL CRAFTS.

Commissioner Smith: I SEE PURPLE, LIGHT BLUE, AND DARK BLUE. CAN YOU TELL ME WHAT THOSE CRAFTS ARE THAT ARE NOT MEETING THE 20% GOAL?

>> THE ORANGE ONE AT THE BOTTOM IS OPERATORS, IN THIS CASE THIS WOULD BE FOLKS WHO OPERATE LARGE CRANES OR HEAVY EQUIPMENT.

Commissioner Smith: THESE ARE THE OPERATING ENGINEERS?

>> THE ACTUAL EQUIPMENT OPERATORS THEMSELVES. IN SOME CASES BY VIRTUE OF THE WORK AND HOW RISKY IT IS, HOW IMPORTANT IT IS AND HOW MUCH EXPERIENCE IT TAKES TO DO IT SAFELY, WHEN YOU'RE SWINGING LARGE GIRDERS, PIECES OF THE PROJECT, YOU NEED TO HAVE THE RIGHT PERSON SITTING IN THE CAB MOVING THOSE PIECES OF EQUIPMENT AROUND.

Commissioner Smith: THE PURPLE?

>> I'M STRUGGLING.

>> ME TOO!

>> I APOLOGIZE. IT SHOULD BE CLEARER. I CAN CERTAINLY FOLLOW UP.

Commissioner Smith: DO YOU KNOW WHICH ONE OF THESE ARE NOT MEETING THE 20% GOAL? IS THAT CARPENTERS, IT LOOKS LIKE, AND WHAT'S AT THE BOTTOM -- THE VERY BOTTOM?

>> LOOKS LIKE PILE BUCKS. IT LOOKS LIKE IT'S RIGHT AT 20%. I ONLY SEE TWO BELOW, THE ORANGE AND PURPLE.

Commissioner Smith: OK.

>> LET ME CONFIRM THAT AND GET BACK TO YOU.

Commissioner Smith: OK. THANK YOU.

>> NOW MOVING ON TO THE WORK OUT IN THE FIELD, WE CONTINUE TO MAKE GOOD PROGRESS. ABOUT 65 COMPLETE WITH THE CONSTRUCTION, WE'RE ANTICIPATING TRAFFIC ON THE NEW SPAN AT THE END OF 2015. AND THEN ABOUT THE REST OF THE WORK FINISHING UP IN THE FALL OF 2016. SO THE CONTRACTOR COMPLETE DATE IS JUST A LITTLE BIT BEFORE THANKSGIVING OF 2016 AND WE'RE STILL ON TARGET FOR THAT. IN TERMS OF WORK PROGRESS, AREAS WHERE WE'RE -- SOME AREAS ARE PRETTY MUCH

COMPLETE, LIKE THE DETOUR BRIDGE AND LANDSLIDE MODIFICATIONS, PHASE ONE IS COMPLETE, PHASE TWO WILL SHOW UP NEXT YEAR. THE WORK BRIDGE ESSENTIALLY WE'RE CLOSE TO COMPLETE ON THAT, THE WALLS, RETAINING WALLS ABOUT 83% COMPLETE. SO MAKING GOOD PROGRESS THERE. THEN THE BULK OF THE WORK IS IN THE BRIDGE AND INTERCHANGE AND JUST A LITTLE OVER HALFWAY ON THAT. SO THIS IS ACTUALLY AS OF THE END OF AUGUST, THE SEPTEMBER NUMBERS ARE DUE IN TOMORROW. SO THAT'S WHY THIS 63% DOESN'T QUITE TABULATE WITH THE 65%. SO THE 65% IS AN ESTIMATE OF WHERE WE ARE AS OF THE END OF SEPTEMBER.

Commissioner Shiprack: IT IS OK NOT TO SPEND 100% OF IT, TOO. IT'S OK WITH US.

>> I'LL KEEP THAT IN MIND.

Commissioner Shiprack: AS LONG AS THAT'S OUR TARGET.

>> THANK YOU. SO THIS IS AN AERIAL OF THE SITE PROVIDED BY OREGON DEPARTMENT OF TRANSPORTATION. AND WHAT THIS SHOWS IS THAT THERE'S WORK GOING ON ALL OVER THE PLACE. IF WE START IN THE UPPER RIGHT CORNER OF THE PHOTO, WE'RE WORKING ON THE EAST APPROACH STRUCTURE. AND THEN MOVING DOWN ACROSS THE BRIDGE WE'VE GOT WORK GOING ON THE RIVER PIERS, BOTH THE EAST SIDE AND THE WEST SIDE IN THE RIVER PIERS. AND THEN MOVING OVER TO THE EAST SIDE, WORK ON THE EAST APPROACH STRUCTURES AND THEN THE RETAINING WALLS UP AND DOWN OREGON 43, AND RAMPS FOR COMING ON TO THE NEW BRIDGE ARE IN PROGRESS, AND THEN OUT OF THE PICTURE UP TO THE LEFT ABOUT HALF A MILE THE WORK GOING ON MILES PLACE, SO I'LL SHOW YOU MORE IN-DEPTH PHOTOS AS WE GET INTO IT. THAT'S KIND OF THE DETAILS OF WHAT WE TALKED ABOUT. SO THIS IS MILES PLACE A LITTLE WHILE AGO. SMALL CONSTRAINED SITE WITH US HAVING TO DIG UP THE WHOLE STREET AND REBUILD FROM ABOUT A FOOT BELOW THE PAVEMENT BECAUSE THE OLD STREET WAS IN VERY POOR CONDITION SO THE CONTRACTOR HAS BEEN EXCAVATING OUT, AND PUTTING IN NEW MATERIALS SO THAT THE NEW STREET WILL BE MORE DURABLE THAN WHAT WAS OUT THERE. AND THE WORK IS TAKING A LITTLE LONGER THAN WE ANTICIPATED LARGELY AS A RESULT OF UTILITIES THAT WE'RE I GUESS NOT KNOWN BY THE UTILITY OWNERS AS WE GOT OUT THERE. SO SOME THINGS THAT WEREN'T ON THE MAP THAT SHOWED UP AS WE STARTED DIGGING. WE APPRECIATE THE PATIENCE OF THE RESIDENTS DOWN THERE. GENERALLY SPEAKING THEY'VE BEEN PRETTY TOLERANT OF OUR WORK, AND MIKE AND OTHER PEOPLE ON OUR TEAM ARE DOING A GOOD JOB KEEPING THEM INFORMED OF THE WORK, AND THAT SEEMS TO GO A LONG WAY TO GENERATING GOODWILL. WE ANTICIPATE PAVING THE STREET AROUND THE END OF OCTOBER. AND THEN THE STRIPING WILL GO IN AROUND THAT TIME TOO. JUST ANOTHER IMAGE OF MILES PLACE, SO THIS IS PUTTING IN NEW STORM DRAINAGE DOWN THERE.

IT'S A CHALLENGE TO GET THE STREET TO DRAIN SINCE IT'S PRETTY FLAT, AND IT'S IN THE FLOOD LAY, BUT WE'VE GOT A PROGRAM GOING IN FOR THAT. THIS SHOWS CONCRETE GETTING PLACED, OR -- FOR THE ABUTMENT ON WHAT WE CALL THE N.E., THE NORTHEAST RAMP. THIS WOULD BE THE RAMP FROM THE BRIDGE GOING DOWN TO OREGON 43, IF YOU WERE COMING ACROSS THE BRIDGE AND TURNING NORTH. SO WE'RE MAKING PROGRESS ON BUILDING THESE STRUCTURES. THIS IS ANOTHER VIEW OF THAT SAME AREA, SO WE CAN SEE THE COLUMNS FOR THE BEND IN BETWEEN, AND THEN THAT'S THE SIGHT LINE IF YOU WERE STANDING UP ON THE BRIDGE AND HEADING NORTH WHERE OREGON 43 WILL BE. THIS SHOWS THE WEST END OF THE STRUCTURE. COMPARED WITH THE OLD BRIDGE, THIS IS MUCH WIDER, SO THAT WILL ALLOW FOR THE EXTRA LANES TO MAKE THE INTERCHANGE, FOR THE INTERSECTION WORK AS WELL AS WIDER BIKE FACILITIES AND THE GENEROUS SIDEWALK. SO THAT WORK IS COMING ALONG. ANOTHER VIEW OF THAT SHOWING SOME OF THE MILLIONS OF POUNDS OF REBAR GOING INTO THE PROJECT. ALL OF THE STEEL THAT IS PERMANENTLY IN PLACE AND THE PROJECT IS AMERICAN MADE, SO IT'S JOBS FOR OUR COMMUNITY AND OUR COUNTRY. ANOTHER VIEW, THIS WOULD BE DOWN WHERE OREGON 43'S THROUGH TRAFFIC WILL BE, WHAT YOU'D SEE IF YOU WERE DRIVING UNDER THE BRIDGE. THIS IS SOUTH OF THE BRIDGE ON JUST TO THE WEST OR EAST OF OREGON 43. SINCE WE'RE IN THE HILLSIDE, LOTS OF RETAINING WALLS, THIS IS ONE OF THEM. AND THIS IS THE ALIGNMENT OF THE RAMP IF YOU WERE DRIVING ALONG OREGON 43 AND WE'RE GOING TO DRIVE UP ONTO THE BRIDGE, THAT ROADWAY WOULD BE JUST ON TOP OF THAT RETAINING WALL TO THE LEFT. AND AFTER YOU WERE ON THAT RETAINING WALL YOU'D GET ONTO THE STRUCTURES HERE THAT YOU CAN SEE THE FRAMING OR THE BIG CONCRETE COLUMNS AND BEAMS GOING IN PLACE. LEADING UP TO THE BRIDGE. RIVER PIER WORK IS MAKING GOOD PROGRESS. WE'VE TALKED A LOT ABOUT THE WORK INSIDE THE CAISSON AND THE PERCH BOX, SO I'M NOT GOING TO GO INTO GREAT DETAIL, BUT JUST A REMINDER, THESE ARE BASICALLY BEING BUILT UNDERWATER IN A BIG STEEL BATHTUB RIGHT NOW. AND WHEN YOU COME OUT TO THE SITE, YOU CAN GAIN AN APPRECIATION FOR HOW BIG OF A STEEL BATHTUB THAT REALLY IS. THIS WAS THE EARLY WORK ON IT GOING IN PLACE. AND WE'RE ACTUALLY IN THE PROCESS OF, WE PLACED CONCRETE IN ONE OF THEM LAST WEEK, AND WE'LL PLACE CONCRETE IN THE OTHER ONE NEXT WEEK. BIG STRUCTURE OUT IN THE RIVER RIGHT NOW. WITH MILLIONS OF POUNDS OF REBAR, OR ABOUT A MILLION POUNDS OF REBAR IN EACH ONE, AND VERY CONGESTED, MUCH OF IT PLACED BY HAND, VERY LABOR INTENSIVE WORK. LAST WEEK WE POURED CONCRETE INTO THIS. IT WAS ABOUT 150 TRUCK LOADS, AND TOOK US ABOUT 40 HOURS TO DO THE POUR. CONTINUOUSLY THROUGH, OVERNIGHT, AND I DON'T THINK WE REALLY HEARD MUCH -- WE HAD A LITTLE TRAFFIC IMPACTS FROM IT AND DIDN'T REALLY HEAR MUCH FROM THE NEIGHBORS ABOUT NOISE ISSUES. SO THAT WENT PRETTY WELL. JUST SHOWS THE CONCRETE COMING UP NEAR THE TOP. A MASON FINISHING THE TOP THERE. PRETTY CONGESTED CONDITIONS. THEY'VE DONE GOOD

WORK GETTING THAT IN PLACE. AND THE ULTIMATELY WE'LL REMOVE THE BIG STEEL BATHTUB AND BE LEFT WITH THE CONCRETE RIVER PIERS. OTHER WORK THAT'S BEEN GOING ON HAS BEEN THE REMOVAL OF THE REMAINING PIER FROM THE OLD BRIDGE. THIS IS WHAT WE CALL BENT 19. THAT WAS SAWN INTO BIG CHUNKS AND LIFTED BIG CHUNKS WERE LIFTED OFF THE OLD PIER AND PUT ON A BARGE AND TAKEN TO THE LAGOON AT ROSS ISLAND.

Commissioner Shiprack: EXCUSE ME. I THOUGHT COMMISSIONER BAILEY'S FRIENDS WANTED TO PUT THOSE IN THEIR GARDEN. [LAUGHTER]

>> THERE'S A WHOLE LOT MORE UNDER THE WATER THAT STILL NEEDS TO COME OUT.

>> THEY SHOWED UP WITH THEIR PICKUP BUT IT COULDN'T QUITE HANDLE THE LOAD.

>> SO THIS IS WHAT THE PIER LOOKS LIKE RIGHT NOW. VERY SHORTLY IT WILL BE GETTING -- IT GOT CUT OFF AND WAS TAKEN TO THE RIVER BOTTOM AND WE'LL BE PLACING A BARGE ESSENTIALLY AS PROTECTION FOR THAT TEMPORARY RIVER PIER IN PLACE TO MAKE SURE NOBODY HITS IT. ON THE EAST SIDE, THE APPROACH WORK ON THE APPROACH CONTINUES. WE'RE POURING TWO SPANS OF THAT TODAY, SO BEFORE WOVE GOT A LOT OF REBAR OUT THERE, WE DID AN INITIAL POUR ON THE EASTERN MOST SPAN OVER THE RAILROAD TRACKS AND THE TRAIL. AND CONTINUE TO WORK OUT FROM THE EAST SPAN AND MOVING OUT TOWARD THE RIVER. LOTS OF REBAR OUT THERE, THIS SHOWS THE MACHINERY GETTING SET IN PLACE TO SMOOTH CONCRETE AND GIVE US A GOOD RIDING DECK. OUR GOAL IS TO MAKE SURE WE HAVE A NICE SMOOTH DECK AND NOT END UP WITH SOMETHING THAT'S LIKE THE MLK VIADUCT, FOR EXAMPLE. ALSO AS PART OF THIS, AS WE'RE REBUILDING THE ROADWAY ON THE EAST SIDE FROM THE BRIDGE UP TO THE INTERSECTION AT SIXTH AVENUE, SO THIS JUST SHOWS THAT PIECE OF ROADWAY GETTING REBUILD, THAT'S GOING TO GET PAVED SHORTLY. IN THE NEXT TWO WEEKS. AND OUR GOAL IS ACTUALLY TO BE ABLE TO START USING THIS APPROACH PROBABLY BY THE END OF THE YEAR. IT WILL TIE BACK INTO THE OLD BRIDGE, BUT TRYING TO GET TRAFFIC MOVED OVER TO ALLOW US TO WORK ON THE OLD -- ON MORE OF THE EAST APPROACH. STEEL FABRICATION CONTINUES UP AT THOMPSON METAL FABRICATION IN VANCOUVER. THESE ARE SOME OF THE LARGE GIRDERS THAT WILL BE SUPPORTING THE DECK. IF YOU LOOK AT THE GENTLEMAN'S HAND ON THE STEEL PLATE, THAT GIVES YOU AN IDEA HOW THICK THAT STEEL IS. I THINK THAT'S ABOUT THREE INCHES TO FOUR INCHES THICK. SO IT'S PRETTY MASSIVE WORK. THIS IS SOMEBODY DRILLING HOLES FOR APPROXIMATELY 80,000 BOLTS THAT WILL BE GOING INTO HOLD THIS THING TOGETHER. AND EACH ONE OF THOSE HOLES HAS TO BE IN THE RIGHT PLACE. JUST A PHOTOGRAPH OF THE ARCH OUT IN THE FIELD. ONCE THEY FABRICATED IT INSIDE, THEY ROLL IT OUT INTO THEIR YARD AND PUT IT

TOGETHER AND THEN WE SURVEY IT TO MAKE SURE THAT IT'S THE RIGHT SIZE AND SHAPE.

Commissioner Shiprack: I JUST WANT TO SAY THAT IT'S BEEN A WHILE NOW, PROBABLY A MONTH, BUT TAKING OFF FROM PTX, IT'S VERY CLEAR, THOSE ARCHES ARE OUT, AND YOU CAN SEE THEM. THEY LOOK BEAUTIFUL.

>> THAT'S GOOD TO KNOW. JUST ANOTHER SHOT, THAT GIVES YOU AN IDEA HOW BIG THESE THINGS ARE. MIKE, WERE YOU UP IN THE CRANE BASKET? HE GOT SOME OF THESE PHOTOS. AND THAT'S IT FOR CONSTRUCTION UPDATE THIS MONTH.

Vice-Chair McKeel: QUESTIONS OR COMMENTS FROM THE BOARD?

Commissioner Smith: CAN YOU TELL US WHAT ECOFRIENDLY STRATEGIES WE'RE USING FOR THIS PROJECT?

>> SOME OF THESE, IT'S BEEN A WHILE SINCE WE'VE PRESENTED TO THE BOARD, BUT AN EXAMPLE WE'VE DONE IS TAKEN OLD MATERIAL FROM A BRIDGE AND CRUSHED IT ON SITE, AND REUSED IT AS FILL MATERIAL THROUGHOUT THE PROJECT AREA. SO THAT'S A WAY TO BE SUSTAINABLE. WE'VE USED RECYCLED CONTENT IN OUR ASPHALT, IN OUR CONCRETE, IN A NUMBER OF THE MATERIALS, RECYCLED CONTENT IN THE STEEL.

>> THE VAST MAJORITY OF THE CONSTRUCTION WASTE GETS RECYCLED.

>> OUR -- I NEED TO UPDATE THE NUMBER, AT ONE POINT OUR RECYCLE RATE OF ALL THE OLD CONTENT FROM THE BRIDGE WAS AROUND 92, 93%. THAT MEANS OF EVERY TON OF MATERIAL TAKEN OUT, IT'S GOING BACK TO USE AS SOME NEW PRODUCT ELSE WHERE. THE STUFF WE CAN'T USE IS ANYTHING THAT HAS HAZARDOUS MATERIAL LIKE LEAD PAINT OR ASBESTOS, THINGS THAT HAVE COME OUT OF OLD BUILDINGS, BUT WE'RE RECLAIMING AND REUSING EVERYTHING WE CAN.

Commissioner Smith: I THINK YOU GUYS NEED TO LEAD WITH THAT. TELL THAT STORY. THAT 92% OF THE MATERIALS THAT WE USE ARE RECYCLED. SO THAT THEY KNOW THAT WE'RE DOING OUR PART, PARTICULARLY ON A HUGE INFRASTRUCTURE PROJECT LIKE THIS.

>> WE'RE GOING TO BRING A BETTER STORY ABOUT THAT.

Commissioner Smith: OK. THANKS.

Commissioner Shiprack: JUST ON IN LINE WITH THAT, I APPRECIATE THAT YOU HIGHLIGHT THE FACT THE STEEL IS MANUFACTURED IN -- FABRICATED --

>> AND MANUFACTURED.

Commissioner Shiprack: THAT'S VERY IMPRESSIVE. AND THAT'S ALSO AN ENVIRONMENTAL SAVINGS.

>> ABSOLUTELY.

Commissioner Bailey: I'LL ADD MY THANKS TO SAY I APPRECIATE THE WORK YOU ALL ARE DOING WITH THE COMMUNITY THERE TO TRY TO LISTEN TO CONCERNS TO ADDRESS CONCERNS TO WORK THROUGH THAT PROCESS. ANY LARGE CONSTRUCTION PROCESS IS DIFFICULT TO LIVE THROUGH, GIVEN WHERE I LIVE IN TOWN I'M EXPERIENCING THAT FIRSTHAND. I APPRECIATE YOUR WILLINGNESS TO WORK THROUGH THOSE CONCERNS AND TO FIND WORKAROUNDS THAT ALLOW THE IMPACTS TO BE AS MINIMIZED AS POSSIBLE. THANK YOU.

Commissioner Shiprack: AND I WILL SAY THANK YOU FOR YOUR HOSPITALITY ALWAYS --

Vice-Chair McKeel: YOUR HOSPITALITY WHEN WE VISIT. GREAT VISITATION AND YOU TAKE THE TIME WITH US TO GO EVERYWHERE ARE AND SEE EVERYTHING, AND WE REALLY APPRECIATE THAT.

>> YOU'RE VERY WELCOME. WE APPRECIATE WHEN YOU COME OUT TO VISIT.

Vice-Chair McKeel: THANK YOU VERY MUCH.

Board Clerk: B.3, BOARD BRIEFING RESPONDING TO FY2015.

Vice-Chair McKeel: GOOD MORNING. AND WELCOME TO EVERYONE. COME ON DOWN.

>> MAYBE I SHOULD HAVE JOANNE GO FIRST.

Ms. Campbell: THANK YOU, VICE-CHAIR AND COMMISSIONERS FOR HAVING US HERE TODAY. MY NAME IS SHERI CAMPBELL, THE SENIOR GRANTS COORDINATOR WITH OFFICE OF GOVERNMENT RELATIONS. I WANT TO THANK YOU COMMISSIONER MCKEEL FOR PUTTING THIS BUDGET NOTE IN. IT HAS REALLY JUMP-STARTED THIS AMAZING CONVERSATION ACROSS THE COUNTY THAT I THINK WE ALL KNEW WE HAD TO HAVE. AND IT REALLY HAS LAID A GROUND WORK FOR US MOVING FORWARD. WE WANT TO SHARE THAT WITH YOU TODAY. I ALSO WANT TO THANK MY COPRESENTERS. I HAVE HARASSED THEM FOR WEEKS, MONTHS, TO LOOK AT NUMBERS AND TRY AND FIND A WAY THAT WE COULD GET A SNAPSHOT OF THE GRANT ACTIVITY GOING ON IN THE COUNTY THAT WAS TRYING TO LINE THEM UP SIMILARLY ACROSS DEPARTMENTS. AND I HAD NO IDEA MOVING FORWARD WHAT A CHALLENGE

THAT WAS GOING TO BE AND WHAT AMAZING GOOD NATURED PEOPLE WE'RE GOING TO BE WITH ME UP HERE WHILE WE FOUND THAT. AND I JUST WANT TO NOTE THAT THIS OVERVIEW HAS PROVIDED THE FIRST TIME WE'VE EVER ASKED THESE QUESTIONS AT LEAST IN THE MEMORY OF THE PEOPLE I'VE BEEN WORKING WITH. AND IT'S -- THE PROCESS HAS BEEN CREATED -- IT'S TAUGHT ME A LOT ABOUT THE COUNTY SYSTEMS, I'VE ONLY BEEN HERE FOR 18 MONTHS AND I JUST DON'T THINK THIS PRESENTATION COULD HAVE HAPPENED PRIOR TO THIS TIME IN TERMS OF MY LEARNING THE SYSTEMS AND HAVING THE RELATIONSHIPS AND REALLY GETTING TO APPRECIATE THE WORK OF THE DEPARTMENTS. AND IN DOING SO, IT'S ANSWERED A LOT OF QUESTIONS AND I WILL TELL YOU IT'S OPENED UP A LOT OF QUESTIONS AS WELL. AND I THINK WE'LL BE SEEING THAT IN THE COURSE OF THIS PRESENTATION. SO TO THE BEST OF MY ABILITY, THIS BRIEFING HAS BEEN DESIGNED TO ADDRESS THE ISSUES THAT WERE RAISED IN YOUR BUDGET NOTE. SPECIFICALLY TO GET AN OVERVIEW OF GRANT DEVELOPMENT AT THE COUNTY, THE FUNDING THAT'S BEEN PURSUED AND SECURED, AND OPPORTUNITIES FOR EFFICIENCIES IN COORDINATION. I'VE WORKED TO PUT THE RESPONSES TO THESE QUESTIONS INTO A BROADER CONTEXT, WHICH I BELIEVE WILL HELP US TO BUILD ON THE ALREADY GREAT WORK HAPPENING AT THE COUNTY, AND OFFER THE BOARD SOME POTENTIAL APPROACHES TO INCREASING REVENUES AND TO SERVE THE COUNTY'S MOST VULNERABLE RESIDENTS. WE'VE SEPARATED THE BRIEFING INTO FOUR SECTIONS. I'LL BE DOING THE FIRST TWO AND THEN EACH OF THE DEPARTMENTS WILL BE DOING A PRESENTATION ON THEIR OWN. WE'LL BE STARTING WITH THE DESCRIPTION OF GRANT SEEKING WITHIN THE OVERALL CONTEXT OF THE COUNTY. AND WHAT I CONSIDER TO BE KIND OF BEST PRACTICE IN TERMS OF HOW TO PARTICIPATE IN GRANT SEEKING ACTIVITIES. WE'LL BE DOING SPECIFIC INFORMATION ABOUT FUNDING LEVELS AND GRANT ACTIVITY BETWEEN THE DEPARTMENTS, AND THEN EACH OF THE DEPARTMENTLESS DO A PRESENTATION ABOUT THEIR PROCESSES, THEIR STRENGTHS, AND SOME OF THE GAPS THEY'VE IDENTIFIED. AND THEN FINALLY WE'LL GIVE A SYNOPSIS OF WHAT WE'VE LEARN AND POTENTIAL WAYS TO BETTER COORDINATE AND MAXIMIZE GRANT SEEKING IN THE COUNTY. I JUST WANT TO NOTE THAT I FOCUS ON FOUR DEPARTMENTS FOR THIS PRESENTATION. THE DEPARTMENT OF COMMUNITY JUSTICE, COMMUNITY SERVICES, COUNTY HUMAN SERVICES, AND THE HEALTH DEPARTMENT. AND I'VE ALSO ADDED IN A LITTLE BIT OF INFORMATION ABOUT NONDEPARTMENTAL FUNCTIONS. MY NEED TO FOCUS, DO THIS FOR THE FIRST TIME WITH CLARITY RESULTED IN MY NOT ADDING IN IMPORTANT COUNTY FUNCTIONS SUCH AS THE SHERIFF'S DEPUTY, THE DISTRICT ATTORNEY, AND THE LIBRARY. I JUST WANT TO NOTE THAT'S NOT A REFLECTION OF THEIR IMPORTANCE, IT WAS A REFLECTION OF MY CAPACITY AT THIS POINT TO GET MY ARMS AROUND WHAT WE'RE TRYING TO DO. SO THE FIRST THING I DID WAS TO START TALKING ABOUT GRANTS AT THE COUNTY, AND I QUICKLY FOUND THAT JUST SAYING THE WORD "GRANT" COULD MEAN ANY NUMBER OF THINGS. AND OUR FIRST HALF WAS TASK WAS TO DEFINE WHAT WE COULD ADDRESS AND WHAT WE COULD NOT. SO FOR



TODAY, WE'RE DEFINING GRANTS AS THOSE FUNDING STREAMS WE HAVE TO APPLY FOR, AND ENGAGE WHAT I REFER TO AS THE GRANT DEVELOPMENT CYCLE IN ORDER TO SECURE. WE'VE SEPARATED THESE GRANTS INTO TWO CATEGORIES. IN EACH OF THE DEPARTMENTS WE'LL BE GIVING YOU SOME EXAMPLES OF WHAT THOSE ARE WITHIN THEIR DEPARTMENTS, AND I THINK YOU'LL BE FAMILIAR WITH MANY OF THEM. THE FIRST CATEGORY IS ONGOING, THESE ARE TYPICALLY RENEWABLE. AND THEY'RE ANNUAL FOR FUNDING THAT REQUIRES AN APPLICATION. THEY'RE TYPICALLY MORE MONEY AND LESS WORK. SO THEY'RE THE GREAT MONEY. THEY ALSO FORM THE FOUNDATION FOR A LOT OF THE OTHER GRANTS THAT WE CAN SEEK. THE SECOND CATEGORY ARE NEW GRANTS. THEY ARE WHERE WE CAN REALLY DO SOME INNOVATION. WE DO CAPACITY BUILDING, THEY'RE USUALLY MORE WORK AND THEY'RE MUCH MORE COMPETITIVE. BUT IT'S ALSO WHERE WE HAVE THE OPPORTUNITY TO REALLY ENHANCE COLLABORATIONS, IMPROVE OUTCOMES AND TRY OUT SOME NEW BEST PRACTICES THAT WE REALLY HAVEN'T BEEN ABLE TO INTEGRATE INTO OUR PROGRAMS PRIOR. I WANT TO TALK ABOUT WHAT CAN LOOK LIKE A GRANT AND WHAT MANY PEOPLE THINK WHEN THEY SAY A GRANT, AND THERE'S SO MANY OTHER THINGS IN THE COUNTY. AND I JUST WANT TO SAY, YES, PEOPLE CALL THESE GRANTS, BUT FOR TODAY WE'RE NOT GOING TO BE TALKING ABOUT THEM. THEY'RE GONE. SO FOR STARTERS I WANT TO THINK ABOUT WHAT SUCCESSFUL GRANT SEEKING, WHAT IT LOOKS LIKE AND HOW IT HAS TO BE EMBED IN ADDITION WHAT I CALL A GRANT ECOSYSTEM. THE CAPACITY NEEDS TO BE BALANCED BETWEEN ALL THE COMPONENTS OF THAT. SO I THOUGHT WE WOULD START WITH WHAT I THINK YOU PROBABLY EXPECTING ME TO TALK ABOUT, WHICH IS THE PROPOSAL DEVELOPMENT PROCESS. IT'S THAT CRAZY THREE TO SIX-WEEK PERIOD WHERE EVERYBODY IS SCRAMBLING AROUND TRYING TO DO LOTS AND LOTS OF THINGS, IT START WHEN A FUNDING OPPORTUNITY IS RELEASED, AND AT THE END OF THAT PERIOD YOU HAVE TO HAVE 25 TO 50 PAGES OF DETAILED BUDGET AND EXACTLY WHAT YOU THINK THAT PROJECT IS GOING TO DO. THAT THEN IF SUCCESSFUL, WHATEVER YOU WROTE DURING THAT 3 TO 6-WEEK PERIOD, BECOMES YOUR SCOPE OF WORK. AND THAT'S A WAY THAT I LIKE TO REMIND DEPARTMENTS THAT IT'S REALLY IMPORTANT THAT WE GET A LOT OF ENGAGEMENT IN THAT PROCESS, BECAUSE WHATEVER YOU WROTE IN THAT PROPOSAL IS WHAT YOU WILL BE DOING. AND THEN IN THE IMPLEMENTATION, AND I HAVE TO SAY THIS ISN'T WHERE MY EXPERTISE IS, BUT I'VE LEARNED A LOT ABOUT IT, SINCE I'VE BEEN HERE AND ALSO IN THE DEVELOPMENT OF THIS PROPOSAL, AND IT'S THESE BACK END FUNCTIONS THAT REALLY PROVIDE THE EVALUATION, IT'S THE DATA COLLECTION, THERE'S A TREMENDOUS AMOUNT OF WORK THERE, AND INTERESTINGLY WHAT HAPPENS WHEN YOU GET A GRANT AWARD IS THAT YOU LAUNCH INTO THAT IMPLEMENTATION PHASE, I THINK WE'VE PROBABLY GOTTEN EIGHT OR 10 DIFFERENT AWARDS IN THE LAST TWO WEEKS, WITH A START DATE OF OCTOBER 1. SO YOU CAN SEE THAT YOU HAVE THIS IMMEDIATE, OK, WELCOME, HELLO, AND HERE'S THE FIRST MEETING. SO THAT PASS-OFF AND THE INTEGRATION WITH YOUR

IMPLEMENTATION FUNCTION IS REALLY CRITICAL. AND THEN THE SUCCESS OF THAT IMPLEMENTATION THEN FEEDS INTO THE NEXT FUNDING OPPORTUNITY. AND IT IS REALLY WHERE THE PREPARATION HAPPENS. IT'S CRITICAL FOR PLANNING, IT'S WHERE WE REALLY CHECK, WHAT ARE WE DOING, HOW IS THAT ALIGNED WITH THE STRATEGIC PLAN, HOW IS THAT ALIGNED WITH BEST PRACTICES. AND WE TAKE THAT INFORMATION AND USE THE SUCCESS AND THE LESSONS LEARNED FROM THE IMPLEMENTATION PHASE TO REALLY PREPARE FOR THE NEXT GRANT OPPORTUNITY. AND ALL THAT NEEDS TO HAPPEN WITHIN THE CONTEXT OF THE ONGOING DEPARTMENTAL ACTIVITIES. IN ALL, IT'S A CYCLE THAT NEEDS TO BE EMBEDDED WITHIN THE DAY-TO-DAY WORK OF THE DEPARTMENT. AND I JUST WANT TO CALL OUT EVEN THOUGH IT'S OBVIOUS, THAT IT CAN BE VERY DIFFICULT TO FOCUS ON THE PLANNING AND PREPARATION OF PROPOSALS, BECAUSE THE INTENSITY OF WORK. WHEN YOU'RE ALSO WORKING ON THE DAY-TO-DAY ACTIVITIES OF A DEPARTMENT. SO THERE'S A PUSH-PULL THAT HAPPENS THERE, AND IT'S ONE OF THE REASONS WHEN I WAS DESIGNING THIS FIGURE I PULLED THE PROPOSAL DEVELOPMENT OUT BECAUSE IT DOESN'T REALLY FEEL LIKE THE DAY-TO-DAY ACTIVITY, BUT IT NEEDS TO BE SECURELY EMBEDDED IN THE ACTIVITIES OF THE DEPARTMENT. SO I WANTED TO TAKE A MINUTE TO GO OVER WHO ARE THE FUNDERS. I DON'T WANT TO GO INTO GREAT DETAIL, BUT THE FEDERAL GRANTS, THEY'RE GENERALLY THE MOST WORK. THEY OFFER TYPICALLY THE HIGHEST FUNDING LEVELS, AND RELATIONSHIPS FOR GETTING AND SECURING FEDERAL FUNDS ARE RELATIONSHIPS THAT ARE BUILT OVER TIME. THE TRACKING, FUNDING OPPORTUNITIES REQUIRES COORDINATION WITH THE FEDERAL DELEGATION AND PARTNERS, AND REALLY A LOT OF DILIGENT TRACKING. THEY DON'T -- IF THEY DROP INTO YOUR LAP, YOU'RE REALLY NOT VERY WELL PREPARED TO PURSUE THEM. THAT DOESN'T MEAN YOU MIGHT NOT HAVE SUCCESS, BUT IT JUST TAKES A LOT OF RELATIONSHIP BUILDING. I WILL ALSO SAY THAT FEDERAL GRANTS ARE NOTORIOUS FOR COMPLEX REPORTING REQUIREMENTS THAT CAN BE QUITE A BURDEN TO DEPARTMENTS. I BELIEVE ALSO THEY PROBABLY ARE THE BIGGEST BANG FOR THE BUCK, IF YOU WILL, IF WHAT WE'RE LOOKING FOR IS THE OPPORTUNITY TO GET LARGE SUMS OF MONEY. AND I THINK THAT CAN BE -- THAT CAN VARY BASED ON THE DEPARTMENT AND WHAT THE STRATEGIC PLAN IS. THE NEXT FUNDING STREAM IS OUR STATE AND REGIONAL GRANTS. AS YOU KNOW, ARE WELL AWARE, THE STATE IS SHIFTING ITS ALLOCATION APPROACH AND INCREASING DEPENDENCE ON COMPETITIVE GRANTS. WHILE THIS ADDS PRESSURE TO OUR GRANT SEEKING FUNCTIONS, IT IS A CRITICAL SOURCE OF FUNDING, AND THE GOOD NEWS IS THAT I THINK TYPICALLY WE HAVE A GRAPH OF WHAT THE STATE IS PLANNING TO PROCURE FOR, THAT DOESN'T MEAN WE KNOW THE DETAILS, BUT TYPICALLY WE'RE NOT REALLY TAKEN BY SURPRISE WHEN A STATE FUNDING OPPORTUNITY COMES ALONG. I ALSO UNDERSTAND FROM THE DEPARTMENTS THAT THE STATE IS CURRENTLY IN THE PROCESS OF INCREASING THEIR REPORTING REQUIREMENTS AS WELL. SO WHAT WE SEE IS EVEN WITHOUT ADDITIONAL FUNDING COMING IN, THE

PRESSURE ON THAT BACK END SERVICE HAS BEEN INCREASING OVER TIME. FINALLY I WANTED TO SPEAK TO FOUNDATIONS, SINCE I THINK MORE PEOPLE ASK ME ABOUT FOUNDATION GRANTS THAN ANY OTHER FUNDING STREAM. THE REALITY IS THAT WITH SOME RATHER HIGH-PROFILE EXCEPTIONS, FOUNDATIONS ARE NOT A MAJOR FUNDING STREAM FOR THE COUNTY. THOUGH I WILL SAY A WELL FUNCTIONING GRANT SYSTEM CAN USE FOUNDATIONS IN A UNIQUE WAY FOR SOME TARGETED FUNDING THAT'S NOT AVAILABLE ELSEWHERE. SO THE COMPLEX SLIDE. WHAT WE WERE TRYING TO DO, AND THIS WAS A TREMENDOUS AMOUNT OF WORK FOR THE DEPARTMENTS. I WANT TO THANK THEM FOR HANGING WITH ME ON THIS ONE. WE WANTED TO GIVE A SNAPSHOT OF THE IMPACT OF GRANT FUNDING HERE AT THE COUNTY. SO WE TOOK TWO CUTS OF THIS, THIS IS OUR FIRST CUT AND THE NEXT SLIDE WILL GIVE YOU A DIFFERENT PERSPECTIVE. THIS IS A -- THESE ARE PIE CHARTS OF THE FISCAL YEAR APPROVED BUDGET. FOR FISCAL YEAR 15. SO THE DEPARTMENTS HAD NOT DONE THIS BEFORE, BUT WHAT I ASKED THEM TO DO IS WITH A LOOK AT THOSE BUDGETS AND SEPARATE THEM BASED ON THE TWO GRANT CATEGORIES WE DEFINE. WE HAD NEW GRANTS AND ONGOING GRANTS. AND THEN WE'VE ALSO ADDED IN GENERAL FUND AND THAT OTHER CATEGORY THAT I MADE GO AWAY REALLY FAST. SO THAT'S -- WE'VE TRIED TO TAKE IT AS A POINT IN TIME, I THINK THE DEPARTMENTS WE WRESTLED WITH HOW TO GIVE YOU THIS PICTURE AND AGREED THAT THE APPROVED BUDGET WAS THE BEST SNAPSHOT THAT WAS A PLACE IN TIME FOR ALL THE DEPARTMENTS. SO OBVIOUSLY THE SIZE OF THE OTHER CATEGORY IS HUGE. AND I JUST WANT TO AGAIN UNDERSCORE THE FACT THAT MUCH OF THE ACTIVITY THAT HAPPENS IN THOSE OTHER CATEGORIES IS ALSO HAPPENING IN THAT BACK END OF THE GRANT DEVELOPMENT CYCLE. SO IT'S WHERE ALL THOSE FUNDS COME TOGETHER. AS IS MEDIANLY CLEAR, THERE'S VAST DIFFERENCES IN THE AMOUNT OF GRANT FUNDING ACROSS DEPARTMENTS. I WILL SAY SOME OF THIS IS RELATED TO THE DEPARTMENTAL FUNCTION, SUCH AS DIRECT SERVICES OR MORE FUNDABLE THAN THE SYSTEM OVERSIGHT, IF YOU WILL. AND SOME IS TO THE DEPARTMENT'S SPECIFIC ABILITY TO ADEQUATELY SUPPORT THE FULL GRANT DEVELOPMENT CYCLE OVER TIME. AND I THINK SOMETIMES DEPARTMENTS MAKE A VERY WISE CHOICE NOT TO GO AFTER A GRANT THEY MAY BE ELIGIBLE FOR, BECAUSE THEY MIGHT NOT HAVE THE SYSTEMS OR THE INFRASTRUCTURE IN PLACE TO REALLY SUPPORT SUCCESS. AND THAT'S THEIR CHOICE, I'LL SPEAK TO THAT IF THEY -- IN AND WE'RE GOING TO BE SPEAKING MORE ABOUT THAT IN A LATER SLIDE. I ALSO WANTED TO UNDERSCORE ANOTHER FUNDING SOURCE WE DON'T KNOW HOW TO REFLECT HERE, BUT DOES HAVE A MAJOR IMPACT ON THE SERVICES THAT WE OFFER TO THE COMMUNITY IS HOW OUR GRANTS AND OUR GENERAL FUND ACTUALLY SUPPORT SERVICES THAT THEN PROVIDE THE FOUNDATION FOR OUR PARTNERS TO GO AFTER GRANTS. THERE ARE A NUMBER OF GRANTS TO BE HONEST WITH YOU SOMETIMES THE COMMUNITY-BASED ORGANIZATION IS MORE QUALIFIED TO GO AFTER OR MORE COMPETITIVE, BUT THEY'RE BUILDING THAT ON A SYSTEM THAT HAS BEEN FUNDED

THROUGH GRANTS WE'VE SECURED AND/OR THE GENERAL FUND THAT YOU'VE ALLOCATED. AND SO WE'RE NOT QUITE SURE HOW TO DEPICT THE IMPACT OF THOSE PARTNERSHIPS, BUT WE WILL START SPEAKING TO THEM TODAY. OUR OTHER CUT A AT TRYING TO GET A HIT ON THE IMPACT OF GRANT FUNDING. THIS SLIDE PROVIDES FURTHER DRILL-DOWN, USING A SNAPSHOT OF THE LAST FISCAL YEAR'S GRANT ACTIVITY. SO IT'S THE SUBMISSIONS AND THE AWARDS RESULTING FROM THOSE SUBMISSIONS THAT TOOK PLACE DURING FISCAL YEAR '14. SOME OF THESE AWARDS MIGHT HAVE COME IN THE LAST COUPLE WEEKS BUT THE ACTIVITY OCCURRED DURING FISCAL YEAR '14. THE FIRST COLUMN SHOWS -- THEY'RE SEPARATED BY THE TWO CATEGORIES WE AGREED ON, THE ONGOING AND THE NEW. THE FIRST COLUMN REFLECTS THE NUMBER OF SUBMISSIONS AND AWARDS. AND YOU CAN SEE WE HAVE A LOT HIGHER SUCCESS WITH THE ONGOING -- RATE WITH THE ONGOING GRANTS THAN THE NEW. AND THEN THE SECOND TWO COLUMNS REFLECT, THEY'RE TRYING TO CAPTURE THE COMPLEXITY OF MEASURING FUNDING, IF YOU WILL. THAT'S BEEN SECURED IN A SINGLE YEAR. THE FIRST COLUMN IS THE ENTIRE AWARD. IT WOULD INCLUDE MULTIPLE YEARS, BECAUSE TYPICALLY YOU MIGHT HAVE A TWO OR A FIVE YEAR AWARD. SO THIS IS THE TOTAL NUMBER OF COLORS THAT WERE SECURED BASED ON THE ACTIVITY FROM THAT FISCAL YEAR, BUT IT WILL PROBABLY BE -- MUCH OF IT WILL BE EXPEN IN SUBSEQUENT FISCAL YEARS. THIS SECOND CATEGORY, WE WRESTLED WITH HOW TO GIVE A TRUE DEPICTION OF THE IMPACT AND THESE ARE FUNDS THAT ARE NOT REFLECTED IN THE PREVIOUS SLIDE, THE PIE CHARTS, BECAUSE THEY WERE AWARDED FROM FISCAL YEAR '14 ACTIVITY, BUT AFTER THE BUDGET WAS APPROVED. SO THESE ARE FUNDS THAT ARE ACTUALLY CURRENTLY BEING USED TO PROVIDE SERVICES IN ADVERTISE CALL YEAR '14 BUT WERE SECURED AFTER THE APPROVED BUDGET. THE GOOD NEWS IS THE GRANT ACTIVITY DURING THE LAST FISCAL YEAR ADDED OVER \$70 MILLION TO THE CURRENT AND FUTURE COUNTY BUDGETS. CLEARLY THE MAJORITY OF THAT FUNDING WAS TO DCS AND HEALTH, AND THAT WAS ABOUT 60 MILLION. AND THERE'S SOME DIFFERENT REASONS FOR THAT, AND SOME OF THOSE WILL BE SPOKEN TO LATER. I ALSO WANT TO NOTE THAT DCHS AND DCJ SECURED \$10 MILLION TO SUPPORT SERVICES WITHOUT SPECIFIC DESIGNATED GRANT STAFF, WHICH IS QUITE AN ACHIEVEMENT. I WANT TO SAY THIS MORNING WE GOT NEWS THAT THE DCHS NUMBER WILL GO UP BY ABOUT ALMOST \$2 MILLION FOR A GRANT THAT WE JUST SECURED. SO WE'LL MAKE THAT 12 MILLION INSTEAD OF 10. WE KNOW THAT THERE'S ADDITIONAL FUNDING OPPORTUNITIES FOR US. PARTICULARLY FOR DCJ AND DCHS. BUT WE'RE REALLY NOT CLEAR EXACTLY, I KNOW ONE OF THE QUESTIONS I WAS ASKED IS WHAT ELSE COULD WE GET? AN ANSWER TO THAT IS IT'S A PROCESS. AND THAT WE DON'T KNOW EXACTLY WHAT THEY ARE, WE KNOW THERE'S OPPORTUNITIES, BUT THERE NEEDS TO BE ALIGNMENT WITH THE STRATEGIC PLAN, WITH WHAT THE CAPACITY IN THE DEPARTMENT IS, AND THAT NEEDS TO GO THROUGH THAT PROCESS. SO IT'S NOT AN ANSWER THAT'S EASILY COME BY. I ALSO WARNED TO NOTE I ADDED NONDEPARTMENTAL ON THERE.

THEY RECENTLY HIRED A GRANT ACCOUNTANT, KIND OF REALLY UNDERSTANDING THAT THERE WAS SOME POTENTIAL THERE, THIS IS LPSCC, THIS IS SUSTAINABILITY, DEPARTMENT OF DIVERSITY AND EQUITY, AND SO THEY ARE DOING SOME GRANT SEEKING. BUT IT'S REALLY NEVER BEEN SUPPORTED IN A WAY THAT CAN REALLY START LOOKING AT WHAT CAPACITY MIGHT BE THERE. SO I'VE BEEN WORKING WITH THEM TO TRY AND LOOK AT HOW WE MIGHT BE ABLE TO ENHANCE THAT ACTIVITY.

>> GOOD MORNING, THANK YOU VERY MUCH. SO THE FIRST SLIDE THAT -- AS DEPARTMENTS WE'RE PRESENTING IS JUST A SAMPLE OF SOME OF THE GRANT FUNDING THAT WE HAVE RECEIVED. AND KIND OF BROKEN OUT AS SHERI HAD SAID BETWEEN THE ONGOING AND THE CAPACITY BUILDING DIVISION. SO FOR OUR ONGOING FUNDS, WE HAVE CURRENTLY IN OUR BUDGET WE HAVE FUNDING FROM THE CRIMINAL JUSTICE COMMISSION THAT IS FUNDING START -- DRUG DIVERSION COURT, START AND STOP, IT PROVIDES PARTIAL FUNDING FOR SOME, MORE ON ONE THAN THE OTHER. WE ALSO HAVE A GRANT FROM THE OFFICE OF VIOLENCE AGAINST WOMEN, PROVIDING FUNDING FOR THE SUPERVISED PARENTING PROGRAM AND JUVENILE SERVICES DIVISION. AND AS FAR AS OUR CAPACITY BUILDING GRANTS, WE HAVE THE OFFICE OF VIOLENCE AGAINST WOMEN, IN THIS LAST CYCLE NOT ONLY DO THEY GIVE US OPPORTUNITY TO RENEW THE EXISTING GRANT, BUT TO ALSO GET A CAPACITY, ADDITIONAL ENHANCEMENT FOR CAPACITY. SO WE ARE ABLE TO EXPAND THAT PROGRAM TO PROVIDE ADDITIONAL EDUCATION AND TRAINING AND LEGAL SERVICES TO VICTIMS OF DOMESTIC VIOLENCE. AND WE ALSO WERE SUCCESSFUL IN GETTING A GRANT FOR AN EXPANSION TO OUR STOCK COURT. THIS IS GOING TO PROVIDE PARENTING EDUCATION FOR -- THROUGH THE VOA. SO THAT WILL BE PASS-THROUGH FUNDING FOR THE VOA. AND THE OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION, WE RECEIVED A GRANT FOR TWO YEARS OF FUNDING TO FUND A ONE FTE THAT WILL HELP WITH THE COORDINATION OF THE NEXT PHASE OF THE RECENTLY COMPLETED GANG ASSESSMENT WHICH YOU HEARD ABOUT RECENTLY. SO THAT WAS VERY EXCITING, WE WERE VERY HAPPY TO GET THAT POSITION. THIS WAS A SAMPLING OF THE GRANTS. THERE'S OTHER ONES THAT WE HAVEN'T LISTED HERE. THE OTHER THING I WANTED TO MENTION IS THAT SOME OF THESE GRANTS PROVIDE FUNDING NOT JUST TO TCJ AND EVEN OUR PARTNER AGENCIES IN THE COMMUNITY, BUT ACROSS THE PUBLIC SAFETY SYSTEM. SO FUNDING TO THE SHERIFF'S OFFICE, THE TENANT, SOME FUNDING GOES THROUGH THE COURT, SO WE ARE MAKING THE APPLICATION BUT IT PROVIDES FUNDING ACROSS THE SYSTEM IN SOME CASES.

Commissioner Smith: I'M LOOKING AT THE PREVIOUS SLIDE THAT SHERI PUT UP THOSE PIE CHARTS. AND UNDER TCJ THERE WAS A PIECE THAT SAID NEW MONEY WHICH WAS 110, 296, AND THE GENERAL FUND MONEY WAS 67% OF THE PIE. BUT I WAS LOOKING AT YOUR OTHER NUMBERS THAT YOU JUST PUT

UP, AND IT SAID WITH THE DRUG COURT, AND SOME OTHER STUFF, THAT WAS SOMETHING LIKE 200 AND SOME-ODD THOUSAND DOLLARS.

>> THESE AMOUNTS THAT I'VE LISTED ON THE GRANT FUNDERS, THAT'S THE TOTAL AWARD, SO THAT'S GOING TO SPAN MULTIPLE YEARS.

Commissioner Smith: SO WE'LL SPLIT THAT IN THIRDS?

>> SOME ARE ONE YEAR, SOME ARE TWO YEARS, SOME ARE THREE-YEAR GRANTS. SO THIS -- THEY'RE NOT ALL CONSISTENT.

Commissioner Smith: WOULD ONGOING MEAN NEW?

>> THE ONGOING, THE ONGOING WOULD BE PART OF THE -- WE HAVE 1.8 MILLION. SO OF THOSE DRUG -- THE CRIMINAL JUSTICE COMMISSION AND OFFICE OF VIOLENCE BETWEEN WOMEN, THOSE PART OF THEM ARE ALREADY IN OUR FISCAL YEAR '15 BUDGET AND THEY'RE PART OF THAT ONGOING MONEY. BUT THIS SLIDE DOESN'T CAPTURE ALL OF OUR FUNDING.

Commissioner Smith: THAT'S WHAT I WAS TRYING --

>> THIS IS JUST A SLIDE OF SOME OF THE GRANTS. SO THE NEXT PIECE IS JUST, I ALSO WANTED TO -- WE WANTED TO MENTION ALSO THAT WE HAVE A LOT OF PARTNERS ACROSS THE COMMUNITY THAT ALSO GET GRANT FUNDING. AND THOSE AREN'T GOING TO BE REFLECTED IN OUR BUDGET AT ALL. THESE ARE COMMUNITY AGENCIES WHO WE WORK WITH, SOMETIMES THEY'RE GOING AFTER GRANTS THAT ARE SUPPLEMENTAL TO FUNDS THAT WE'RE GIVING THEM, AND THAT KIND OF BUILDS ON WHAT SHERI WAS SAYING EARLIER, THAT IF WE'RE FUNDING SOMETHING THAT INCREASES THEIR ABILITY TO GO AFTER GRANTS AND GET ADDITIONAL FUNDING. AND THEN SOMETIMES IT'S JUST GRANTS THAT THEY'RE GOING AFTER ON THEIR OWN, THAT ARE PROVIDING ADDITIONAL SERVICES NOT RELATED TO ANYTHING THAT WE'RE CURRENTLY CONTRACTING WITH, BUT THEY DO PROVIDE SERVICES TO OUR CLIENTS. SO THIS IS AGAIN JUST A SAMPLE OF SOME OF THE AGENCIES. THERE ARE MANY MORE THAN THIS, BUT THESE ARE JUST THREE THAT I WANTED TO BRING TO YOUR ATTENTION. AS FAR AS DCJ'S GRANT PROCESS, WE DO HAVE A WRITTEN GRANT PROCESS. IT INCLUDES A NUMBER OF PHASES, THE INITIAL PART OF IT IS DOING A FEASIBILITY DETERMINATION. SO AT THIS POINT IN TIME WE HAVE SOMEONE WHO IS LOOKING AT THE GRANT, POOLING TOGETHER A GROUP TO EVALUATE THE GRANT AGAINST A SET CRITERIA THAT INCLUDES LOOKING AT OUR MISSION, OUR GOALS, OUR VALUES AND OUR STRATEGIC PLANS TO SEE IF IT ALIGNS WITH THAT. THEY'RE LOOKING AT POTENTIAL PROGRAM SCOPE AND THEN EVALUATING IT IN THAT WAY. THEY'RE ALSO LOOKING AT THE TIME LINE AND THE AVAILABILITY OF RESOURCES TO APPLY AND IMPLEMENT THAT GRANT. IF AFTER THAT LOOK THEY FEEL LIKE THIS IS SOMETHING WE SHOULD BE

GOING FOR, THEY SUBMIT A WRITTEN KIND OF PROPOSAL TO OUR SENIOR LEADERSHIP, IT GOES BEFORE OUR SENIOR LEADERSHIP TO LOOK AT AND MAKE THE FINAL DETERMINATION AT THE DEPARTMENT LEVEL AS TO WHETHER IT'S SOMETHING WE WANT TO GO AFTER, AND IF THAT'S APPROVED WE BEGIN BECAUSE OF THE TIME LINES FOR GETTING A GRANT, WE BEGIN SCOPING IT OUT AND WORKING ON THE APPLICATION PROCESS WHILE WE ARE ALSO SUBMITTING THE NOTICE OF INTENT TO GET THE BOARD'S APPROVAL TO SUBMIT THE ACTUAL APPLICATION. AND THE NEXT PIECE OF THAT IS THEN TO DO THE ACTUAL APPLICATION DEVELOPMENT. WE DO A TEAM APPROACH. WE HAVE -- BECAUSE WE DON'T HAVE A DEDICATED GRANT WRITER, BUT WE HAVE A LOT OF MANAGERS AND SENIOR MANAGERS WHO HAVE WRITTEN GRANTS FOR US WHO HAVE SOME EXPERTISE IN THAT AREA. SO WE ARE EITHER HAVING THEM WRITE THE GRANTS, OCCASIONALLY WE CONTRACT OUT WITH A CONTRACT GRANT WRITER, SOMETIMES ONE OF OUR PARTNER AGENCIES WILL ACTUALLY SUPPLY A GRANT WRITER IF IT'S GOING TO BE IN PARTNERSHIP WITH THEM WITH PASS-THROUGH FUNDING. AND THIS LAST YEAR WE RECEIVED A LOT OF ASSISTANCE FROM SHERI, THANK YOU VERY MUCH, SHERI, EITHER WRITING FULL GRANT APPLICATIONS FOR US, OR REVIEWING AND EDITING AND TWEAKING GRANTS THAT ARE MANAGERS -- OUR MANAGERS ARE WRITING. SO WHEN I LOOKED AT -- WE ACTUALLY RAN A PROJECT THIS LAST YEAR TO LOOK AT OUR GRANT PROCESS AND IDENTIFY STRENGTHS AND GAPS. SO THE STRENGTHS OF OUR PROCESS, WE FEEL, ARE HAVING THAT FIRST LOOK AND DETERMINING THE FEASIBILITY AND HAVING A STRUCTURED APPROVAL PROCESS WITHIN THE DEPARTMENT SO THAT WHEN WE'RE GOING AFTER A GRANT WE KNOW IT'S SOMETHING THAT IS IN ALIGNMENT WITH WHERE WE WANT TO GO AS A DEPARTMENT THAT IT IS SOMETHING THAT WE HAVE THE ABILITY TO -- AND RESOURCES TO PUT TOGETHER, DO A GOOD JOB OF PUTTING IT TOGETHER AND IMPLEMENTING. WE HAVE TO LOOK AT WHAT ELSE DO WE HAVE GOING ON IN THE DEPARTMENT. SOMETIMES IT'S A GRANT THAT WE FEEL THAT IT WOULD BE WORTH GOING AFTER, BUT THE TIMING IS NOT RIGHT. SO ANOTHER PART OF OUR PROCESS IS KIND OF FLAG THAT AND TRY TO TRACK THAT AND START WORKING ON PREPARING FOR THAT FOR THE NEXT CYCLE. WHEN IT IF ITS IN BETTER. AND I AS I SAID BEFORE WE HAVE A LOT OF EXPERTISE IN OUR DEPARTMENT FOR POOLING THIS ALL TOGETHER. THE GAPS IS SOMETIMES THERE ARE GRANTS WE WOULD LIKE TO GO AFTER THAT WE CAN'T BECAUSE WE JUST DON'T HAVE THE CAPACITY TO DO THAT. AND THAT CAPACITY MIGHT BE AT THE FRONT END IN THE WRITING AND IT MIGHT BE MORE TOWARD THE BACK END WITH IMPLEMENTING. IT CAN BE LOOKING AT HAVING A PROJECT MANAGER, SOMEONE ON BOARD TO GET THAT ROLLING ONCE THE MONEY COMES IN BECAUSE THE TIME LINES ARE FAST. WE MAY HAVE APPLIED FOR SIX MONTHS, SOMETIMES EVEN A YEAR LATER WE GET THE FUNDING, AND THEN YOU GET NOTICE IN TWO WEEKS LATER YOU'RE SUPPOSED TO BE ROLLING. SO YOU REALLY HAVE TO HAVE SOMEONE YOU CAN PULL OFFLINE AND WORK THAT PROCESS. AND THEN ADD THERE HAVE BEEN INCREASING REQUIREMENTS FROM THE FEDERAL GOVERNMENT AND THIS IS KIND OF

FOLLOWING THROUGH ON THE STATE GOVERNMENT FOR REPORTING, NOT ONLY DATA REPORTING, FINANCIAL REPORTING, THEY'RE ALSO NOW LOOKING AT THE CONTRACTING PROCESS WHEN YOU'RE PASSING THROUGH THINGS, SO THERE'S A LOT COMING DOWN THERE THAT IS STRETCHING THE CAPACITY, AND WE'RE DOING FINE AT THAT NOW, BUT I CAN JUST SEE THE WRITING ON THE WALL THAT THAT'S GOING TO GET MORE AND MORE DIFFICULT IN THE FUTURE.

Vice-Chair McKeel: DOES ANYONE HAVE ANY QUESTIONS BEFORE WE MOVE ON? OK. I JUST WANT TO SAY THANK YOU. I REALLY LIKE THE INTENTIONAL WAY THAT YOU LOOK AT THE GRANTS YOU'RE GOING TO GO AFTER AND THAT YOU LOOK AT THEM, YOU KNOW, TAKE NOTHING ACCOUNT WHAT YOUR MISSION IS, AND DOES IT FIT IN THAT CONTEXT. AND THAT MAKES IT A LITTLE EASIER TO DECIDE. BUT I'M SURE THERE'S MANY YOU WOULD LIKE TO GO FOR THAT YOU'RE NOT ABLE TO. I APPRECIATE THAT APPROACH. THANK YOU.

>> GOOD MORNING, VICE-CHAIR MCKEEL, COMMISSIONERS, JUST TO START OFF, AS YOU KNOW DEPARTMENT OF COMMUNITY SERVICES MADE OUT AFTER VARIETY OF DIFFERENT DIVISIONS. WE HAVE ELECTIONS, ANIMAL SERVICES, BRIDGES, ROADS, TRANSPORTATION, LAND USE PLANNING. SO WITH THAT, LARGELY OUR GRANTS ARE HANDLED IN THE TRANSPORTATION DIVISION. SO THERE HAVE BEEN SIX YEARS BACK ELECTIONS DEPARTMENT SUBMITTED FOR GRANTS, BUT LARGELY OUR GRANTS OCCUR WITHIN THE TRANSPORTATION REALM. SO THE PRESENTATION THIS MORNING IS MORE OF AN EXPLANATION OF WHAT HAPPENS IN A TRANSPORTATION CAPACITY. AS YOU SAW, OUR NUMBERS ARE PRETTY LARGE. AS YOU CAN SEE REFLECTED HERE IN REGARDS TO OUR AGO GRANTS, OUR GRANTS ARE TO FUND OUR CAPITAL PROJECT IMPROVEMENTS. SO WITH THE LOCAL BRIDGE PROGRAM, YOU'LL SEE A LARGE NUMBER THERE FOR THE IMPROVEMENT. BROADWAY PAINT, WHICH THE WHEEL PROJECT WHICH YOU HEARD MANY TIMES FOR THE CAPITAL IMPROVEMENT FOR THAT. AND ALSO FOR THE BURNSIDE BRIDGE, WHERE WE'VE BEEN ABLE TO SECURE \$32.5 MILLION FOR ESSENTIALLY MAINTAINING THE BURNSIDE BRIDGE, AND ALSO THERE'S LARGE TICKET ITEMS IN REGARDS TO THE STATE TRANSPORTATION IMPROVEMENT PROGRAM AND THROUGH THE METROPOLITAN AND TRANSPORTATION IMPROVEMENT PROGRAM. THE NUMBERS THAT YOU'RE SEEING REFLECTED IN THERE FOR ABOUT \$7.5 MILLION IS TO IMPLEMENT THE PRIORITY PROJECT THAT CAME OUT OF THE EAST METRO CONNECTIONS PLAN FOR THE NORTHEAST 238th FREIGHT AND MULTIMODAL IMPROVEMENTS.

Commissioner Shiprack: SO THE HEADING IS MAJOR GRANT FUNDERS. AND I'M JUST CURIOUS ABOUT WHO THE FUNDER IS FOR THE BURNSIDE BRIDGE.



>> SO THE LOCAL BRIDGE PROGRAM IS IMPLEMENTED THROUGH ODOT. SO ESSENTIALLY IT'S FROM FEDERAL FUNDING, IT'S FUNNELED DOWN TO STATE AND THEN IT'S DISTRIBUTED THAT WAY BY THE STATE.

Commissioner Smith: I HAVE A QUICK QUESTION. SO WITH THAT 32.5 GIVEN IN ONE FISCAL YEAR, OR WAS IT MONEY THAT YOU GOT OVER A NUMBER OF YEARS THAT IS BUILT UP?

>> SIMILAR TO DCJ, A LOT OF OUR ODOT FUNDING OR STATE'S REGIONAL FUNDING OCCURS OVER A NUMBER OF YEARS. SO, FOR INSTANCE, FOR BURNSIDE BRIDGE, IT WILL OCCUR OVER A NUMBER OF YEARS, WE'LL CONDUCT PROJECT ENGINEERING DESIGN AND SPEND ONLY A CERTAIN AMOUNT OF THAT FUNDING DURING ONE FISCAL YEAR. AND IDENTIFY THROUGH WORKING WITH ODOT THROUGH THEIR TIP PROGRAM, SIMILAR TO OUR CIP BUDGETING PROCESS, WHEN CONSTRUCTION WOULD OCCUR IN FUTURE YEARS. SO THAT WOULD EXPAND A NUMBER OF YEARS.

Commissioner Smith: COULD YOU SET UP AN APPOINTMENT WITH ME AND MY CHIEF OF STAFF IN TERMS OF, SO YOU CAN IDENTIFY WHERE THIS MONEY IS IN THE BUDGET FOR FISCAL YEAR '15?

>> SURE. SO THAT'S ONGOING FUNDING. IN REGARDS TO SORT OF ONE TIME OPEN COMPETITIVE FUNDING CAPACITY BUILDING, INNOVATIVE FUNDING, I REFLECT THE SAFE ROUTES TO SCHOOL PROGRAM, SO THIS IS LARGELY TO SUPPORT EDUCATION AND ENCOURAGEMENT ACTIVITIES THAT ARE OCCURRING MAINLY WITH OUR SCHOOL, PARTNER SCHOOLS IN EAST COUNTY. A LOT OF OUR WORK HAS BEEN WITH REYNOLDS SCHOOL DISTRICT, WORKING AT TWO ELEMENTARY SCHOOLS OUT THERE, SUPPORTING WALKING SCHOOL BUS ACTIVITIES, EDUCATION SAFETY ACTIVITY, AND THAT'S REFLECTED. THAT'S ONE OF THE WALKING SCHOOL BUSES THAT OCCURRED AT TROUTDALE ELEMENTARY ABOUT A YEAR AGO. AND ALSO ONE CAPACITY BUILDING INNOVATIVE APPROACH WE'VE BEEN PROUD OF THIS YEAR WAS SECURING AFTER METRO NATURE AND NEIGHBORHOODS GRANT. THIS IS GREAT, BECAUSE IT TAKES INTO CONSIDERATION BEING ABLE TO CONSTRUCT A CAPITAL PROJECT AND THIS CREATES REPLACEMENT OF COCHRAN ROAD, BUT ALSO LEVERAGES A LOT OF ENVIRONMENTAL WORK THAT HAS BEEN OCCURRING UP AND DOWN THE BEAVERCREEK CORRIDOR WITH THE PARTNERSHIPS WITH THE BEAVERCREEK AND SANDY ENVIRONMENTAL GROUPS OUT THERE. SO IT'S BEEN A GREAT WAY, WE WERE ABLE TO PARTNER, LEVERAGE WORK THAT'S BEEN GOING ON, WE'RE PROUD THIS MUCH ONE TOO BECAUSE IT HAS A HIGH -- IT'S A TWO TO ONE MATCH REQUIREMENT SO WE WERE TO LEVERAGE A LOT OF THE WORK AND THE FUNDING MONIES THAT HAVE BEEN GOING ON UP AND DOWN THAT AND SECURE A LARGE AMOUNT OF MONEY. SO THAT'S SOMETHING THAT WE'RE PROUD OF. JUST REAL QUICKLY, HITTING ON THE PHOTOS THAT YOU SEE THERE, YOU PROBABLY HEARD ABOUT THIS MANY TIMES, BUT WE'RE

WORKING ON THE BOULEVARD PROJECT, FILLING THE MULTIMODALS, THERE'S CURRENTLY FOLKS JUST WALKING ON SHOULDERS. SO WE WILL BE GOING IN THERE AND PUTTING BIKE-PED FACILITIES THERE, WHICH IS A MAIN AREA IN EAST COUNTY CONNECTING THE WOOD VILLAGE AND FAIRVIEW TOWN CENTERS. AS YOU HEARD EARLIER FROM IAN, WE WERE ABLE TO SECURE THE \$17.7 MILLION AS PART OF THE TIGER GRANT. THAT'S A REALLY GOOD EXAMPLE IN REGARDS TO FUNDING THAT EXPANDS A NUMBER OF YEARS, BECAUSE ANNUALLY WE'RE GETTING ABOUT \$1.2 MILLION FROM THAT TIGER GRANT, BUT IT IS A FULL \$17.7 MILLION AWARD. SO IN REGARDS TO PARTNERSHIPS, I WANTED TO EMPHASIZE WE WORK WITH A LOT OF PARTNERS, AND YOU CAN SEE THERE, BUT SOME OF THE KEY THINGS I'LL POINT OUT IS JUST THE PARTNERSHIP WE HAVE WITH REYNOLDS SCHOOL DISTRICT IN REGARDS TO THE SAFE ROUTES TO SCHOOL PARTNERSHIP. WE REALLY RELY ON THEM IN REGARDS TO BEING ABLE TO WORK WITH THE SCHOOLS AND THIS HAS GIVEN US AN OPPORTUNITY TO ACTUALLY HIRE COORDINATORS THAT WORK WITHIN THE SCHOOLS. IT'S A BOOTS TO THE GROUND CONCEPT SO GETTING COORDINATORS INTO THE SCHOOL DISTRICTS. ALSO BUILDING ON THE WORK WE HAVE OF THE SCHOOL DISTRICT, LOOKING AT EAST COUNTY SAFE ROUTES TO SCHOOL WITH OUR EAST COUNTY CITIES. GRESHAM AND THE COUNTIES HAVE BEEN WORKING UNDER A SEPARATE EFFORT, BUT REALIZING WE REALLY NEED TO LEVERAGE THE EFFORTS AND RESOURCES WE HAVE AND SO LOOKING INTO ACTUALLY SUBMITTING FOR REGIONAL TRAVEL OPTIONS GRANT AND THIS NEXT CYCLE TO EXPLORE HIRING A SAFE ROUTES TO SCHOOL COORDINATOR FOR EAST COUNTY. AND ALSO JUST THE WORK WE HAVE -- JUST THE STRATEGIZING IN ORDER TO SECURE STATE AND REGIONAL GRANTS AND TO CONTINUE TO IMPLEMENT THE 2-YEAR-OLD EAST METRO CONNECTIONS PLAN, AND WE'VE BEEN SUPER SUCCESSFUL IN BEING ABLE TO SECURE FUNDING, WHETHER IT BE THROUGH METRO FUNDING, TO IMPROVE THE TRANSPORTATION SYSTEM, THE INTELLIGENT TRANSPORTATION SYSTEM, OR THROUGH SECURING THE CAPITAL GAINS IN ORDER TO CONSTRUCT NORTHEAST 238th. AND THEN THE BEAVERCREEK PARTNERSHIP WHICH REFLECTS THE WORK THAT WE'VE BEEN ABLE TO DO FOR THE NATURE TO NEIGHBORHOODS GRANT. SO IN REGARDS TO THE GRANTS PROCESSES, WE DO -- IT'S ESSENTIALLY OUR TRANSPORTATION PLANNING TEAM THAT DOES A LOT OF THE GRANT WORK. AND SO ABOUT EIGHT YEARS BACK WE DID TRY TO HIRE A GRANT WRITER, BUT WHAT WE FOUND WAS THAT THERE WASN'T ENOUGH WORK TO SUSTAIN THE GRANT WRITER. SO LARGELY OUR WORK IS HANDLED BY THE TRANSPORTATION PLANNING TEAM, SO ESSENTIALLY THERE'S THREE TRANSPORTATION PLANNERS THAT MANAGE APPLY FOR GRANTS, AND KIND OF SEE THE GRANT THROUGH, WOOD -- ACQUIRED AND THEN ALSO WORKING WITH ENGINEERING TO ACTUALLY CONSTRUCT THE PROJECT ITSELF. AND SO IN REGARDS TO THE GRANTS THEMSELVES, THERE'S REALLY TWO DIFFERENT KINDS OF GRANTS THAT I'LL TOUCH BASE ON. ONE THAT'S ACTUALLY COORDINATED THROUGH METRO. SO USUALLY WHAT HAPPENS WITH THAT IS THERE'S SUBALLOCATIONS RECEIVED FOR EAST COUNTY, SO

WITH THAT WE WORK WITH THE REALM OF THE -- TO IDENTIFY WHICH PROJECTS TO MOVE FORWARD. TO SUMMIT FOR A GRANT APPLICATION. SO THERE'S ALREADY SORT AFTER BUILT-IN PRIORITIZATION PROJECT BEFORE THEY BECOME A FORMAL APPLICATION PROCESS. THE OTHER OPPORTUNITIES WHICH I'LL CALL, OPEN COMPETITIVE, A FREE FOR ALL, NATURE AND NEIGHBORHOODS, SAFE ROUTES TO SCHOOL, TGM, WE ESSENTIALLY BRAINSTORM A STAFF, WE'RE FORTUNATE IN THAT IN THE TRANSPORTATION REALM WE HAVE 20-YEAR CAPITAL IMPROVEMENT PLAN AND PROGRAM, WHICH ESSENTIALLY IS OUR BIG GUIDE THAT WE USE TO IDENTIFY WHICH PROJECTS ARE PRIORITIES FOR THE COUNTY AND WHICH ONES WE SHOULD BE SUBMITTING FOR. SO TAKING A LOOK AT ALIGNING THOSE PROJECTS WITH WHAT THE CRITERIA AND REQUIREMENTS ARE FOR THE GRANT OPPORTUNITY TO DETERMINE WHICH PROJECTS TO MOVE FORWARD. SO MANY OF YOU HAVE HEARD ABOUT THE PROGRAM, BUT ESSENTIALLY THERE'S ROAD PROJECTS, WILLAMETTE RIVER PROJECTS, BIKE AND PEDESTRIAN AND FISH CULVERT PROJECTS THAT ARE PRIORITIZE AND RANKED AND AS GRANT PROGRAMS ARE STARTING TO EVOLVE, WE'RE SEEING HEALTH AND EQUITY CRITERIA BECOMING A PRIORITY, AND SO WHAT WE'VE DONE IS ACTUALLY REVISED OUR CAPITAL IMPROVEMENT PROGRAM AND ADDED EQUITY AND HEALTH CRITERIA TO PRIORITIZE PROJECTS TO LINE UP WITH GRANT OPPORTUNITIES. IN REGARDS TO STRENGTH AND GAPS, WE'RE WE HAVE PRETTY REGULAR GRANT CYCLES. TYPICALLY YOUR STATE AND REGIONAL PROCESSES OCCUR EVERY TWO YEARS. SO IT'S VERY EASY TO TRACK IN REGARDS TO DASHBOARDWISE AND ANTICIPATING WHEN GRANTS BECOME AVAILABLE. WE HAVE STRONG PARTNERSHIPS AS YOU CAN SEE THAT WAS REFLECTED IN THE PREVIOUS SLIDES, WHETHER IT BE THROUGH LETTERS OF SUPPORT, PRIORITIZATION, STRATEGIZING, WE HAVE GREAT PARTNERSHIPS WE CAN RELY ON. ESTABLISH STRUCTURES, WE HAVE SALVAGE PROCESSES, WHETHER IT BE THROUGH THE FRAMEWORK OR THROUGH OUR OWN INTERNAL FRAMEWORK, THEY EXIST IN REGARDS TO BEING ABLE TO REVIEW GRANTS AND WE HAVE STAFF EXPERTISE IN REGARDS TO KNOWLEDGE OF GRANT CYCLES, KNOWLEDGE OF CRITERIA AND BUILDING RELATIONSHIPS WITHIN THE GRANT REALM OF TRANSPORTATION. IN REGARDS TO GAPS, THERE'S ALWAYS LACK OF MATCH MONEY STRUGGLE. ESPECIALLY AS MORE AND MORE -- AS THE MATCH REQUIREMENT INCREASES, WHERE IT'S TYPICALLY 10.27% FOR FEDERAL STATE GRANTS, ALL THE WAY TO MAYBE TWO TO ONE MATCH REQUIREMENTS IN THE REGION. TYPICALLY FOR MATCH MONEY IN REGARDS TO GRANT REVIEW, YOU ACTUALLY GET BONUS POINTS FOR THE MORE MONEY THAT YOU'RE ABLE TO BRING TO THE TABLE. AND SO THAT CAN AFFECT HOW COMPETITIVE YOUR GRANT CAN BE. AND ALSO LACK OF SHOVEL READY PROJECTS. AS WE'VE EXPERIENCED THROUGH THE TIGER GRANT PROCESS, AND THROUGH OTHER PROCESSES, THEY WANT TO ESSENTIALLY BE ABLE TO CONSTRUCT RIGHT AWAY. THEY WANT TO BRING JOBS TO THE ECONOMY, AND THAT'S ONE OF THE STRUGGLES, THAT OUR LACK OF RESOURCES TO BE ABLE TO BRING PROJECTS OUT OF THE PE AT

THE SIGN PHASE INTO ESSENTIALLY A SHELF READY PROJECT THAT WE CAN START CONSTRUCTING AS ONE OF THE STRUGGLES WE HAVE. SO AT THIS TIME I'D LIKE TO CONCLUDE MY PRESENTATION AND ASK IF YOU HAVE ANY QUESTIONS.

Vice-Chair McKeel: ANY QUESTIONS FOR JOANNE?

Commissioner Smith: I HAVE A QUESTION. IN TERMS OF IDENTIFYING PRIVATE FUNDING SOURCES AND STATE FUNDING SOURCES, BECAUSE YOU'RE TARGETING TRANSPORTATION AS YOUR MAIN GRANTING OPPORTUNITIES, BUT THROUGH ELECTIONS, LAND USE, THERE ARE LOTS OF DOLLARS AND THE AG DEPARTMENT, THE ENERGY DEPARTMENT, THE U.S. FEDERAL GOVERNMENT, IT'S NOT ALL GOING TO COME OUT OF THE UNITED STATES DEPARTMENT OF TRANSPORTATION. SO THERE ARE A VARIETY OF DIFFERENT TUNS THAT WE HAVE -- OPPORTUNITIES THAT WE HAVE TO GO AFTER ADDITIONAL DOLLARS, SO WE CAN HAVE THOSE SHELF READY PROJECTS ON THE PUBLIC AND THE PRIVATE SIDE.

>> CORRECT. SO I CAN'T SPEAK DIRECTLY TO ELECTIONS, BUT I KNOW ANIMAL SERVICES IS WORKING ON PROBABLY SUMMITTING FOR SOMETHING. I THINK IT IS WITH A FOUNDATION TO IMPROVE SOME OF THE FACILITIES OR SERVICES THAT THEY OFFER. BUT I AM NOT FAMILIAR WITH THE STRUCTURE OF ELECTIONS IN REGARDS TO KNOWING EXACTLY WHAT PRIVATE, BUT I KNOW THAT THE STAFF WITHIN THOSE DIVISIONS ARE ACTIVELY LOOKING AT WHAT FUNDING SOURCES ARE AVAILABLE AND WHAT OPPORTUNITIES THEY CAN TAKE ADVANTAGE OF.

Commissioner Smith: THANK YOU.

Vice-Chair McKeel: OTHER QUESTIONS? I JUST WANT TO RECOGNIZE JOANNA FOR KEEPING US MOVING ALONG ON THIS. SHE'S VERY KNOWLEDGEABLE, AND THE VOTING MEMBERS OF THE FOUR CITIES, THE COUNTY, AND THE PORT OF PORTLAND BECAUSE THEY OWN TWO LARGE INDUSTRIAL LAND PIECES OUT IN EAST COUNTY. I DO GET TO CHAIR IT BUT SHE REALLY KEEPS US MOVING ALONG AND LETTING US KNOW WHAT'S AVAILABLE FOR US. AND WE'VE BEEN VERY SUCCESSFUL THROUGH THAT, AND ALSO THE EAST METRO CONNECTOR PLAN HAS BEEN A REALLY BIG HELP FOR US. SO THANK YOU.

Ms. Samolinski: GOOD MORNING MADAM VICE CHAIR AND COMMISSIONERS, PEGGY SAMOLINSKI WITH COUNTY HUMAN SERVICES. I'M HERE AS MY ROLE AS THE INTERIM DEPUTY DIRECTOR. ONE THING I LEARNED IN THIS PROCESS IS OUR DEPARTMENT HAS 153 REVENUE SOURCES, THAT COMPRISE THAT PIE CHART AND I DO NOT CLAIM TO BE AN EXPERT. AND IN FACT IN MOST OF THOSE MAYBE 150 I DON'T KNOW. SO I'M JUST FOREWARNED, I'LL DOLL MY BEST TO REPRESENT OUR DEPARTMENT IN THIS PROCESS. IT'S BEEN A VERY

EXCITING OPPORTUNITY FOR OUR DEPARTMENT TO LOOK AT THIS A. WE DON'T HAVE GRANT WRITING CAPACITY. AND WE REALLY APPRECIATE YOUR AWARDED US BUDGET FUNDS THIS YEAR TO HIRE SOMEONE AND WE'RE ABOUT TO DO SECOND INTERVIEWS SO WE'RE GETTING CLOSE. SO PART OF WHAT I'VE LEARNED TODAY IS WHO I CAN GO TO LEARN ABOUT PROCESSES OF THEIR DEPARTMENTS HAVE SET UP SO WE DON'T HAVE TO REINVENT THE WHEEL. SO FOR OUR DEPARTMENT IN TERMS OF THE 153 FUNDING SOURCES AND THAT COMPRISES EVERYTHING ALL OF THE MONEY THAT WE ARE TALKING ABOUT AND MONEY THAT WE'RE NOT TALKING ABOUT TODAY, FOR THE FUNDING IN TERMS OF THE MAJOR GRANT FUNDERS, THE ONGOING GRANTS THAT WE OFTEN HAVE TO REAPPLY FOR, SOME OF THE BIG ONES ARE THE HOUSING AND URBAN DEVELOPMENT AS YOU'RE AWARE, IN OUR DEPARTMENT WE HAVE 11 GRANTS TOTALING JUST OVER \$2 MILLION AND THAT'S HUD FAMILY FUTURES, WHICH FUNDS HOMELESS FAMILY SERVICES, DOMESTIC VIOLENCE SERVICES, WE HAVE SEVERAL FOR HOMELESS YOUTH. A VARIETY OF GRANTS COME INTO US THROUGH HUD AND WE HAVE TO COMPETE FOR EVERY COUPLE OF YEARS. WOULD GET FUNDS FROM THE DEPARTMENT OF AGRICULTURE FOR THE SNAP OUTREACH WORK WE'VE BEEN DOING ON THE COMMUNITY SERVICES DIVISION. AS WELL AS DEPARTMENT OF JUSTICE WE HAVE ABOUT FOUR GRANTS, MOST NOTABLY THE CHILDREN EXPOSED TO VIOLENCE GRANT WE RECEIVED ABOUT FOUR YEARS AGO, THE FIRST ONE COMMISSIONER SHIPRACK BECAUSE WE TRAVELED BACK TO TC TO TALK ABOUT THAT GRANT, AND SUBSEQUENT TO THAT FIRST AWARD WE'VE BEEN OFFERED OPPORTUNITIES TO, IT'S BEEN TO APPLY, BUT GENERALLY BECAUSE WE'RE IN THE HOPPER, THAT'S GIVEN US A LEG UP IN TERMS OF SECURING ADDITIONAL FUNDING. TO TOTAL THAT \$1.9 MILLION OVER MULTIPLE YEARS. IN TERMS OF CAPACITY BUILDING AND INNOVATION FOR THIS YEAR, SOME OF THOSE HAVE BEEN FOR THE COMMUNITY CARE TRANSITION PILOT THAT THE AIMING AND DISABILITIES HAS GOTTEN. THAT'S TO HELP TEST SORT OF MODELS TO IMPROVE CARE FOR OLDER AMERICANS LEAVING HOSPITALS SO THEY CAN BE SUCCESSFUL IN ANOTHER FACILITY SO THEY DON'T GET REHOSPITALIZED. THAT'S A PILOT PROJECT THEY'RE WORKING ON RIGHT NOW AS WELL AS ONE OUR MENTAL HEALTH AND ADDICTION SERVICES HAS RECEIVED FROM THE OFFICE OF NATIONAL DRUG CONTROL POLICY TO FOCUS ON REDUCING BINGE DRINKING FOR 18 TO 25-YEAR-OLDS IN KIND OF THE DOWNTOWN CORE WHERE THERE'S A LOT OF SUCH ACTIVITY APPARENTLY. SO THOSE ARE EXAMPLES OF WHERE WE'VE -- IT'S NOT ONGOING, WE'RE GOING TO TRY SOMETHING OVER A COUPLE YEARS AND HOPEFULLY LEARN FROM IT AND PERHAPS HAVE THE OPPORTUNITY TO APPLY FOR OTHER GRANTS AS WELL. ONE OF THE THINGS I THINK WE DO REALLY STRONG IN OUR DEPARTMENT IS PARTNER WITH OTHERS AS YOU'RE AWARE, IN ALL OF OUR DIVISIONS, I'M MOST FAMILIAR WITH THE SUN SERVICE SYSTEM, BUT WE DO THAT IN MANY OTHER DIVISIONS IN THE DEPARTMENT AND HERE'S EXAMPLES WHERE WE SUPPORT OUR PARTNERS TO APPLY FOR GRANTS THROUGH EITHER CONVENING, PROVIDING INFORMATION AND DATA PERHAPS, PERHAPS

PAYING FOR A CONTRACTED GRANT WRITE TORE HELP SUPPORT THEIR ACTIVITY, OR ANY READING, PROOFREADING, WHATEVER SUPPORT THEY MIGHT NEED TO HELP THEM SECURE MONEY THAT SUPPORTS SOME OF OUR BROADER EFFORTS. SO U.N. EXAMPLE IS FOR 21st CENTURY COMMUNITY LEARNING CENTER GRANTS, WE'RE OFTEN NOT THE APPLICANT, WE TRIED THAT SEVERAL YEARS AGO. DIDN'T WORK SO WELL FOR US. IN SCHOOL DISTRICTS, OUR BETTER POISED OR NONPROFITS SO WE'LL HELP SUPPORT THEM IN THAT WAY. LIKEWISE WITH THE EARLY LEARNING MULTNOMAH COUNTY, WE SHERI WROTE THOSE GRANTS THAT HELP THE UNITED WAY BECOME THE LOCAL HUB IN PARTNERSHIP WITH US FOR EARLY LEARNING MULTNOMAH BUT WE'RE NOT GETTING THE MONEY BUT WE'RE SUPPORTING OUR PARTNERS TO DO THAT. 18ING AND DISABILITY SERVICES DOES THAT AS WELL. WITH SOME OF THEIR PARTNERS, OUR HOUSE, CASCADE AGE, TO JUST GET IN THIS CASE STATE INNOVATION GRANTS TO SUPPORT THOSE ORGANIZATIONS TO THE WORK AND DO IT DEEPLY. IN OUR DEPARTMENT AS YOU KNOW WE CURRENTLY DO NOT HAVE A CENTRALIZED GRANT ADMINISTRATION PROCESS. SO IT'S DISPERSED THROUGHOUT THE DEPARTMENT AND DIVISIONS. AND IT RELIES ON STAFF WHO MADE NOTICE OR LEARNED ABOUT A GRANT OPPORTUNITY AND THEN WE'LL SAY, LET'S DO THIS. IT'S ALMOST THAT SIMPLE. WE OF COURSE WILL CONSULT WITH THE DEPARTMENT DIRECTOR ABOUT THAT, BUT IT'S REALLY AROUND INDIVIDUAL STAFF INITIATIVE. WE WILL CONTRACT WITH GRANT WRITERS, WE HAVE A VERY SMALL POOL MUCH GRANT WRITERS WHO ARE AVAILABLE TO CONTRACT WITH AS NEEDED, AND WE'VE CALLED ON THEM BOTH FOR OUR OWN EFFORTS AND IN SOME CASES WE'VE HIRED THOSE FOLKS TO WORK WITH SOME OF OUR NONPROFITS OR SCHOOL DISTRICT PARTNERS AS WELL. THAT'S ONE WAY WE'VE BEEN ABLE TO APPLY FOR GRANTS. WE'VE CALLED ON SHERI, AND SHE KEEPS REMINDING US SHE DOESN'T WANT TO BE THE GRANT WRITER, AND -- BUT SHE HAS A HARD TIME SAYING NO, WHICH I'M GRATEFUL FOR. SO WE CALL ON ANYONE IN THE DEPARTMENT THAT WE NEED TO WHEN WE ARE WRITING A GRANT. WE NEED FISCAL STAFF, PROGRAM STAFF, OFFICE STAFF, MANAGERS, WE'LL CALL ON WHOEVER WE NEED TO. BUT WE DO HAVE THAT GRANT DEVELOPMENT POSITION APPROVED IN THIS YEAR AS BUDGET, AND WE'RE ABOUT TO HEAD INTO FINAL INTERVIEWS IN THE NEXT COUPLE WEEKS, SO WE'RE SUPER EXCITE AND I THINK WE'RE GOING TO BE LOOKING TO BUILD A STRUCTURE MUCH LIKE WITH DCJ HAS AND PROBABLY NOT AS ROBUST AS HEALTH, BUT SOMETHING THAT'S GOING TO GIVE US A PROCESS TO GO THROUGH IN THE DEPARTMENT SO WE ARE PAYING ATTENTION TO WHAT'S HAPPENING ACROSS THE DEPARTMENT AND CAN BE MORE ORGANIZED AND COLLABORATIVE ACROSS THE DEPARTMENT BOTH WITHIN DCHS AND ACROSS OTHER DEPARTMENTS AS WELL. SO SOME OF THE STRENGTHS IS THAT WE HAVE SUCCEEDED IN SECURING GRANTS FROM OUTSIDE SOURCES. WE'RE SOME PRETTY SMART PEOPLE IN OUR DEPARTMENT AND WE WORK HARD TO OBTAIN FUNDING WHERE IT MIGHT BE AVAILABLE. THE NEW POSITION WILL HELP US COORDINATE THAT ACROSS OUR DEPARTMENT, AND AGAIN, I THINK THAT

WHERE WE HAVEN'T HAD THAT CENTRAL CAPACITY, WE'VE USED OUR CAPACITY TO SUPPORT OUR PARTNERS TO GET GRANTS. AND I THINK THAT'S BEEN A TREMENDOUS ASSET TO THIS COMMUNITY, TO THE WORK THAT WE'RE DOING, WHERE THE COUNTY GENERAL FUNDER, THE OTHER FUNDS WE HAVE ARE FOUNDATION AND OTHERS CAN BUILD ON THAT. AS THE GAPS HAVE BEEN IDENTIFIED I THINK FROM OTHERS AS WELL, THE REPORTING FOR THE STATE AND FEDERAL LEVELS CAN STRESS OUR EXISTING INFRASTRUCTURE AND WE'VE BEEN ABLE TO ADJUST TO THAT, AND I DON'T KNOW HOW FAR WE'LL GO WITH THAT, BUT THE STATE IN PARTICULAR MOST RECENTLY GOING TO MORE COMPETITIVE VERSUS JUST AWARDING WHERE THEY'VE BEEN TOOK THAT, THEY'RE HAVING THEIR OWN REPORTING REQUIREMENTS, THEY WANT TO CREATE THEIR OWN COMMUNITIES OF PRACTICE, THEY WANT US TO BE ENGAGED IN WORK AT THE STATE LEVEL, WHICH IS GREAT, BUT IT PULLS US IN OTHER DIRECTIONS THAT WE HADN'T BEEN PULLED BEFORE, SOMETIMES FOUR POTS OF MONEY THAT ARE PARTS OF SOMETHING LARGER. SO WE MAY BE GETTING A SMALL AMOUNT FROM THE STATE WHICH IS CRITICAL AND IMPORTANT, BUT IT'S PART OF SOMETHING BIGGER AND SO IT PULLS US IN DIRECTIONS THAT WE'LL BE ADJUSTING TO OVER TIME. AND AS I'VE MENTIONED WE DON'T HAVE A CENTRALIZED STRATEGIC GRANT DEVELOPMENT BUT WE'LL BE LOOKING TO DEVELOP THAT IN OUR DEPARTMENT. I'M REALLY PLEASED IF YOU DON'T HAVE ANY QUESTIONS FOR ME TO TURN IT OVER TO MARC HARRIS FROM THE HEALTH DEPARTMENT.

Vice-Chair McKeel: THANK YOU, AND I THINK YOU HAVE VERY SMART PEOPLE.

>> THANK YOU SO MUCH.

>> GOOD MORNING. I APPRECIATE THE ABILITY TO COME UP HERE AND TALK TO YOU ABOUT WHAT WE DO. IT'S NICE AND WE'RE EXCITED ABOUT THAT. SO UP HERE THIS IS JUST A SNAPSHOT OF WHO SOME OF OUR MAJOR FUNDERS ARE IN THE DIFFERENT CATEGORIES. SO YOU'LL SEE AT THE TOP THE HEALTH RESOURCE AND SERVICES ADMINISTRATION, OR HRSA. WE'RE DON'T BALL GAME 13, 14 MILLION PER YEAR FROM THEM FOR OUR FEDERALLY QUALIFIED HEALTH CENTER, RYAN WHITE AND HEALTHY BIRTH INITIATIVES PROGRAMS. AND THEN AS FAR AS OREGON HEALTH AUTHORITY THAT'S ANOTHER MAJOR FUNDING STREAM. AND THAT COMBINES TO BE ABOUT 8.5 MILLION PER YEAR THROUGH SOMETHING CALLED THE ANNUAL PLAN, WHICH PROVIDES US FUNDING BASICALLY TO BE IN COMPLIANCE WITH OUR STATUTORY REQUIREMENTS AS A LOCAL PUBLIC HEALTH AUTHORITY WHICH INCLUDES THINGS LIKE COMMUNICABLE DISEASE MARKS INTERNAL CHILD HEALTH, ENVIRONMENTAL HEALTH, ETC. AND WE ALSO HAVE THE TOBACCO PREVENTION AND EDUCATION PROGRAM AND HEALTHY COMMUNITIES PROGRAM THAT ARE PART OF THAT OREGON HEALTH AUTHORITY MONEY. AND THAT SUPPORTS POLICY SYSTEMS AND ENVIRONMENT CHANGE. SO REDUCE TOBACCO AND CHRONIC DISEASE RELATED ILLNESS AND DEATH.

MOVING ON TO THE CAPACITY BUILDING INNOVATION AWARDS, I WANT TO UNDERSCORE THE HRSA AND OREGON HEALTH AUTHORITY FUNDING SET US UP AND I THINK THIS IS SOMEWHAT UNIQUE TO HEALTH WHERE IT PROVIDES THAT CORE FOUNDATIONAL FUNDING THAT THEN OPEN UP A LOT OF OTHER OPPORTUNITIES THAT EXIST FOR PUBLIC HEALTH. SO FOR EXAMPLE WITH HRSA, YOU'LL SEE JUST THIS PAST YEAR WE RECEIVED 1.6 MILLION, TO INCREASE ACCESS TO PRIMARY CARE AND BEHAVIORAL HEALTH SERVICES, SO THAT WAS A TOTAL OF THREE DIFFERENT APPLICATIONS THAT ONLY FEDERALLY QUALIFIED HEALTH CENTERS WERE ELIGIBLE TO AREPLY FOR AND IT WAS AFFORDABLE CARE ACT DOLLARS, WHICH IS EXCITING TO BRING IN. SO THAT INCLUDED A PATIENT CENTERED MEDICAL HOME FACILITY INVESTMENT PROGRAM, WHICH IF YOU REMEMBER WAS A REQUEST FOR ABOUT \$225,000 TO REMODEL SPACE IN ROCKWOOD HEALTH CENTER. SO ANOTHER PROVIDER TEAM, SO WE PROCURED THAT. WE ALSO RECEIVED A BEHAVIORAL HEALTH INTEGRATION GRANT WHICH WILL ALLOW US TO SORT OF TRANSITION OUR BEHAVIORAL HEALTH SERVICES INTO A MORE BEST PRACTICE MODEL AND ALSO PARTNER WITH LIFE WORKS NORTHWEST TO BRING THEIR EXPERTISE INTO OUR CLINICS. AND THEN THIRDLY WITH AN EXPANDED SERVICES GRANT WHICH WILL PROVIDE INITIAL OPERATING COSTS WE CAN ADD AN ADDITIONAL TEAM AT SOUTHEAST HEALTH CENTER. ONCE THOSE PROJECTS ARE COMPLETED AND/OR FULL CAPACITY, WE'RE LOOKING AT THE ABILITY TO SERVE ABOUT 5,000 MORE PATIENTS ANNUALLY WITH THE ADDITIONAL PROVIDER AND BEHAVIORAL HEALTH CAPACITY. SO THAT'S ONE EXAMPLE OF HOW AFFORDABLE CARE ACT DOLLARS ARE ENABLING US TO RESPOND. AND THE NEXT THING I WANTED TO HIGHLIGHT WAS THE RACIAL AND ETHNIC APPROACHES TO COMMUNITY HEALTH WE RECEIVED FROM THE CDC. THAT'S \$3 MILLION OVER THREE YEARS, AND A GREAT OPPORTUNITY TO ADDRESS HEALTH DISPARITIES IN THE AFRICAN-AMERICAN COMMUNITY AROUND TOBACCO AND NUTRITION. SO WE'RE EXCITED TO BE MOVING THAT WORK FORWARD. AND THEN FINALLY THERE'S KIND OF A LIST OF MYRIAD OREGON HEALTH AUTHORITY GRANTS THAT CAME OUT THIS YEAR. SO IN TOTAL WE RECEIVED ABOUT \$1.5 MILLION FOR JAIL DIVERSION PLANNING, SCHOOL-BASED, MENTAL HEALTH SERVICES, INSURANCE ENROLLMENT CAPACITY AND REDUCING YOUTH ACCESS TO TOBACCO. SO I GROUPED ALL THOSE TOGETHER AND IF THERE'S QUESTIONS ABOUT SPECIFICS I'D BE HAPPY TO ADDRESS ANY OF THOSE. OTHERWISE WE CAN MOVE ON TO THE PARTNER ASPECT. SO WHAT I WANTED TO HIGHLIGHT HERE, A LOT OF THIS IS EARN GAUGING COMMUNITY PARTNERS, EITHER THROUGH COALITIONS THAT WE'RE A PART OF OR OUR DIRECT SERVICES IN & HOW THOSE PARTNERSHIPS NATURALLY DEVELOP. THIS CAN BE A COMBINATION OF THINGS. IT'S KIND OF -- WE CAN PROVIDE TA, LETTER OF SUPPORT, DATA, SO A LOT OF IT IS AN ORGANIC COMPONENT OF THE WAY OUR PROGRAMS OPERATE. I DIVIDED IT UP INTO THREE CATEGORIES TO HIGHLIGHT A FEW SO THE FIRST IS MATERNAL CHILD HEALTH, THERE WAS A COUPLE OF RECENT PROJECTS WITHIN THAT WE SUPPORTED SUCH ASS PILOTING A BABY BOOSTER WHICH IS FOCUSED ON THE FIRST THOUSAND



DAYS IN THEIR HOUSING UNITS. AND A SECOND WAS HOUSING REFERRAL PROJECT FOR OUR NURSE CLIENTS, VISITING CLIENTS TO TRY TO REFER THEM INTO NEW HOUSING UNITS THAT HOPEFULLY ROWS WILL ACQUIRE FROM THE CITY OF PORTLAND. AND THEN THE NEXT WAS EARLY LEARNING MULTNOMAH COUNTY, WHICH WAS ALREADY TOUCHED ON, SO WE PLAYED A MAJOR ROLE IN PROVIDED SOME HEALTH DEPARTMENT PERSPECTIVE IN THAT ALONG WITH SHERI AND PEGGY. AND THIS IS A UNIQUE OPPORTUNITY WE'VE HAD. JUST TO UNDERSCORE THE UNIQUE WORK OF THE ACHIEVE COALITION, LOCAL AND I? & NATIONALLY, LAST YEAR I THINK IT WAS WE BECAME A MENTOR FOR A NEW ACHIEVE TEAM, AND SO THE GRANTS TEAM AS WELL AS RACHEL BANKS AND HER STAFF HAVE BEEN PROVIDING MENTOR SUPPORT TO TRY TO HELP BRING THAT HEALTH EQUITY APPROACH TO THAT POLICY, THE TEAM IS LOCATED IN WISCONSIN, SO IT'S SORT OF LIKE A LONG DISTANCE RELATIONSHIP. BUT SO THAT'S A UNIQUE THING THAT I THINK BRINGS KIND OF THE -- HOW WE APPROACH OUR WORK AS A BEST PRACTICE PUBLIC HEALTH DEPARTMENT. AND THEN UNDER SAFETY NET SERVICES, A COUPLE OF DIFFERENT THINGS TO HIGHLIGHT THERE. WE A COUPLE YEARS AGO WORKED WITH VOLUNTEERS OF AMERICA, THEY SUBMITTED A PROPOSAL, AND IT WAS AN ORDER TO FUND AN ADDICTIONS COUNSELOR IN THE ROCKWOOD HEALTH CENTER. WORKING WITH A PARTNER, THEY PROCURED THE FUNDING AND THEN ENDED UP PUTTING THAT STAFF, COLOCATING THAT STAFF IN ONE OF OUR HEALTH CENTERS. THIRDLY I WANTED TO HIGHLIGHT HOW THROUGH THE COALITION OF COMMUNITY HEALTH CLINICS AND THE OREGON OPCA, OREGON PRIMARY CARE ASSOCIATION, WE PARTNER WITH OUR HEALTH CENTERS AND THAT'S THROUGH PROVIDING EACH OTHER MUTUAL LETTER SUPPORTS, STRATEGIC PLANNING, TRYING TO WORK TOGETHER AS A UNIFIED SAFETY NET TO PROVIDE AS MUCH RESOURCES AS WE CAN INTO THE COUNTY. AND FINALLY THERE'S A NUMBER OF ORGANIZATIONS LISTED UNDER COMMUNITY HEALTH WORKERS. THE COMMUNITY CAPACITY TAKINGS CENTER SERVES A CENTRAL FUNCTION, REGIONALLY SO THERE WAS A COUPLE OF DIFFERENT PROJECTS THAT WERE UNIQUE AND INTERESTING. ONE IS PARTNERING WITH THE URBAN LEAGUE TO PREPARE AND PRESENT TWO CULTURALLY CENTERED TRAINING CENTERS, WORKING IN THE AFRICAN-AMERICAN COMMUNITIES, TO DATE THEY'VE TRAINED 51 CHWs THROUGH THAT PARTNERSHIP. AND ANOTHER ONE IS CALLED WARRIORS OF WELLNESS, WHICH IS LED BITE OREGON COMMUNITY HEALTH WORKER ASSOCIATION, URBAN LEAGUE, NORTHWEST FAMILY SERVICES, AND HEALTH SHARE AS WELL AS THE CCC. IT'S FUNDED BY KAISER PERMANENTE NORTHWEST TO DEVELOP AND PILOT A PROPER TELL TO OBTAIN THE SERVICES OF CHWs, SO BOTH OF THOSE PROJECTS ARE REALLY TRYING TO DO THAT PATIENT LINKING COMMUNITY HEALTH WORKERS INTO HEALTH SYSTEM TRANSFORMATION AND CCO-TYPE WORK. WE HAVE A GRANT DEVELOPMENT TEAM. YOU SEE MYSELF AND ALLISON FRYE AND LAUREL MOSES UP HERE PRESENTING TO YOU A REASONABLE AMOUNT. WE ALSO HAVE A PROGRAM SPECIALIST, CLAIRE NYSTROM WHO BASICALLY SUPPORTS ALL OF US DOING NEED ASSESSMENT

WORK, ANALYSIS, SHE'S A CORE COMPONENT OF THE TEAM. SO THERE'S US FOUR, AND WITH THAT WE KIND OF HAVE BEEN ABLE TO DEVELOP AND MAINTAIN A NUMBER OF RESOURCES FOR STAFF. THOSE INCLUDE, WE HAVE AN ONGOING GRANT TEAM CALENDAR, WE'RE TRACKING ALL THE PROJECTS THAT ARE UNDER DEVELOPMENT, IT GOES BACK A NUMBER OF YEARS SO YOU CAN SEE, WE KNOW MONTHLY WHAT TO EXPECT EACH YEAR, ETC. EACH MONTH WE ALSO DO OTHER THINGS BESIDES JUST WRITE GRANT APPLICATIONS. THERE'S SORT OF OTHER PROGRAM DEVELOPMENT, TA TYPE PROJECTS THAT WE'RE INVOLVED WITHIN THE DEPARTMENT AS WELL. SO WE MAKE SURE WE'RE LOGGING ALL OF THAT STUFF. AND UNDERSTANDING THE WORKLOAD AND BEING ABLE TO JUGGLE THINGS APPROPRIATELY. SECONDLY WE HAVE GRANT SUBMISSION LOGS TRACKED BY FISCAL YEAR, THE SECOND BUDGET SLIDE YOU SAW ABOUT FISCAL YEAR ACTIVITY. SO THAT'S HOW WHEN YOU SEE OUR PROGRAM OFFER ABOUT HOW MANY APPLICATIONS WE'RE GOING TO WRITE, HOW MUCH MONEY WE'RE GOING TO BRING IN, IT'S BASED ON FISCAL YEAR ACTIVITY, NOT WHAT YOU'D SEE IN THE BUDGET. BUT AT ANY RATE WE'VE BEEN TRACKING OUR ACTIVITY BACK TO 2004 AND LOGGED, SO WE HAVE QUITE A FEW YEARS OF DOE TAILED HISTORY ABOUT WHAT SHOULD WE EXPECT, WHO OUR MAJOR FUNDERS, THAT SORT OF THING. THIRDLY WE'VE DEVELOPED A PROGRAMMATIC NEEDS SURVEY, SO BASICALLY AS PART OF OUR MULTCO COMMONS PAGE, WE HAVE THE ABILITY TO SUMMIT THINGS ELECTRONICALLY TO US, SO IF THEY HAVE IDEAS OR NEEDS, WHETHER IT BE FOR, HEY, WE HAVE THIS ISSUE -- WE HAVE THIS URGENT NEED, OR WE HAVE THIS LONG-TERM NEED, ETC., THEY CAN SUMMIT THEIR IDEAS TO US AND WE CATALOG THOSE SO WE UNDERSTAND KIND OF CURRENTLY WHAT STAFF ARE THINKING ABOUT SO IF WE SEE AN OPPORTUNITY THAT COMES OUT WE CAN DO A QUICK MATCH DO, WE HAVE ANYTHING THAT FITS THIS. AND THEN LASTLY WE'VE DEVELOPED A BASIC GRANT DEVELOPMENT GUIDE AS WELL AS A NOTICE OF INTENT PROCESS GUIDE FOR STAFF. THAT IS IN ORDER TO TRY TO MAKE SURE ALL GRANT DEVELOPMENT PROCESS FOLLOW DEPARTMENTAL AND COUNTY PROTOCOLS AND STRATEGIES, AND IS ALSO MAKING SURE THAT ALL GRANT APPLICATIONS ARE COMING THROUGH THE GRANT TEAM. SO EVERYTHING THAT THE HEALTH DEPARTMENT SUBMITS IS SUBMITTED BY ONE OF THE GRANT TEAM MEMBERS, SO WHAT WE'VE DONE IS KIND OF TRIED TO CREATE A CULTURE THAT IS RESPONSIVE TO THAT, ETC. AND WE HAVE DIFFERENT GUIDE AND PROCESS TOES MAKE SURE THAT HAPPENS. SO GOING DOWN, I ALREADY MENTIONED THE COMMENTS PAGE, WE HAVE A COMMENTS PAGE PEOPLE CAN ACCESS AND WE DO AN ANNUAL PRESENTATION TO MANAGERS AND SUPERVISORS TO GIVE THE NORMAL UPDATE, HERE, WE'RE HERE, DON'T FORGET, AND TO BRING THIS INFORMATION TO THEIR ATTENTION. SO FINALLY THE GRANT DEVELOPMENT PROCESS GUIDE IS DIVIDED INTO FOUR MAIN STRATEGIES. HOW A GRANT PROJECT BEGINS, HOW IT GETS THE GREEN LIGHT TO PROCEED, HOW A GRANT APPLICATION IS DEVELOPED, WHAT TO DO WHEN A GRANT IS FUNDED. I WON'T GO INTO GREAT PAINSTAKING DETAIL, BUT SOME HIGHLIGHTS THAT ARE INCLUDED IN THERE SORT OF

DETERMINING COMPETITIVENESS IN AND APPLICATION, SO PART OF WHAT THAT MEANS IS THERE'S A NUMBER OF RFPs WE LOOK AT MONTHLY THAT WE DON'T PURSUE. BECAUSE IT DOESN'T FIT WITH THE STRATEGIC DIRECTION OF THE HERCEPTIN DEPARTMENT OR ONE OF OUR PARTNERS OR BETTER POISED TO APPLY, OR IT'S JUST NOT SOMETHING THAT WE SHOULD BE PURSUING FROM A CAPACITY PERSPECTIVE. SO THERE'S A NUMBER OF THINGS THAT MIGHT DECK TATE WHY WE WOULDN'T OR WOULD GO FOR SOMETHING, BUT I WANTED TO UNDERLINE THAT POINT WE'RE LOOKING AT A LOT OF DIFFERENT RFPs AS THEY COME OUT AND REALLY MAKE A CONSIDERED EFFORT TO PURSUE ONES THAT MAKE SENSE. NEXT IS FIT WITH STRATEGIC PLAN CAN DIRECTION AND BUDGETARY NEEDS, COMMUNITY SUPPORT COORDINATION NEED AND VOICE, APPLYING HEALTH EQUITY LENS TO ADDRESS HEALTH AND SOCIOECONOMIC DISPARITIES AND INTERNAL CAPACITY NOT ONLY TO DEVELOP THE APPLICATION, WHICH WE TYPICALLY HAVE, WE'RE RELYING ON PROGRAM STAFF TO WORK WITH US, BUT THE HEALTH HAVING US AS GRANT WRITERS HELPS BOLSTER OUR CAPACITY. BUT ALSO WE THINK ABOUT MANAGING THE PROJECT ON THE BACK END. WE DON'T WANT TO OVEREXTEND ONE PROGRAM, SOMETIMES WHAT WE SEE ON THE FEDERAL LEVEL, ESPECIALLY, THERE WILL BE A LOT OF APPLICATION AND ONE SPECIFIC CONTEXT, AND IF ONE PROGRAM IS APPLYING FOR FOUR OF THEM AND WE HAPPEN TO GET ALL FOUR THEY'LL HAVE WAY TOO MUCH TO IMPLEMENT AND WE'RE NOT GOING TO BE ABLE TO DO WHAT WE SAID WE WERE GOING TO DO. SO THAT GOES BACK TO PICKING AND CHOOSING WHAT THE BEST FUNDING STREAMS ARE FOR US TO GO AFTER. AND QUICK INTERNALLY, THE PROGRAM STAFF WILL APPROACH US OR WE'LL SEE THE GRANT OPPORTUNITY, USUALLY IT'S A PROGRAM MANAGER, WE'LL VET THAT, THEIR REPRESENTATIVE, WHICH IS TYPICALLY VANETTA OR LORRAINE OR THE BULK OF GRANTS THE HEALTH DEPARTMENT GETS, ICS OR COMMUNITY HEALTH SERVICES, THEY'RE INVOLVED AS WELL SO IT STARTS THERE AND WORKS UP TO THE NOI SERVES AS THE FORMAL PROCESS. SO I THINK STRENGTH IS THAT WE HAVE A GREAT DEVELOPMENT TEAM, WE HAVE A GRANT MANAGEMENT TEAM WITHIN BUSINESS SERVICES, SO KIND OF GOING BACK TO THE DIAGRAM THAT SHERI SHOWED EARLIER, WE ALSO HAVE THE PROGRAM AND EVALUATION STAFF THAT WE HAVE ARE SUPPORTING THAT AS WELL, SO I THINK THE HEALTH DEPARTMENT HAS A REASONABLY COMPLETE MODEL ON SHERI'S GRANT ECHO SYSTEM. GRANT DEVELOPMENT ECOSYSTEM. I SAW THAT AND I THOUGHT THAT IS HOW WE OPERATE AND TRY TO CONTINUE TO DO THAT AND I THINK PART OF THAT IS THE UNIQUENESS OF HEALTH OF HAVING A VOLUME OF OPPORTUNITIES, THE WAY WE'RE STRUCTURED AS A DIRECT SERVICE PROVIDER AS WELL. AND THE PUBLIC HEALTH SIDE. SO THERE'S A LOT OF THINGS GOING ON THERE. NEXT WE HAVE A SUCCESSFUL TRACK RECORD. WE ALWAYS SET OUR PROGRAM OFFER AT 24 MILLION. WE ALMOST ALWAYS PASS THAT, BUT AS YOU KNOW, WE'RE SORT OF RELYING ON WHAT COMES OUT. SO OUR -- WE HAVE ABOUT A 80% PUCK SAYS RATE WITH 50 TO 50 APPLICATIONS PER YEAR. SO I THINK AS FAR AS INDUSTRY STANDARD THAT'S STRONG. I ALSO THINK HAVING A GRANT

DEVELOPMENT TEAM AS PART OF THE HEALTH DEPARTMENT, WE HAVE A DEEP KNOWLEDGE OF THE PROGRAMS, DATA, THE DIFFERENT COUNTY, FEDERAL PROCESSES, REQUIREMENTS, AND ALL OF THAT COMBINED INCREASES THE COMPETITIVENESS OF APPLICATIONS. AND IT'S ALSO ALLOWED US TO CREATE A CULTURE WITHIN THE HEALTH DEPARTMENT OF UTILIZING GRANT WRITERS AND PROGRAM STAFF CAPACITY PROPERLY. SO PROGRAM MANAGERS ARE AWARE OF US, THEY -- A LOT OF THEM AS IN THE OTHER DEPARTMENTS HAVE EXPERIENCED WRITING GRANTS AND KNOW WHAT TO SEND US, BUT THEY -- IT'S A STRENGTH AND AN ASSET FOR THE DEPARTMENT AND THE COUNTY I THINK. AND THERE'S A -- WE HAVE A LOT OF POTENTIAL PROJECTS AND THERE'S A HIGH VOLUME OF OPPORTUNITIES. THE GAPS I'VE MENTIONED, DEPARTMENTAL COUNTY EXTERNAL PARTNER COORDINATION, THAT'S ONE OF THESE ONGOING THINGS. OVER THE LAST FEW YEARS THAT'S GROWN ESPECIALLY WITH HEALTH SYSTEM TOMMY FRANKS FORMATION AT THE FEDERAL STATE AND LOCAL LEVELS AND HOW THAT'S CAUSING US TO WORK MORE CLOSELY WITH DCH. THINKING ABOUT WHAT OUR PARTNERS ARE DOING, JUST ADDING MORE PLAYERS TO THE TABLE AND BRINGING THAT TOGETHER SO IT'S TRYING TO STAY ON TOP OF THAT. AND THEN ALSO JUST THE CHANGING FUNDING ENVIRONMENTS, BEST PRACTICES, STRATEGIC DIRECTION AND FISCAL NEEDS. AND SUNS WE ARE EMBEDDED, IT'S LIKE WE ALWAYS WANT TO MAKE SURE THAT WE'RE MONITORING ALL THAT BOTH LOCALLY, STATEWIDE, AND NATIONALLY, AND JUST TO GO BACK TO THE FIRST COORDINATION PIECE, HEALTH TOO, WE'VE SEEN A LOT OF KIND OF VIOLENCE PREVENTION WORK, AND MENTAL HEALTH SUBSTANCE ABUSE WORK AND THAT CROSSES OVER TO DCJ AND THINKING ABOUT WHO'S APPLYING TO WHAT AND WHERE DOES THIS FIT. SO I WOULD ASSUME THAT'S GOING TO CONTINUE MOVING FORWARD. THAT'S AT I HAD CURRENTLY. IF YOU HAVE QUESTIONS I'D BE MORE THAN HAPPY TO ANSWER THEM.

Vice-Chair McKeel: QUESTIONS OR COMMENTS FROM THE BOARD? WELL, I WANT TO THANK YOU ALL FOR -- SORRY.

>> WE CAN ZIP RIGHT THROUGH THIS.

Vice-Chair McKeel: GO AHEAD.

>> IT'S BEEN A LONG MORNING. I WANT TO -- ONE OF THE THINGS YOU ASKED FOR WAS WAYS WE COULD COORDINATE AND MOVE THIS FORWARD. JUST QUICKLY, WHAT'S COME OUT IS WE HAVE SOME INCREDIBLE ASSETS HERE AT THE COUNTY. AND I JUST WANT TO -- WE'VE GOT A LOT OF STRENGTHS IN THE DEPARTMENTS, THERE'S AN AMAZING HISTORY OF INNOVATION AND THAT IS SOMETHING, WE HAVE A DEPARTMENT LEADS THAT ARE BEING ASKED TO GO ACROSS THE COUNTRY TO BE SPEAKING ON THE PROGRAMS WE HAVE. AND THOSE EACH ONE OF THOSE IS AN OPPORTUNITY FOR US. IF WE CHOOSE TO USE IT. WE HAVE A LOT OF MOMENTUM THAT HAPPENED AS A

RESULT OF THIS VERY PORTER GOSS SAYS. AND I THINK FOR THE FIRST TIME EVER WE HAVE A BASELINE AND THE BEGINNING OF A SHARED LANGUAGE ABOUT HOW TO TALK ABOUT GRANTS. AND THAT'S AN AMAZING OPPORTUNITY FOR US. I ALSO WANT TO SAY THAT NOT ONLY ARE OUR SERVICES ALIGNED WITH BOTH THE NEEDS OF THE COUNTY AND THE COMMUNITY, BUT WE ALSO HAVE OUR SERVICES ARE ALIGNED WITH PRIORITIES AT THE FEDERAL AND STATE GOVERNMENT. AND WE NEED TO KEEP REMEMBERING THAT AND THINKING ABOUT THAT, BECAUSE IT IS AN OPPORTUNITY THAT WE CAN BUILD ON. AND THE OTHER THING I WANT TO SAY IS THAT THROUGHOUT THIS PROCESS IT'S BEEN AN OPPORTUNITY, I'M HEARING A DESIRE AND A VISION TO REALLY THINK ABOUT HOW WE CAN DO THIS BETTER, HOW WE CAN SHARE SOME RESOURCES. THERE'S A SHIFT, I THINK THERE'S A LOT OF PRESSURE COMING FROM THE OUTSIDE, WE'VE ALL EXPERIENCED A LOT OF BUDGET CUTS OVER THE LAST 10 YEARS, AND I THINK THERE'S AN OPPORTUNITY THAT WE HAVE. THAT SAID, WE KNOW WE'VE GOT SOME GAPS. WE HAVE A LOT OF VERY CAPACITY ACROSS THE DEPARTMENTS, IN THE GRANT WRITING FUNCTION, THE STRESS ON THE GRANT ACCOUNTING END, AND DATA EVALUATION, WHAT KIND OF DATA ARE WE COLLECTING, AND WHAT CAPACITY DO WE HAVE IN THE DEPARTMENTS AND THAT'S NOT EQUAL ACROSS DEPARTMENTS FOR A LOT OF REASONS, BUT IT MAKES IT DIFFICULT SOMETIMES FOR US TO REACH ACROSS DEPARTMENTS WHEN THOSE RESOURCES ARE NOT LEVEL SET. THERE'S A LOT MORE COUNTY WIDE COORDINATION HAPPENING. BUT THERE'S OPPORTUNITY THERE. IT HAS BEEN A GAP AND I THINK THERE'S A LOT OF OPPORTUNITY. I JUST WANT TO ALSO SAY THERE'S INCONSISTENT TRACKING SYSTEMS AND THIS IS -- WHAT'S INTERESTING IS PEOPLE COUNT THINGS, THEY USE DIFFERENT LANGUAGES, THEY MEASURE THINGS DIFFERENTLY, AND TO BE HONEST WITH YOU, IF I WANT TO KNOW, I MIGHT GET -- LAST MONTH I GOT AN EMAIL FROM THE CHAIR'S OFFICE, THEY HEARD ABOUT A GRANT, THEY WANT TO KNOW WHO HAD IT AND I NEEDED TO START DAMAGE EVERYBODY BECAUSE THEY WEREN'T CALLING GRANTS THE SAME THING. SO FOR ME TO EVEN FIGURE OUT IF THE HEALTH DEPARTMENT WANTS TO GO AFTER A GRANT, DOES SOMEBODY AT THE COUNTY ALREADY HAVE IT, AND WE JUST DON'T HAVE A SYSTEM TO BE ABLE TO IDENTIFY WHAT GRANTS WE ALREADY CURRENTLY HAVE. IF I FIND THE RIGHT PEOPLE WHICH NOW I HAVE THE RELATIONSHIPS THAT I CAN USUALLY FIGURE IT OUT, BUT IT'S MORE HAPPENSTANCE THAN IT IS -- AND I HAVE TO SAY A HUGE GAP, IS THAT WE HAVE INCREASED FUND REQUIREMENTS THAT ARE INCREASING PRESSURE ON OUR REPORTING FUNCTIONS. SO RECOMMENDATIONS. BECAUSE EVERYBODY KEPT SAYING, WHAT ARE YOUR RECOMMENDATIONS? AND I JUST WANT TO FRAME THESE AS BY SAYING THAT THEY ARE MY ASSESSMENT AFTER THIS PROCESS. OF HOW THE COUNTY COULD BEGIN TO ADDRESS THE GAPS. THEY MAY NOT REFLECT THE PRIORITIES OF THE COMMISSION OR DEPARTMENTS. THAT'S NOT MY CALL. I'M ALSO AWARE MANY OF THESE RECOMMENDATIONS ARE NOT EVEN MINE TO IMPLEMENT. AS I MENTIONED EARLIER, MY EXPERTISE IS REALLY IN THE FIRST -- THE

PREPARATION AND THE DEVELOPMENT OF GRANT APPLICATION AND THE PASS-OFF TO SMARTER PEOPLE THAN ME ON HOW TO COUNT AND MEASURE AND REPORT IT. AND SO WHILE SOME OF THE GAPS ARE ACROSS THAT SYSTEM, THEY'RE NOT REALLY MINE TO FIX. AND I JUST WANT TO UNDERSCORE IF REQUESTED, I KNOW THAT THERE'S THE OPS COUNCIL AND OTHER AVENUES TO REALLY BE WORKING ON THIS IN A MORE COMPLETE WAY, AND THAT I DEFER TO THEIR EXPERTISE IN TERMS OF THEIR ABILITY TO FIGURE THIS OUT. THAT SAID, THE RECOMMENDATIONS, ONE WOULD BE THE SIMPLE AND RELATIVELY LOW COST ONE, WHICH IS JUST REALLY CREATING, MAINTAINING THE MOMENTUM FROM HERE AND CREATING A STANDING CROSS DEPARTMENTAL GRANT COMMITTEE, AND THAT WOULD HAVE BOTH FISCAL AND PROGRAM KIND OF REPRESENTATION. WE DON'T ALL HAVE TO SIT IN THE ROOM EVERY MONTH AND TALK, BUT WE NEED TO KNOW WHO EACH OTHER ARE, WE NEED TO KNOW HOW TO TALK AND COORDINATE THESE THINGS TOGETHER. IN THE COURSE OF THIS PRESENTATION, WE'VE IDENTIFIED A LOT OF GAPS. SOME OF THEM ON THE TRACKING END OF WHAT GLANCE ARE COMING IN AND WHAT GRANTS DO WE HAVE, AND SOME OF THEM ARE IN THE REPORTING END. BUT THERE IS BY NO SENSE OF THE IMAGINATION HAS THIS BEEN A REALLY COMPLETE GAP ANALYSIS. AND YET I THINK WE WOULD REALLY NEED TO GET OUR ARMS AROUND WHAT THAT IS TO BE ABLE TO REALLY ADDRESS THIS. IN ASSUMING THAT GAP ANALYSIS HAPPENED, IS TO -- I KNOW THERE'S A LOT OF MECHANISMS FROM THE SIMPLE TO THE VERY COMPLEX THAT COULD REALLY HELP US ALIGN THESE SYSTEMS AND START ANSWERING SOME OF THE QUESTIONS WE HAD TO WORK HARD TO FIGURE OUT. AND THAT WE COULD RESEARCH THOSE THINGS AND COME UP WITH SOME OPTIONS. I DO THINK ENSURING ACCESS TO GRANT WRITING RESOURCE ASSIST IMPORTANT. I THINK THAT THERE ARE SOME SPECIAL SKILLS ABOUT HOW TO STRATEGIZE AND HOW TO MAXIMIZE COMPETITIVENESS. THE DEPARTMENTS HAVE DONE AN AMAZING JOB AND I ALSO KNOW THAT THEY'VE BEEN MORE THAN WILLING TO ASK ME TO COME IN AND HELP WHEN THEY FOUND OUT THAT RESOURCE WAS AVAILABLE. SO FINDING A WAY TO MAKE THAT AVAILABLE I THINK REALLY REFLECTS RESPECTING THEIR EXPERTISE AND ALSO UNDERSTANDING THAT THERE'S ANOTHER SET OF EXPERTISE AS WELL. I REALLY AM LOOKING AT THIS AS LAUNCHING WHAT I CALL INCREASING GRANT LITERACY ACROSS THE COUNTY. I THINK IT WOULD BE EXCITING FOR EVERYBODY TO SEE WHERE THEY ARE IN THAT GRANT DEVELOPMENT CYCLE, AND THAT THE DATA THAT THEY'RE COLLECTING IS GOING TO ALLOW US TO GO AFTER SOME ADDITIONAL FUNDS TO SERVE THE PEOPLE THEY'RE SERVING. AND IT'S NOT JUST A GRANT WRITER IN THE BACK ROOM WITH A DIM LIGHT THAT'S HAMMERING AWAY ON THE COMPUTER. AND AS THIS IS THROUGH A TRAINING, IT'S THROUGH LANGUAGE DEVELOPMENT, AND THERE'S A NUMBER OF THINGS THAT WE'RE WORKING ON THAT I THINK WILL HELP US START THINKING AND MAYBING THAT CULTURE SHIFT. AND FINALLY, ASSUMING THAT WE WERE TO DO THIS TRACK, THE GAP ANALYSIS, I THINK WE COULD MOVE TOWARDS HAVING A DASHBOARD. SO WE WOULD BE ABLE TO REALLY LOOK

AT WHAT ARE THE GOALS, WHAT ARE REASONABLE GOALS AND REALLY KIND OF START HOLDING OURSELVES ACCOUNTABLE FOR THAT. AND NOW -- I TRIED TO GO THROUGH THAT FAST. I KNOW IT'S LUNCHTIME. ANY OTHER QUESTIONS?

Vice-Chair McKeel: QUESTIONS OR COMMENTS?

Commissioner Shiprack: WE ARE TIRED AND WE'VE BEEN SITTING HERE A LONG TIME AND IT'S TOO BAD BECAUSE WHAT WE'RE HEARING IS SO IMPORTANT AND WHAT I AM HEARING IS THAT THIS AMAZING OPPORTUNITY OF TAKING REALLY TALENTED PEOPLE WHO HAVE BEEN WORKING SEPARATELY AND THAT -- FOR VERY BIG PRIZES, AND THAT CREATES A SORT OF UNCONSCIOUS SENSE OF COMPETITION AND A DISJOINTED SENSE OF OWNERSHIP WHICH BECOMES MORE POWERFUL WHEN WE LINK TOGETHER AND BUILD ON THESE ASSETS. SO I -- THAT'S THE MESSAGE THAT I'M HEARING THROUGH MY SUGAR LOW. AND I REALLY DO APPRECIATE HAVING YOUR RECOMMENDATIONS AND JUST THE FACT THAT ALL OF YOU HAVE SAT DOWN TOGETHER TO PUT THIS TOGETHER, AND THIS GOES BACK TO COMMISSIONER MCKEEL AND THE BUDGET PROCESS. IT'S JUST A VERY POSITIVE PROCESS, AND THANK YOU ALL VERY MUCH.

Vice-Chair McKeel: I WANT TO THANK YOU TOO. I DIDN'T MEAN THIS TO BECOME OVERWHELMING, BUT IT REALLY WAS FOR ME AN UNDERSTANDING OF REALLY HOW ALL THE GRANT PROCESSES -- ACROSS THE DEPARTMENTS AND BECAUSE WE HAVE A LOT OF GRANT REQUESTS COMING BEFORE US, FOR APPROVAL. SO I REALLY APPRECIATE -- I THINK THIS WAS WHAT I WAS LOOKING FOR, I WANT TO PUT IN THE BUDGET NOTE AND I REALLY APPRECIATE ALL OF YOU WORKING ON THIS, AND I'M LOOKING FORWARD TO BEING ABLE TO MOVE FORWARD AS COMMISSIONER SHIPRACK SAID, WE HAVE SOME OPPORTUNITIES HERE, AND I'M LOOKING FORWARD TO THAT. SO THANK YOU ALL VERY MUCH. THANK YOU. OK. DO WE HAVE ANY FURTHER BUSINESS? IF NOT, WE'RE ADJOURNED.

## **ADJOURNMENT**

The meeting was adjourned at 12:34 p.m.

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Submitted by:  
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Board of County Commissioners  
Multnomah County