



# CITY COUNCIL

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## Work Session Meeting Minutes October 23, 2023

Mayor Drotzmann called the work session meeting to order at 6:00pm. Present were Councilors Hardin, Peterson, Primmer, Linton, Barron (exited at 6:42pm and returned at 6:50pm), Duron (arrived at 6:10pm), and McCarthy. Councilor Myers was excused. Staff in attendance included: City Manager Byron Smith, Assistant City Manager Mark Morgan, City Attorney Rich Tovey, Chief Edmiston, Planning Director Clint Spencer, Parks and Recreation Director Brandon Artz, Court Administrator Jillian Viles, and City Recorder Lilly Alarcon-Strong. Youth Advisor Yaneisy Perez was also present.

### **Municipal Court Budget & Budget Overview**

Court Administrator Jillian Viles presented information (PowerPoint presentation attached) and answered questions from the Council regarding: violations and criminal case loads; personnel, including elected and contracted positions; staff duties; operating costs; imposed fines and fees and how they are processed and collected, and more.

There was discussion regarding court expenses compared to revenues and an explanation given that the Court is not and will never be a revenue generating department, language barriers and translation services for the non-English speaking members of the community, Measure 110 impacts and how to help make people accountable for their actions specifically with repeat offenders, difficulty dealing with homeless offenders as there is no address listed to mail notices to, the partnership with Community Counseling Services, and more.

The Council thanked Court Administrator Viles for the information.

City Manager Smith thanked the Budget Committee Members in attendance stating they have been invited to attend budget discussions as they are part of the budget process each year. City Manager Smith stated with tonight's Municipal Court Budget presentation, the Council has had a complete overview of all the City's general fund department budgets and presented information (PowerPoint presentation attached dated October 9, 2023) regarding: the budget overview, process, scenarios, public input both in person and with online surveys, possible budget changes, and more. The Council was asked to help consider other ideas or options that may not have already been considered or presented and stated staff would be recommending a budget decision in January based on the direction the Council has suggested during this budget overview process.

Due to time constraints, the presentation and discussions were unable to be completed and Mayor Drotzmann stated this information would continue to be presented at the next City Council Work Session meetings.

### **Adjournment**

Mayor Drotzmann adjourned the work session meeting at 6:58pm and stated the Council will take a short recess before starting the regular council meeting.

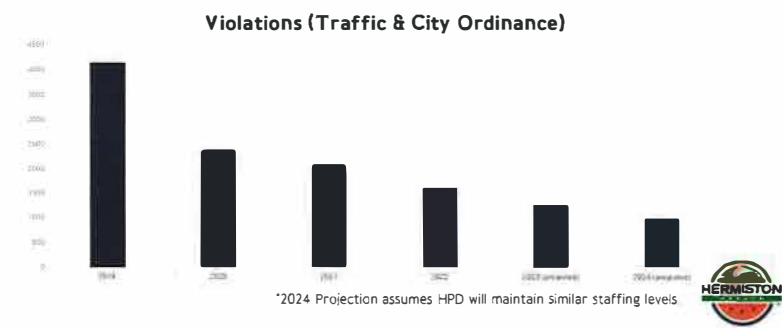


## MISSION & GOALS

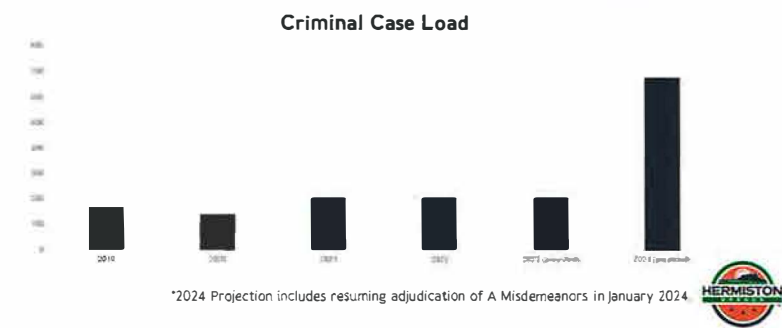
- MISSION
  - To provide justice services to the citizens of Hermiston, so that they have a fair opportunity to be heard and the community remains a safe place to live.
- CITY COUNCIL GOALS
  - 2020- Finish improvements to Court Administrative process. Take back adjudication of A Misdemeanors. - January 2024
  - 2022- Explore options for providing mental health support services at Municipal Court. - Currently in process with CCS Partnership
  - 2023- Develop a plan, gather data, and explore partnerships for a community court program. - Currently in process with CCS Partnership



## CASE LOAD

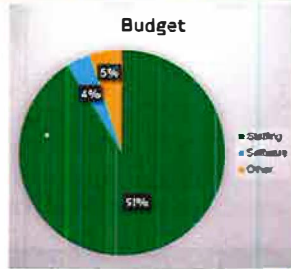


## CASE LOAD



## STAFFING

- CITY EMPLOYEES
  - Court Administrator
  - 2 Court Clerks
- ELECTED OFFICIAL
  - Municipal Court Judge
- CONTRACTED POSITIONS
  - City Prosecutor
  - Primary Defense Attorney
  - Back-up Defense Attorney
  - Pro Tem Judge



## FINES & FEES

- 2022 FINES AND FEES IMPOSED
  - \$463,000
    - \$448,000 from Traffic Violations
    - \$15,000 from Criminal Cases
  - As of 7/31/2023- only \$250,000 has been paid
    - \$5,300 paid towards criminal cases.
  - Cases are sent to a collection agency after 45 days of non-payment.
  - Municipal Court has limited legal options for imposing sanctions due to non-payment of fines & fees.



## VALUE

- Justice & Public Safety programs should not be revenue focused.
  - Accountability
  - Education
  - Provide timely, fair, and equitable services.
- Misdemeanor Cases Filed- 2022
  - 97% of cases HPD referred to the City Prosecutor filed (as of 7/31/2023).
  - 71% of cases HPD referred to District Attorney's Office filed (as of 7/31/2023).
- Partnership with CCS- connecting defendants with community & social services.




Questions?

Where Life is Sweet



## Process

- Finalize Department Review
- Establish Desired Service Level
- Establish Cuts
- Establish Possible Revenues
- Town Hall Discussion (Mid-November)
  - **Following with an online survey**
- Report to Council/Get Direction (January)




## Desired Service Levels

- 2040 Vision Report
  - **Related Actions**
    - **2.1 Offer access to diverse recreational and wellness opportunities for everyone.**
    - **2.3 Provide a healthy, safe environment.**
    - **3.1 Provide activities, attractions, and events for people of all ages.**



## Desired Service Levels

- Phone Survey (2019, 2020)
  - **Importance - “Here are some services provided by the City of Hermiston. Please tell me how important each is to you.”**
  - **Satisfaction - “Using the same list of services, please tell me how satisfied you are with City Hermiston’s efforts to provide each.”**



## Desired Service Levels

- Phone Survey (2019, 2020)
  - **Maintaining a Low Crime Rate**  
97% important; 83% satisfied
  - **Encouraging new business development and job creation**  
94% important; 70% satisfied
  - **Providing senior programs like transportation assistance**  
93% important; 70% satisfied
  - **Encouraging new affordable housing**  
92% important; 52% satisfied
  - **Providing programs for youth, like after school programs**  
92% important; 57% satisfied



## Desired Service Levels

- Recent Zencity Public Safety Survey
  - **Ran from April 14 to May 7, 2023**
  - **131 Responses**
  - **How do you feel about current staffing levels of the Hermiston Police Department?**
  - **More/Just Right/Too Many/Don't Know**
  - **61% said we needed more officers**



## Desired Service Levels

- Recent Zencity Public Safety Survey
  - **Responses**
    - **\$5 flat fee (24%)**
    - **4% fee (6%)**
    - **Business License (8%)**
    - **Other GF cuts (9%)**
    - **Combo of several (35%)**
    - **None (7%)**
    - **Don't know (9%)**



## FY2023-24 Budget

|                     | Adopted       | Status Quo    |
|---------------------|---------------|---------------|
|                     | FY24-B        | Budget*       |
| <b>REVENUES</b>     |               |               |
| Property Taxes      | \$ 7,425,990  | \$ 7,425,990  |
| From Other Agencies | 1,122,501     | 1,122,501     |
| Service Charges     | 2,181,400     | 2,181,400     |
| Traf From           | 2,498,035     | 2,498,035     |
| Lic & Franchises    | 1,468,300     | 1,468,300     |
| Cash Pwd            | 951,885       | 951,885       |
| Fines/Penalties     | 400,000       | 400,000       |
| Misc Revenue        | 65,000        | 65,000        |
| Interest            | 70,000        | 70,000        |
| Non-Rev Receipts    | 723,000       | 50,000        |
|                     | \$ 16,905,911 | \$ 16,232,911 |
| <b>EXPENSES</b>     |               |               |
| Personnel Costs     | \$ 11,299,862 | \$ 11,550,352 |
| Maint/Revs          | 3,530,428     | 3,372,154     |
| Transfers           | 1,479,520     | 1,479,520     |
| Debt Svc            | 460,825       | 460,825       |
| Capital Outlay      | 92,000        | 71,500        |
| Contingency         | 53,276        | 53,276        |
|                     | \$ 16,905,911 | \$ 18,987,627 |
|                     | 0             | -764,716      |

- \*Changes from Adopted Budget
- Removes the Loan Proceeds (\$673,000)
  - Restores Funding for PT Library Positions (\$100,000)
  - Restores Funding for Recreation Coord. Position (\$95,000)
  - Restores Council Budget (\$55,000)
  - **Additional Material/Services Cuts from Staff (\$169,000)**

- Possible Addition
- \$370,000 for Three New Officers



## Establish Additional Cuts

- Street Funding Cut (Change Franchise Fee Allocation to Streets)
- Current – 33% of Franchise Fees allocated to street construction (\$990,000 to General Fund)
  - **Plus – Council Action**
  - **Minus – Removing Street Construction/ Maintenance Resource**
- Yield – ~\$15,000 per 1% change (90% GF = \$1.33 million) (~\$340,000 Increase to GF)



## Establish Possible Revenues

- Increase Transient Room Tax (TRT) Rate
- Current Rate – 8% +\$2 Per Room Night Tourism Promotion Assessment (TPA). (Effective Rate ~9.8%)
  - **Plus – Tax nonresidents**
  - **Minus – Limitations on use**
- Yield (to General Fund) – First 1% is ~\$100,000; All Additional 1% is ~\$30,000



## Establish Possible Revenues

- Utility Fees (Police, Parks and Recreation, etc.)
- Current Fees – None
  - **Plus – Flexible, Council Action**
  - **Minus – Continuing increase of utility costs to residents**
- Yield – Each \$1 of Fee generates \$72,000



## Establish Possible Revenues

- Increase Planning and Zoning Fees
- Current – Much lower than costs and comps
  - **Plus – Better cover costs for services rendered, not increased for 20+ years**
  - **Minus – Could discourage development**
- Yield – Increase as proposed ~\$80,000 per year



## Establish Possible Revenues

- Franchise Fee on Water/Sewer
- Current – None
  - **Plus – Flexible, Fairness to Other Utility Providers, Council Action**
  - **Minus – Continuing increase of utility costs on residents**
- Yield – Each 1% generates \$102,000



## Establish Possible Revenues

- Business Licenses
- Current – None
  - **Plus – Council Action, Better understanding of local business activity**
  - **Minus – Could discourage business activity, Could have a negative impact on small business, Difficult to estimate**
- Yield - ~\$200,000 (Assumes 400 businesses @\$500 per year)



## Establish Possible Revenues

- Sales Tax (exempting all food/prescription drug sales)
- Current – None
  - **Plus – Could tax some non-residents (Estimated 50% sales to non-city residents); Maintains more than 7% difference to Tri-Cities**
  - **Minus – Difficult to Estimate, Extremely new concept**
- Yield – 1% = ~\$1.6 million per year



## Establish Possible Revenues

- Local Fuel Tax
- Current – None
  - **Plus – Replace/Preserve Franchise Fees for GF**
  - **Minus – Dwindling revenue generation, Requires Voter Approval, Spending Restriction**
- Yield – \$0.05/per gallon = ~\$125,000 per year



## Other Possible Revenues

- Marijuana Tax
  - Plus – Possible large revenue upside
  - Minus – Vote of the people, Hard to estimate revenues, forcing to black market?
- Local Option Property Tax Levies
  - Plus – Somewhat stable
  - Minus – Requires Voter Approval, Compression, Already High Property Tax
- Payroll Tax
  - Plus – Could tax non-city residents
  - Minus – Difficult to Estimate, Could discourage development inside the City



Questions?

*Where Life is Sweet*





# CITY COUNCIL

## Regular Meeting Minutes October 23, 2023

Mayor Drotzmann called the regular meeting to order at 7:02pm. Present were Councilors Hardin, Peterson, Primmer, Linton, Barron, Duron, and McCarthy. Councilor Myers was excused. Staff in attendance included: City Manager Byron Smith, Assistant City Manager Mark Morgan, City Attorney Rich Tovey, Chief Edmiston, Planning Director Clint Spencer, Parks and Recreation Director Brandon Artz, and City Recorder Lilly Alarcon-Strong. Youth Advisors Present were Yaneisy Perez and Jeannine Heredia. The pledge of allegiance was given.

### **Presentation- Hispanic Heritage Month & Grupo Reje**

Councilor Barron stated in celebration of Hispanic Heritage Month from September 15<sup>th</sup> through October 15<sup>th</sup> Grupo Reje will be playing a song representing Hispanic culture. Each member of the group are individuals who were raised and continue living in Hermiston.

Grupo Reje introduced themselves, thanked the City for allowing them to attend and share their music, and played a song. (applause from the audience)

### **Presentation- Community Counseling Solutions (CCS)**

Kimberly Lindsay, CCS Executive Director, presented information (handouts attached) regarding: CCS being ranked among the 100 Best Non-profits to work for in Oregon in 2023 by Oregon Business Magazine, employee turnover and needs, newsletter information, warm line, operating costs and funding, intake referral system for addiction which is different from mental crisis, partnership with the Cities of Hermiston and Pendleton on opioid funds program, Psychiatric Acute Care Center needs and their plan to open the facility in Spring and offered the Council a tour of the facility, partnership with Good Shepherd Hospital, the need for an Adolescent Respite Care Center as there is nowhere for adolescents to go besides the emergency room or Portland facility, adult care homes were purchased so current tenants wouldn't be homeless, thanked the Umatilla County Sheriff's Office for their partnership of a Jail Program for Suboxone, and more.

Executive Director Lindsay thanked the Council for allowing them to provide these services to the community stating they are passionate and love for what they do.

Mayor Drotzmann thanked CCS for giving relief to the community by providing these services while facing many challenges.

### **Citizen Input on Non-Agenda Items**

None given.

### **Consent Agenda Items**

Councilor Linton moved and Councilor Primmer seconded to approve Consent Agenda items A-D to include:

- A. Committee Vacancy Announcements
- B. Appointment Confirmation of Casey Hinkley for: Library Board, Position #5- term ending 06/30/2027
- C. Final Plat Cimmaron Terrace Phase IV 4N2802DB Tax Lot 101- NE 8th Place
- D. Minutes of the October 9th City Council Work Session & Regular Meetings

Motion carried unanimously.



# CITY COUNCIL

Regular Meeting Minutes  
October 23, 2023

## **Ordinance No. 2350 – Amending Chapter 97 of the Hermiston Municipal Code**

City Manager Smith gave information regarding updating the Ordinance to include suggested amendments clarifying vehicle camping.

### Public Comment

Phillip Spicerkuhn, Hermiston- Thanked the City for giving Stepping Stones Alliance notice of this proposed Ordinance as no notice was given for the September 11<sup>th</sup> Meeting when this Ordinance was originally discussed; and thanked the City for their support of Stepping Stones Alliance.

After some discussion, Mayor Drotzmann requested that the first reading be by title only. Hearing no opposition, City Attorney Richard Tovey read the ordinance by title only. Mayor Drotzmann requested that the ordinance be put on for final adoption at this meeting and that the second reading be by title only. After City Attorney Richard Tovey read the ordinance by title only, Councilor McCarthy moved and Councilor Primmer seconded that Ordinance No. 2350 be adopted and become effective 30-days after adoption by the City Council. Motion carried unanimously.

## **Resolution No. 2292- Review and Approval of Building Code Updates**

City Manager Smith gave information regarding building code updates as required by the State of Oregon.

After some discussion, Councilor Duron moved and Councilor McCarthy seconded to approve Resolution No. 2292 and lay upon the record. Motion carried unanimously.

## **Resolution No. 2293- Award contract for constructing SE 9th Street (E Penney Ave. to Feedville Road).**

Assistant City Manager Morgan gave information regarding awarding Culbert Construction, Inc. the construction contract for a new section of road, curb, gutter, sidewalk, sewer lift-station, extension of gravity sewer main, and water main for public improvements.

After some discussion, Councilor Primmer moved and Councilor Duron seconded to approve Resolution No. 2293 and lay upon the record. Motion carried unanimously.

## **Resolution No. 2294- Contract Award North Hermiston Drain Piping**

Assistant City Manager Morgan gave information regarding awarding Odyssey Contracting the construction contract for trenching and installing drainage pipe located between Theater Sports Park, Theater Lane, and Kopacz Nursery.

### Public Comment

Phillip Spicerkuhn, Hermiston- Stated he felt it would be best to have incorporated some sort of water feature in this park instead of piping the water off.

After some discussion, Councilor Hardin moved and Councilor Duron seconded to approve Resolution No. 2294 and lay upon the record. Councilors Hardin, Peterson, Primmer, Barron, Duron, and McCarthy voted in favor, Councilor Linton voted against; motion carried 6-1.



# CITY COUNCIL

Regular Meeting Minutes  
October 23, 2023

## **Resolution No. 2295 – Updated IGA with City of Pendleton for IT Services**

City Manager Smith gave information regarding updating the City of Pendleton’s agreement for IT services.

After some discussion, Councilor Primmer moved and Councilor Duron seconded to approve Resolution No. 2295 and lay upon the record. Motion carried unanimously.

Mayor Drotzmann stated the City received recognition and a prestigious award nomination at the LOC Conference for the great IT partnerships the City has created within the region.

## **September 2023 Financial Report**

Councilor McCarthy moved and Councilor Primmer seconded to accept the September Financial Report as presented by City Manager Smith. Motion carried unanimously.

## **Committee Reports**

Parks & Recreation Committee- Councilor McCarthy gave information regarding: Teen Adventure Park updates, Tree Lighting on 11/30, and Treats on Main on 10/31.

Public Safety Committee- Councilor Primmer stated this Committee met today and heard information from Chief Edmiston and Umatilla County Sheriff Terry Rowan regarding: crime, staffing, Tip411, training, and more. Councilor Primmer stated the Police Department continues to do great work.

Hispanic Advisory Committee- Councilor Barron stated the Committee heard information regarding: the newest committee member and youth advisors, as well as the new owners from Grocery Outlet. The Committee will also be brainstorming ideas to be more involved in community events.

Mayor Drotzmann asked if there would be two Cinco de Mayo events this year like last year. Councilor Barron stated he is unsure but believes the Committee will be working with the Cinco de Mayo 501c3 on this front.

Library Board- Councilor Duron stated the Board heard information regarding the Architect team aligning the community’s ideas and thoughts into their overall plans.

## **Mayor’s Report**

Mayor Drotzmann spoke regarding:

- LOC meetings that he and City Manager Smith spoke in which had great attendance
- Small Cities meeting in LaGrande

## **Council Reports**

Councilor Peterson spoke regarding accepting a position on the Board of Director for the LOC’s Woman’s Caucus and Oregon Disability Commission and the desire to give feedback and make changes.

Councilor Primmer stated he was able to attend an Oregon Elected Officials Tour of the Handford Site. The tour was very interesting and he’s grateful he had the opportunity to attend.

Councilor Linton stated planning has started for the MLK march and event held Monday, January 15<sup>th</sup> from 11am to 1pm. They are hopeful that either the Mayor or City Manager Smith will be able to attend and speak at the event and be able to host the event at City Hall like last year.



Where Life is Sweet

# CITY COUNCIL

Regular Meeting Minutes  
October 23, 2023

Councilor Duron gave information regarding the Volunteer Fair.

Councilor Barron gave information regarding more energy resources that will be coming into the area and the positive outcomes it will bring to the community.

Councilor McCarthy spoke regarding ribbon cutting events held in the community and let the Council know he will be unable to attend the next meeting as their family is taking a trip to celebrate the official adoption of their foster children.

The Council congratulated Councilor McCarthy on his families adoption news.

Councilor Linton encouraged the public to attend the Foster Care Advocacy night at Zeal Church Tuesday, October 24 at 6:30pm.

### Youth Advisory Report

Jeannine Heredia gave information regarding: the High School's Trick or Treating event and the free admission to the football game to any child that dresses up for Halloween and encouraged the public to attend the High School's CLUE play from the Theater Department.


### City Manager's Report

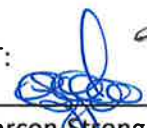
City Manager Smith asked that the Council and audience be cautious as there is an accident on Gladys Ave and gave information regarding the Volunteer Fair.

### Adjournment

Mayor Drotzmann adjourned the City Council meeting at 8:58pm.



SIGNED:   
\_\_\_\_\_  
Doug Primmer, Council President

ATTEST:   
\_\_\_\_\_  
Lilly Alarcon Strong, CMC, City Recorder



**Mental Health Block Grant Adult Discretionary Awards**

**Oregon Warmline**

**Quarterly Report**

Submit Reports To: [amhcontract.administrator@state.or.us](mailto:amhcontract.administrator@state.or.us)

[sbuyer@state.or.us](mailto:sbuyer@state.or.us)

[aashton-williams@state.or.us](mailto:aashton-williams@state.or.us)

**Attention: Mental Health Planner**

Provider: Oregon Warmline/ Community Counseling Solutions

Name of Person Completing Report: Sharon Kuehn Bliss, Warmline Program Manager

Phone Number: 503-308-2624

Email Address: [sharon.bliss@ccsemail.org](mailto:sharon.bliss@ccsemail.org)

**Total Award Amount: \$2,600,000 annual budget in contract for 24/7 Bilingual Service**

**Reporting Period:**

04/01/2023 through 06/30/2023

(Report Due 08/15/23)

**Actual Expenditures for this Quarter:**

*As an attachment to this document, please find our line-item accounting of grant funds expended during this reporting period.*

**Project Implementation Progress:**

**Call Volume Surges during full quarter of 24/7 Warmline Services in English and Spanish!!**

Thanks to funding increases and support from the Oregon Health Authority, the Oregon Warmline is now offering nonstop 24/7 peer support services in both English and Spanish languages for all Oregonians! We are incredibly pleased to have successfully managed the transition to 24/7 services.

With our increased availability, caller access and call volume has soared to record heights. Our three-team 24/7 staffing pattern allows us to serve as many as 450 callers daily!! The increase in overall calls and the increase in yellow, orange and red calls clearly demonstrate the Warmline's significant role in addressing emergency levels of loneliness and isolation and increased needs for pre-crisis mental health services.

**National Public Health Emergency**

The Surgeon General has declared loneliness and isolation a public health emergency. Luckily for Oregon, we already have an effective program in place to address this grave health concern. The Oregon Warmline responds to thousands of callers each quarter providing immediate relief, understanding and support. Our line is a trusted outlet for anxiety, depression, and social isolation as the economic and social impacts of the pandemic and economic hardship continue to stress and challenge community members.

With our increased capacity (providing up to 450 peer support sessions daily through a 24-hour period), peer support on the Warmline plays a critical role in reducing the need for more expensive crisis services, medical transportation, medical appointments and hospitalizations in Oregon.

## Data Collected

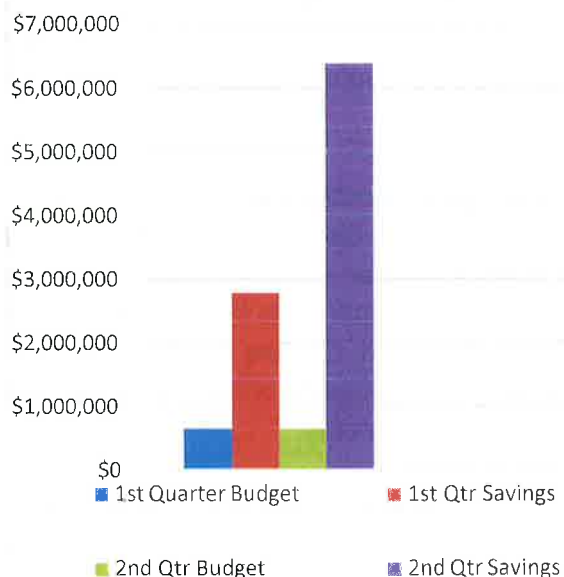
While we have consistently collected “reasons for your call” and can demonstrate a long history of preventing loneliness and isolation. Continuing to monitor the distress levels of our callers, we continue to document a high level of caller distress. Our peer support operators to color code calls in keeping with our Peer Support Crisis Response Policy.

| Call Color | Number of Records | Description of Call Category                               |
|------------|-------------------|--|
| Green ♡♡   | 13,612 (82%)      | Everyday conversations: low or no distress                 |
| Yellow ♡♡  | 2,727 (17%)       | Discussing difficult topics such as suicide, abuse, trauma |
| Orange ♡♡  | 101 (01%)         | Suicidal Intent, Domestic Violence                         |
| Red ♡♡     | 11                | Suicidal Intent and Means – Highest Distress               |
| Blue ♡♡    | 2                 | Mandatory Abuse Report                                     |

The majority of our callers are still motivated to reach out to prevent loneliness and isolation and connect with a caring peer who listens and supports them without judging or advising. The significant percentage of yellow calls shows increasing levels of distress currently experienced by the population of Warmline callers. These are the calls which we are addressing that reduce the number of calls coming into our 988 Crisis Line. Approximately **17% of our callers were in a state of considerable distress, focusing on topics such as suicide, abuse, or trauma**. This portion of the general population is best served by a free, accessible peer support service. **These callers would require most costly and crisis-oriented services if the Warmline were not available.**

| More Costly/<br>Clinical Service      | Reallocation Savings |
|---------------------------------------|----------------------|
| Crisis Line                           | \$ 3,704,610         |
| PCP / Doctor                          | \$ 427,000           |
| Hospital ER                           | \$ 928,400           |
| Other                                 | \$334,310            |
| <b>Total Quarterly Cost Savings</b>   | <b>\$6,382,674</b>   |
| <b>Quarterly Return on Investment</b> | <b>605%</b>          |

Quarterly Cost Savings 2023



**Quarterly COST SAVINGS: Return on Investment**

We ask each caller what services they might have used if the Warmline were NOT available. With the responses to this question, we generate estimated cost avoidance/cost savings to the Oregon Healthcare system, currently showing more than a 600% return on investment.

The Oregon Warmline shows an impressive ROI for cost reallocation! This points to the need to consider the Warmline as a significant partner in Crisis Response/988 Services.

**Staffing & Structural Changes**

Beginning on March 15, 2023, the Oregon Warmline extended our staffing and call center system to provide nonstop 24/7 service to all Oregon residents. To meet the call demands of our 24/7 callers, we increased our staffing levels to:6 Supervisors, 4 Shift Leaders, 8 Full-time Peer Support Operators and a pool of 28 Part-Time Peer Support Operators

Ensuring the availability of Spanish-speaking peers around the clock requires a team of 15 Bilingual, Bicultural peer support specialists. This delightful team has brought new levels of awareness and sensitivity to the Warmline Team. Our easy-access prevention and early intervention service offers all residents a telephone peer support session on demand!

Managing the new, ongoing service required multiple changes in staffing, scheduling, training and communications to ensure service quality and the 24/7 availability. Our experienced peer support supervisors manage teams and provide co-reflection to minimize the impacts of vicarious trauma on our front-line staff.

**Career Ladder and Culturally Specific Services**

With our fully staffed teams in place and with the increase to 24/7 services, **we now offer up to 100 hours of direct peer support service or talk time daily.**

All the while, our call volumes continue to increase, now consistent at almost triple our pre-COVID rates. Our accessible peer support service will benefit from funding increases which enable us to cut wait times and increase direct access to peers. Please see the breakdown of calls by sex this quarter and, for comparison, the corresponding quarter pre-COVID – now three years ago.

**Number of Peer Support Calls Provided**

**Last Year – 2<sup>nd</sup> Qtr**

April - June 2022:

**Current Quarter (24/7)**

April – June 2023

| Calls by Sex         |     | For Counties: All | Calls by Sex         |     | For Counties: All |
|----------------------|-----|-------------------|----------------------|-----|-------------------|
| From 01/01/2023      |     | Thru 03/31/2023   | From 04/01/2023      |     | Thru 06/30/2023   |
| Sex                  | Qty |                   | Sex                  | Qty |                   |
| F                    |     | 7226              | M                    |     | 11,739            |
| M                    |     | 8,716             | F                    |     | 11,014            |
| Other/Unknown        |     | 266               | Unknown              |     | 542               |
| <b>*** Total ***</b> |     | <b>16,233</b>     | <b>*** Total ***</b> |     | <b>23,295</b>     |

## Direct Client Services

**Call Volume Increases dramatically as 24/7 Promotions begin to reach the Public:**

**Overall call volume has increased 43.5% from our levels one year ago during our first quarter of 24/7 service!**

### **Secondary Trauma: Impact of High Anxiety-High Depression Calls on Peer Support Operators**

- The higher number of calls in which the callers report that they are “in crisis;” we receive more “orange” and “red calls” than we typically saw in the past. Going forward, we will continue to report on the rate of these higher distress calls. We observe that the general stress levels, anxiety, and social uncertainty contribute to the increased distress experiences of our callers. Notably, increased housing and food insecurity as well as political and racial polarizations feed into these high and urgent community needs. Houselessness is not a measure we currently collect, but there is a notable increase in callers who do not have housing.
- We set up our current staffing structure to always ensure immediate supportive responses (co-reflection) to our peer support operators. We provide immediate access to an experienced peer to process and release the impact of high distress calls. In addition, we offer “Peer Support for Peer Supporters” Meetings twice monthly, independent from our bi-weekly All-Staff Meetings, to assist our peers in maintaining their own balance and well-being during these challenging times. We are also grateful for the high-quality Employee Assistance Program offered by our nonprofit agency, Community Counseling Solutions. .

### **Key Milestones:**

- We now employ diverse Peer Support Operators in home office locations throughout the state!
- Our daily average call volume has nearly quadrupled from the rate of our pre-COVID services.
- We are actively promoting our new 24/7 Peer Support services with a new Oregon Warmline logo and outreach materials at Oregon Peer Events, through social media and community partners.
- We are developing a new system to meter and pace repeat callers to open more direct access for new callers!



### **Next Steps:**

- Beginning in October 2023, The Oregon Warmline will partner with FolkTime to manage the IPS Oregon Hub! The Warmline will provide leadership for Online IPS Core Trainings and the delivery of a series of short online peer support trainings called IPS Minis.
- CCS and the Oregon Warmline worked to organize the Eastern Oregon Peer Conference in collaboration with the Office for Recovery and Resilience and GOBHI. With GOBHI's late



withdrawal from the planning process, we had to make the difficult decision to cancel the event this year. We look forward to working in partnership with Eastern Oregon Peers to organize an inclusive and progressive conference next year.

- Our Program Manager, Sharon Bliss, was invited by Paulo del Vecchio of SAMHSA to participate in the first national Panel of Experts on Warmlines. The panel was called together in response to the Surgeon General's recent declaration of Loneliness and isolation as a national health emergency. Along with 25 Warmlines leaders, Sharon and other state Warmlines leaders discussed best practices for growing and funding Warmlines in the USA.

**Direct Client Services (If applicable)**

**Total Number of Individuals Served this Quarter: 23,295**

**Total Number Served by Sex:**

|         |        |
|---------|--------|
| Male    | 11,739 |
| Female  | 11,014 |
| Unknown | 542    |

**Total Number Served by Age:**

|       |        |
|-------|--------|
| 18-20 | _____  |
| 21-24 | _____  |
| 25-44 | _____  |
| 45-64 | _____  |
| 65-74 | _____  |
| 75+   | _____  |
|       | 23,295 |

**Total Number Served by Race:**

|                                    |        |
|------------------------------------|--------|
| American Indian or Alaskan Native  | _____  |
| Asian                              | _____  |
| Black or African American          | _____  |
| Hawaiian or Other Pacific Islander | _____  |
| Hispanic                           | _____  |
| More Than One Race                 | _____  |
| Unknown                            | 23,295 |

**Total Number Served by Ethnicity:**

|                     |        |
|---------------------|--------|
| Hispanic/Latino     | _____  |
| Non-Hispanic/Latino | _____  |
| Not Available       | 23,295 |

*Sharon Kuehn Bliss*

Signature

8.3.2023

Date



September 13, 2023

Congratulations, Community Counseling Solutions for being a 100 Best Nonprofits. Your rank among the 63 participating Large nonprofits will be revealed in our October issue.

The 100 Best list is comprised of the top 34 large and medium nonprofits, and top 33 small nonprofits that participated in our survey. Your 100 Best Nonprofits score was 567.23 and 134 of your Oregon employees completed the survey.

*Oregon Business* magazine and CheckPoint Surveys LLC are pleased to present the attached results of your company's participation in our survey. This information should help you better understand how your employees perceive their workplace.

You'll find here your **Comprehensive Report**, which begins with how your employees rated satisfaction and importance in the six broad survey categories (on a scale of 0 to 100) and in regard to the 31 workplace characteristics covered (on a scale of -3 to +3). It then compares these ratings against your chosen peer group. This feedback should validate your best practices and zero in on those workplace issues that remain a challenge.. The **Employer Benefits Survey Benchmarks** provides a thorough comparison of your benefits policies against the 100 Best Nonprofits and all survey participants. Finally, the **Employee Comments** deliver feedback in your employees' own words, explaining what they enjoy most and what they would like to see improved.

Participating in the survey initiates an important dialog within your company. We encourage you to continue the discussion by sharing the information in this report with your employees through such forums as regular company meetings or off-site retreats. As a team you can devise key strategies to address the findings of the report. After 30 years of conducting this process, we know how much employees appreciate having their feedback acknowledged by management: Please let them know you heard them.



## 2023 Comprehensive Report



### How to read the results:

Scores for each employee survey statement, as shown in most the graphs of this report, were calculated from the average of all employee ratings for that statement on the range of -3 (not at all satisfied), 0 being neutral, to +3 (very satisfied). To review all the survey statements, click on this link: <http://www.oregonbusiness.com/npsurveyinfo>

You'll note that we had six major categories in the employee survey:

- 1) Work Environment
- 2) Management & Communications
- 3) Decision-Making & Trust
- 4) Career Development & Learning
- 5) Benefits & Compensation
- 6) Sustainable Practices (Used only to determine 100 Best Green Workplaces, released in June issue of *Oregon Business*)

The first graph in the report is your "Participation Score." This score was calculated based on your employee participation percentage as compared to the participation percentages of companies within your size group. You can see how your participation ranks compared to the peer group you chose to be compared to.

The second graph in this report (6 vertical bars) displays your average score for each of these six major categories on a scale of 0 to 100. It's the -3 to +3 average per category converted into a 100 point scale.

A maximum score of 700 is possible. This includes the first five categories, listed above, plus your employer survey of benefits score and your participation score.

We hope these reports will help create best workplace practices within your company.

**CheckPoint Surveys LLC**  
www.checkpointsurveys.com  
541-233-8354

**Oregon Business magazine**  
12570 SW 69th Ave Suite #102  
Portland, OR 97223

**Oregon  
Business**  
MAGAZINE



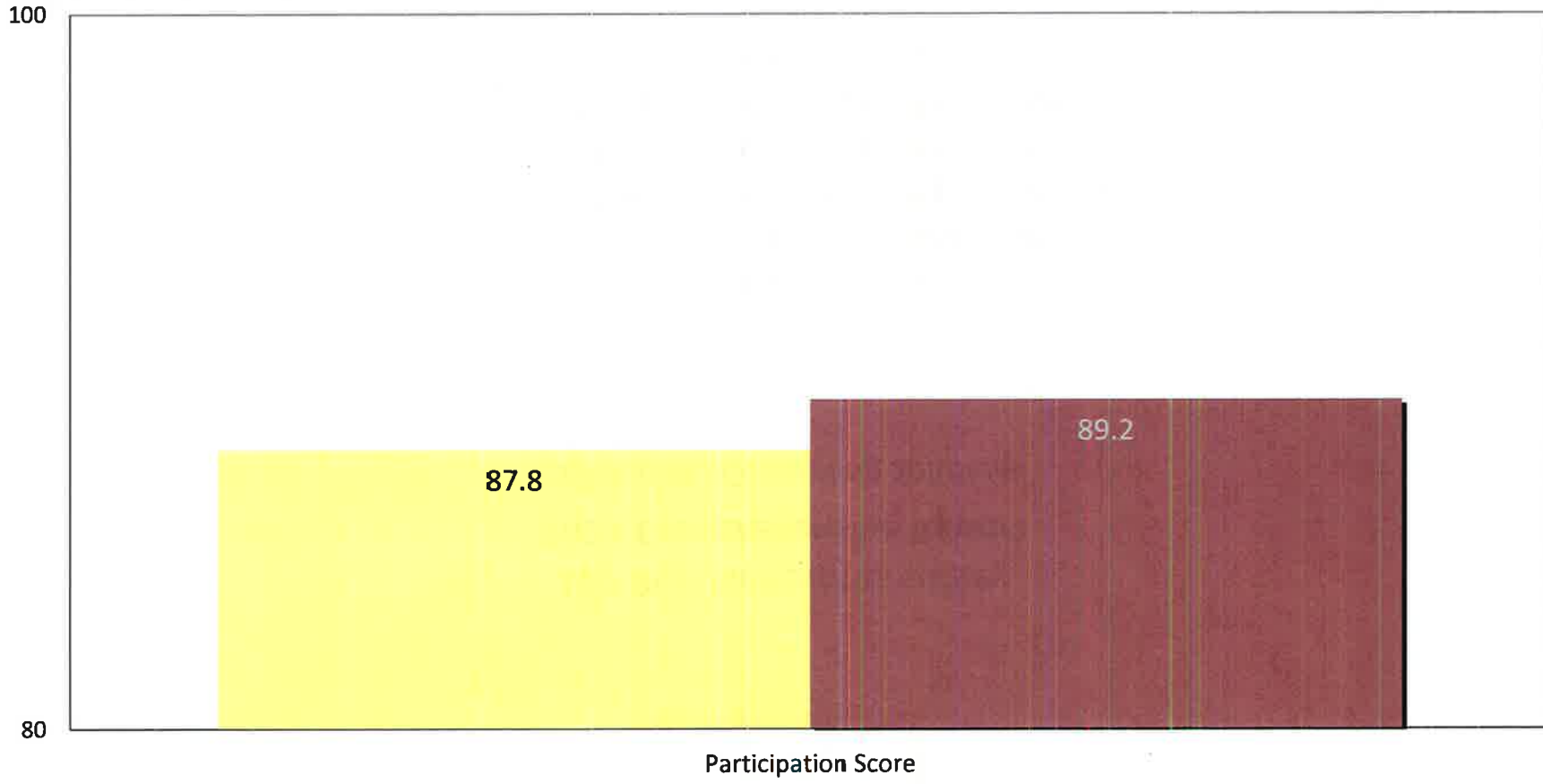


100 Best Nonprofits survey  
**2023 Comprehensive Report**  
*Community Counseling Solutions*

- Participation score vs. peer group
- Employee satisfaction vs. importance ratings
- Employee satisfaction ratings vs. peer group
- Employee importance ratings vs. peer group
- Employer benefits survey benchmarks
- Employee write-in comments



**Participation Score, 100-point scale  
vs. Peer Group**





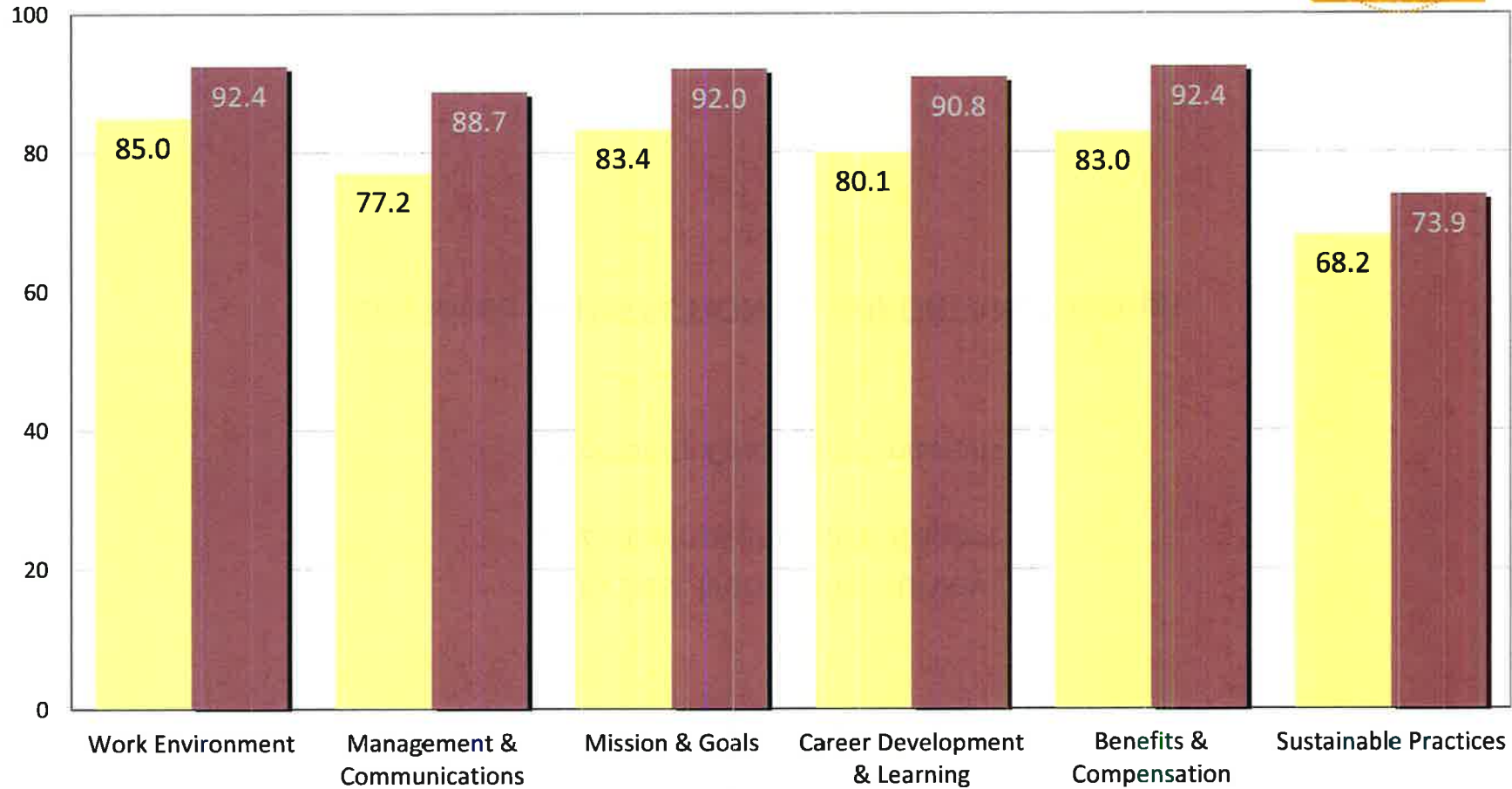
100 Best Nonprofits survey  
2023 Comprehensive Report

*Community Counseling Solutions*

**Employee SATISFACTION vs. IMPORTANCE ratings**



**Overall category scores, 100-point scale**  
Employee SATISFACTION ratings vs. IMPORTANCE ratings



Employee SATISFACTION vs. IMPORTANCE ratings  
**Work Environment**



Flexibility to balance family, community and job obligations

Equity for differing racial, gender, sexual-orientation, ability, age and economic groups

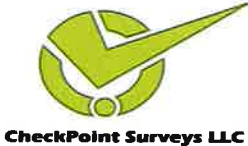
Teamwork, cooperation and fun at work

Quality and efficiency of physical workspace, tools and equipment

-3.0    -2.0    -1.0    0.0    1.0    2.0    3.0

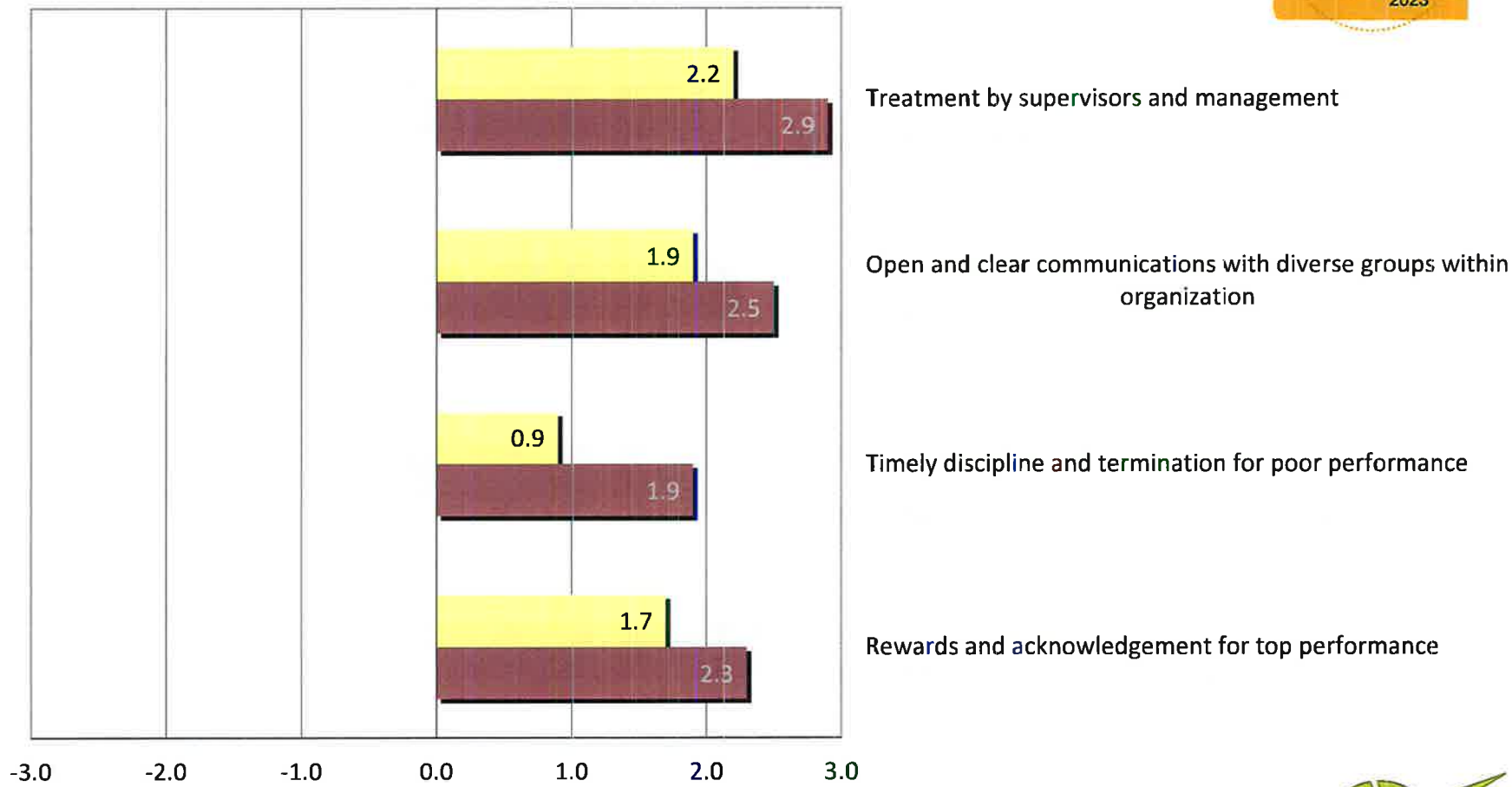


■ Satisfaction  
 ■ Importance





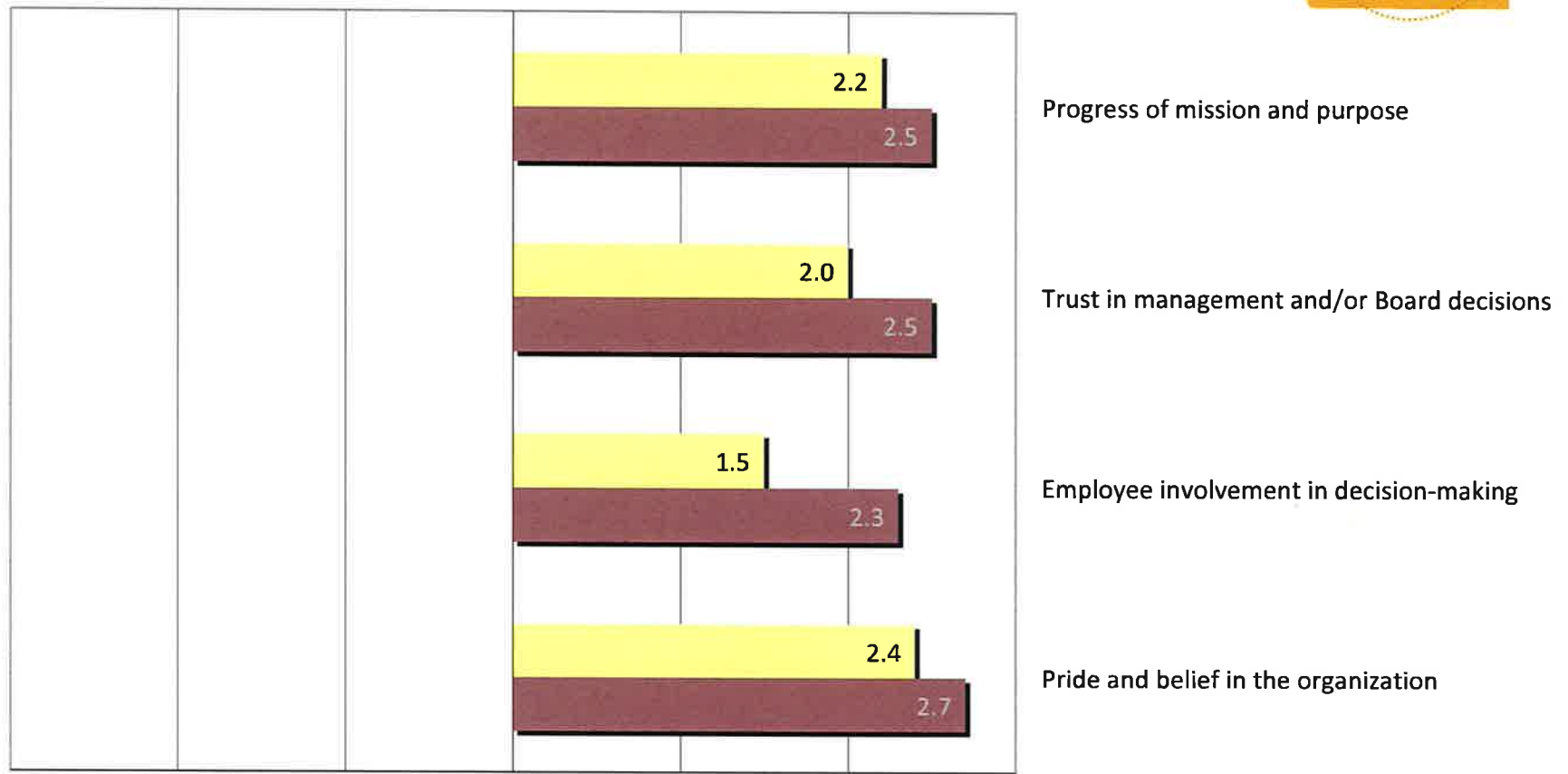
Employee SATISFACTION vs. IMPORTANCE ratings  
**Management & Communications**



■ Satisfaction  
 ■ Importance



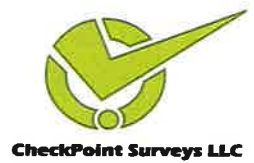
### Employee SATISFACTION vs. IMPORTANCE ratings Mission & Goals



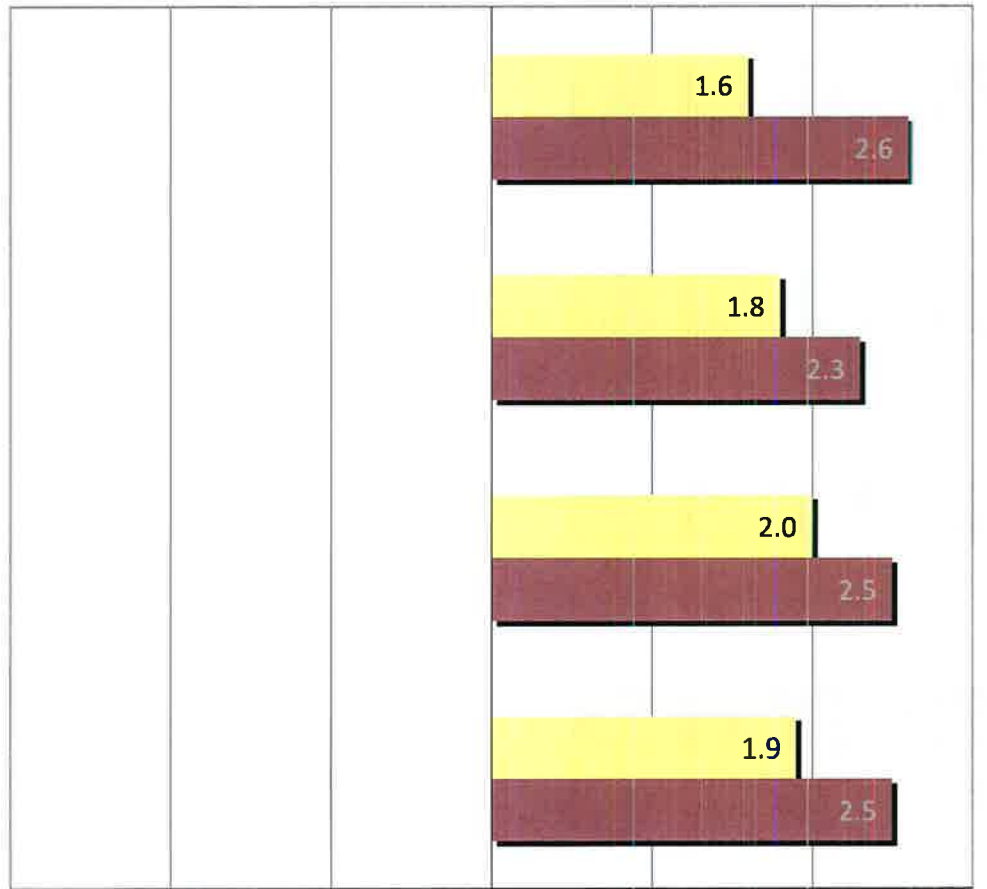
-3.0      -2.0      -1.0      0.0      1.0      2.0      3.0



■ Satisfaction  
■ Importance



### Employee SATISFACTION vs. IMPORTANCE ratings Career Development & Learning



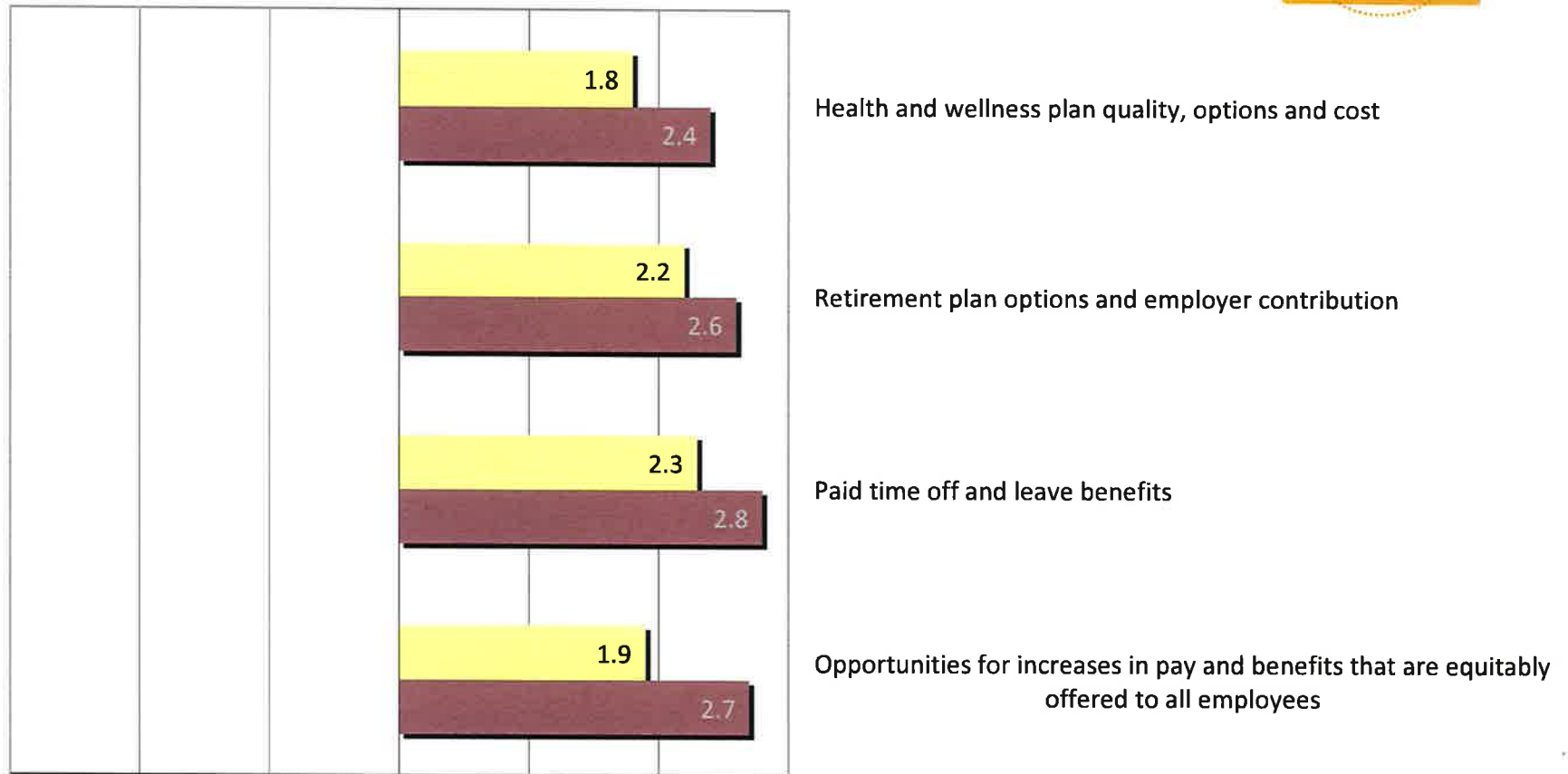
On-the-job training

Support for off-site education and training

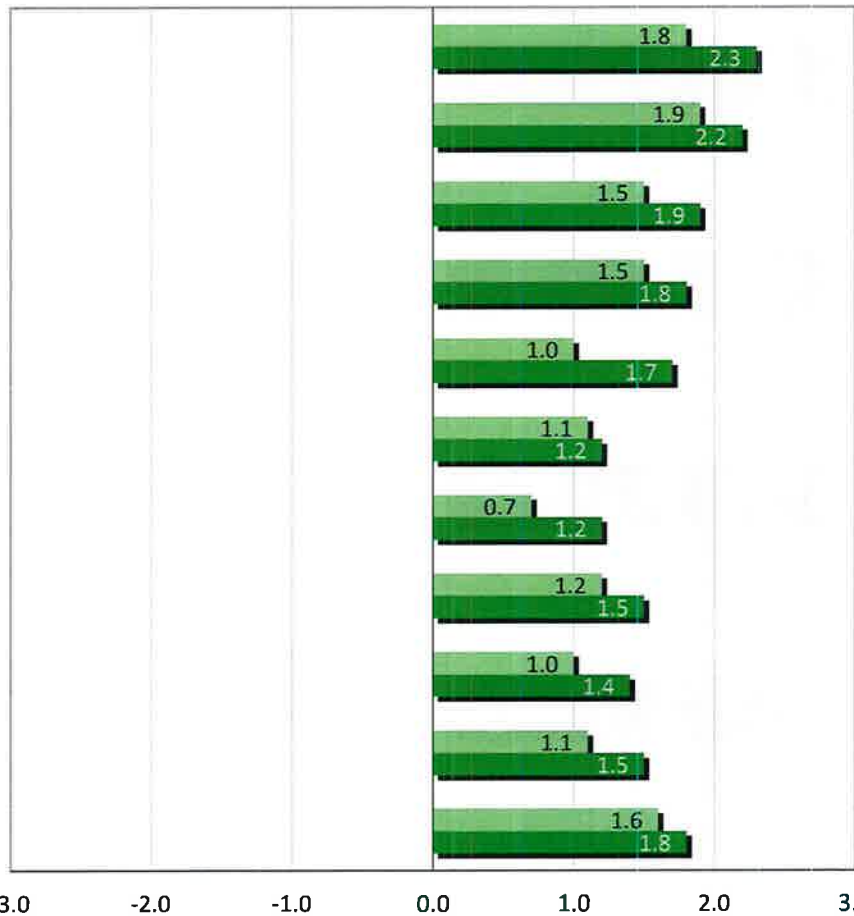
Opportunities to grow and stay challenged

Opportunities for equitable promotion and advancement

### Employee SATISFACTION vs. IMPORTANCE ratings Benefits & Compensation



Employee SATISFACTION vs. IMPORTANCE ratings  
**Sustainable Practices**  
 (Used for 100 Best Green Workplaces in June issue of *Oregon Business*)



- Sustainability as part of the organization's mission
- Efforts to incorporate sustainability ethics into organization's services and products
- Rewards and recognition of employee efforts toward sustainability goals
- Measurement of progress toward sustainability and sharing of results
- Workplace recycling of paper, glass, metals, packaging and other materials
- Conservation of water, such as low-flow plumbing fixtures and native-plant landscaping
- Waste reduction, such as composting, reuse of materials, and minimal packaging
- Efforts to use nontoxic, natural materials
- Support for travel alternatives such as public transit, carpools, telecommuting, walking and bicycling
- Workplace practice of energy conservation, such as turning off unused equipment
- Organization's practice of buying local for materials, food, etc.



100 Best Nonprofits survey  
2023 Comprehensive Report

*Community Counseling Solutions*

**Employee SATISFACTION ratings versus**

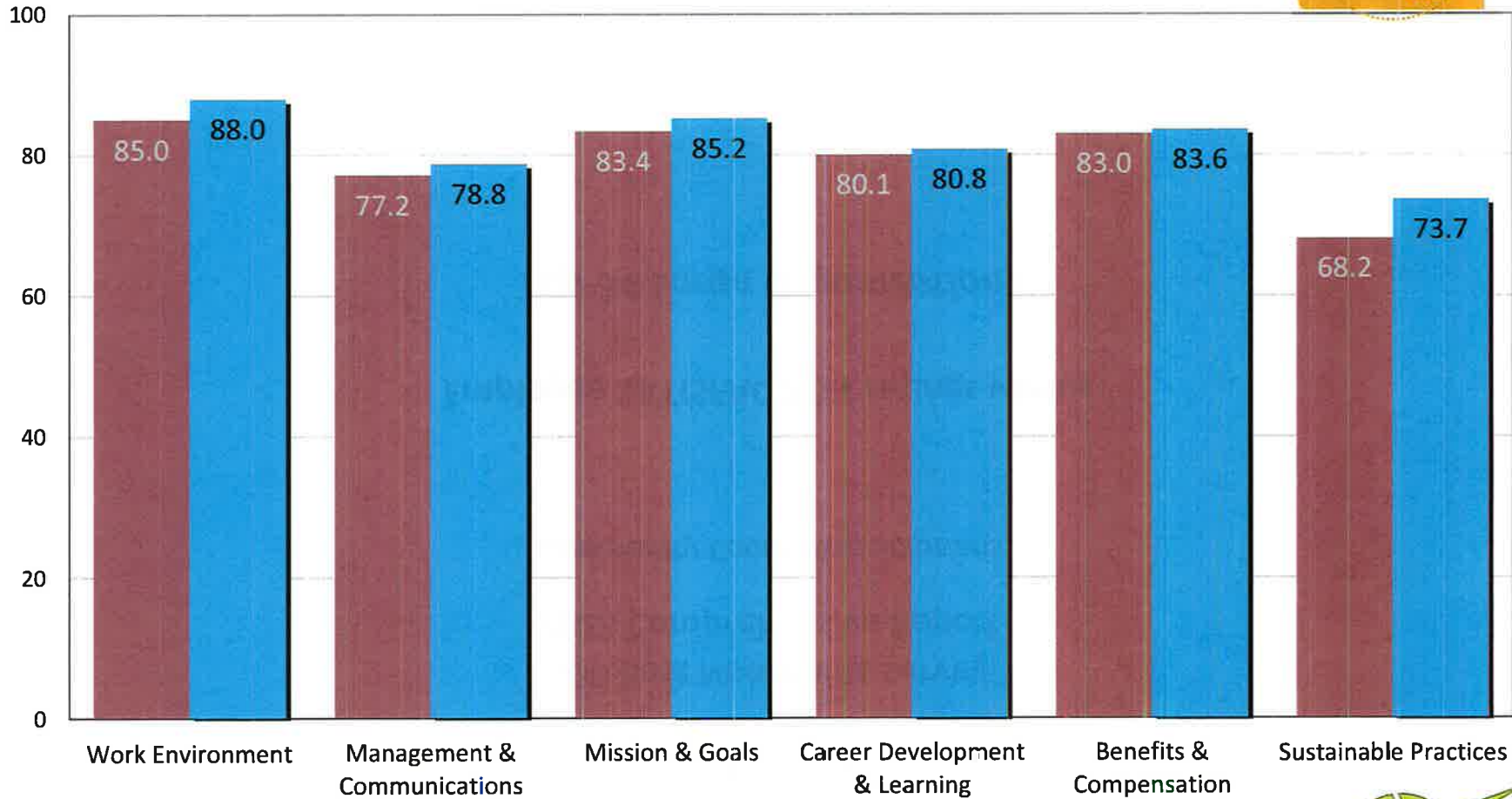
***Top 34 Large Organizations***



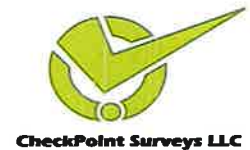
**CheckPoint Surveys LLC**



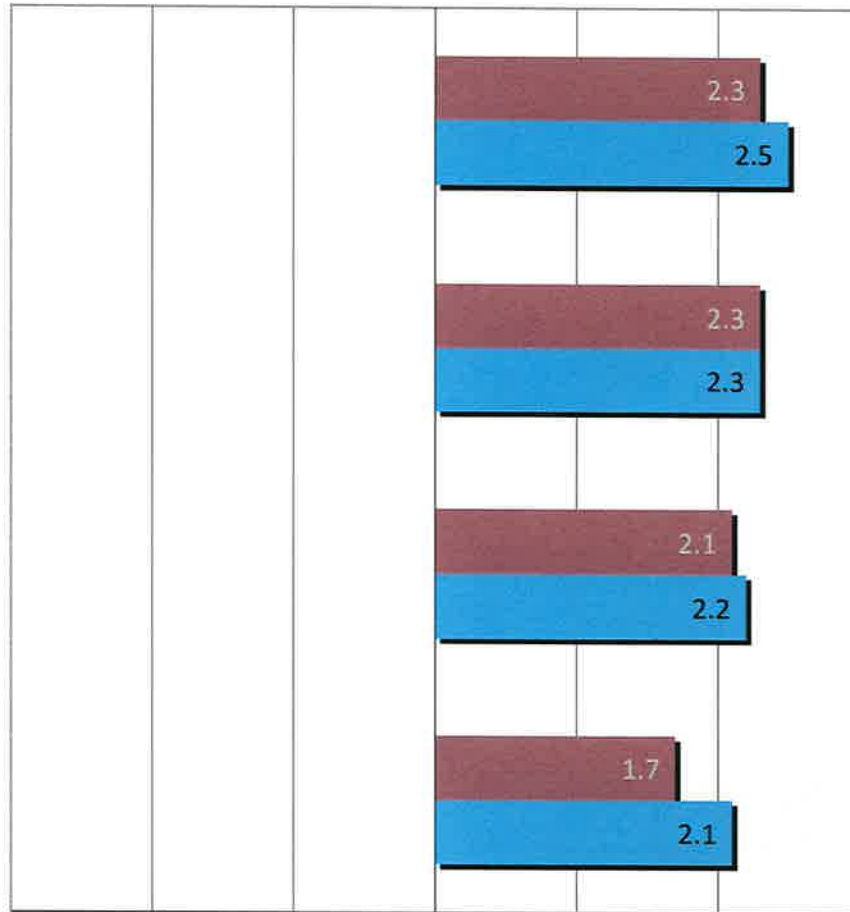
**Overall category scores, 100-point scale**  
Employee SATISFACTION ratings vs. peer group



■ Community Counseling Solutions  
■ Top 34 Large Organizations



### Employee SATISFACTION ratings Work Environment



Flexibility to balance family, community and job obligations

Equity for differing racial, gender, sexual-orientation, ability, age and economic groups

Teamwork, cooperation and fun at work

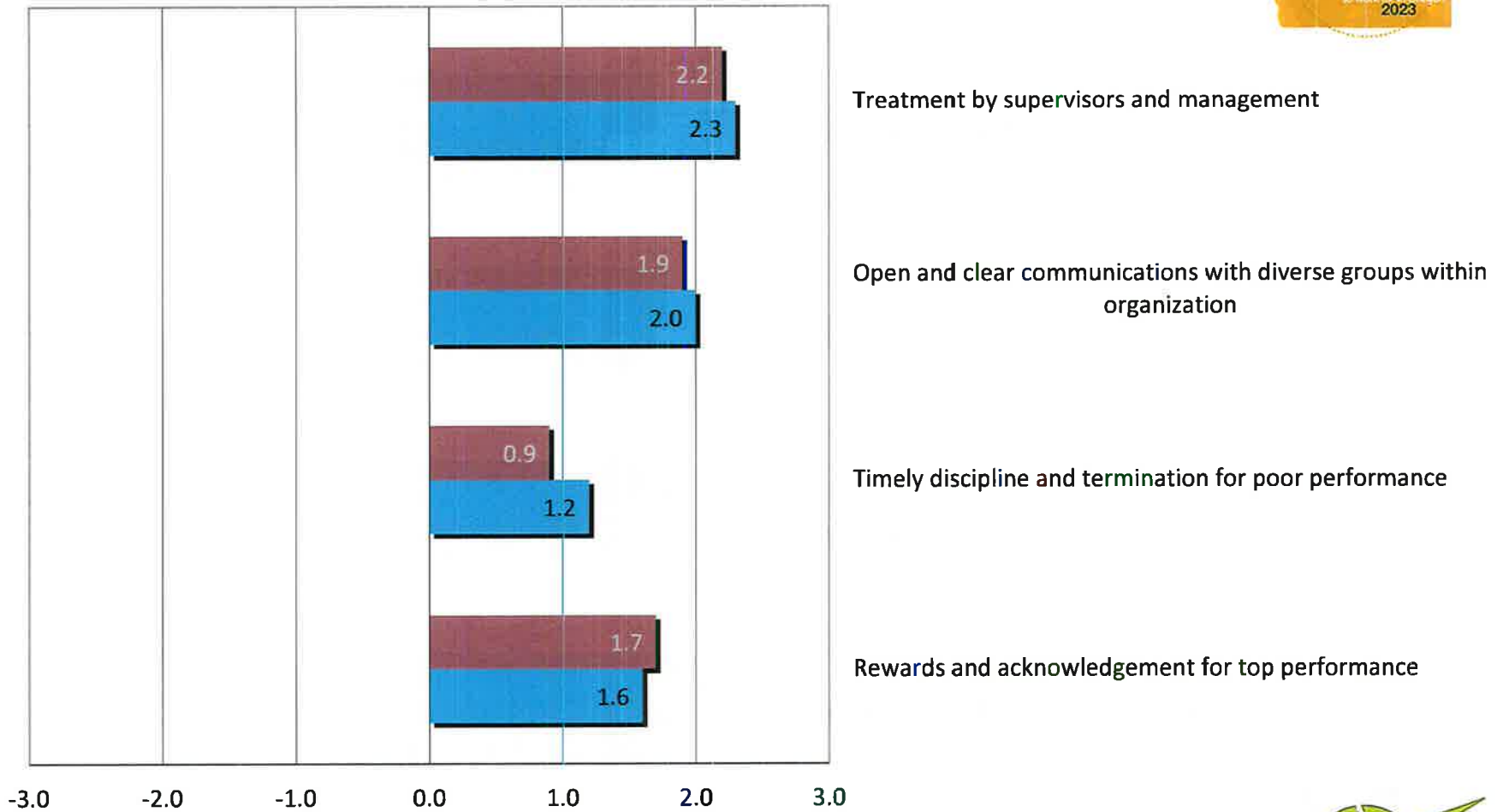
Quality and efficiency of physical workspace, tools and equipment



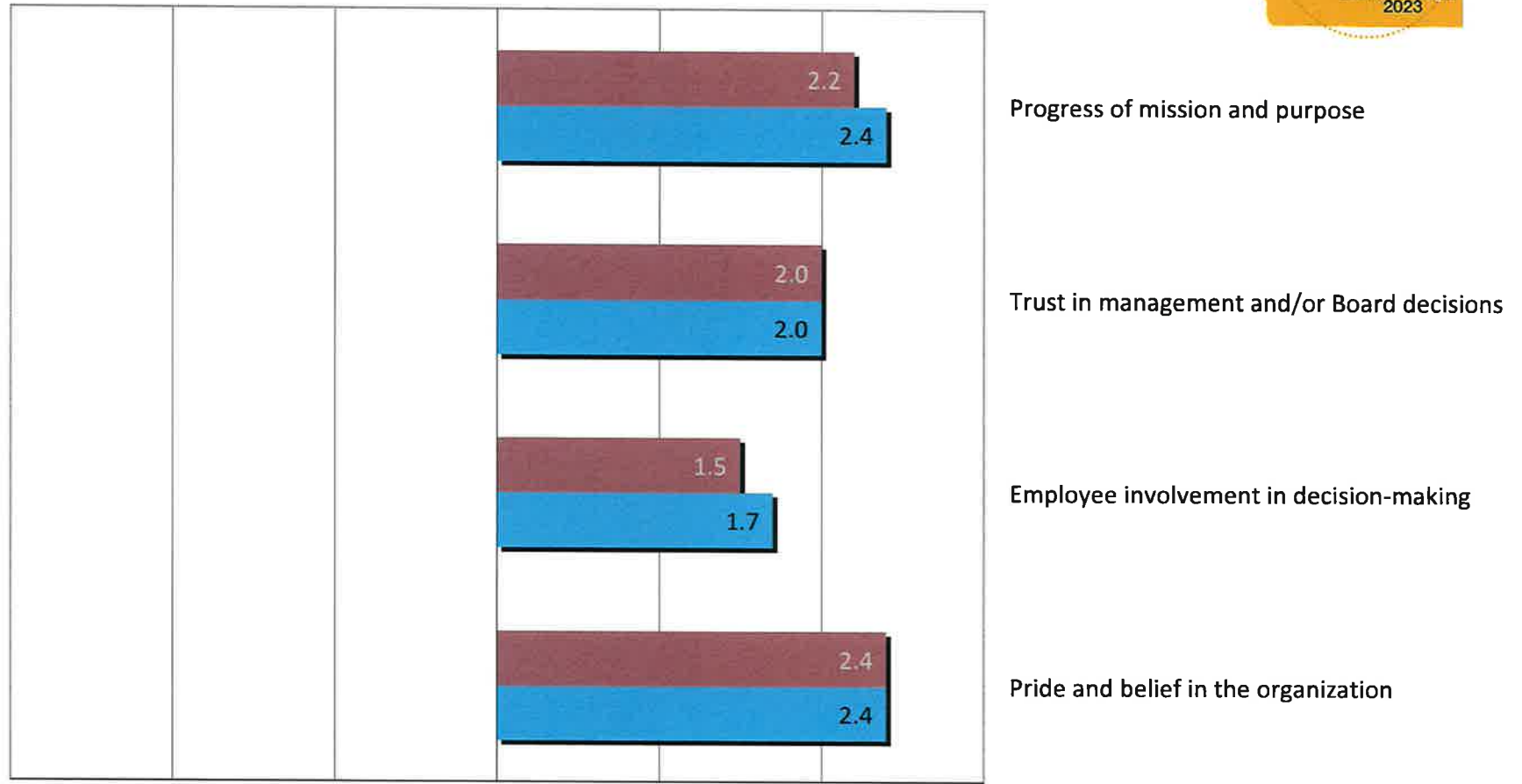




### Employee SATISFACTION ratings Management & Communications

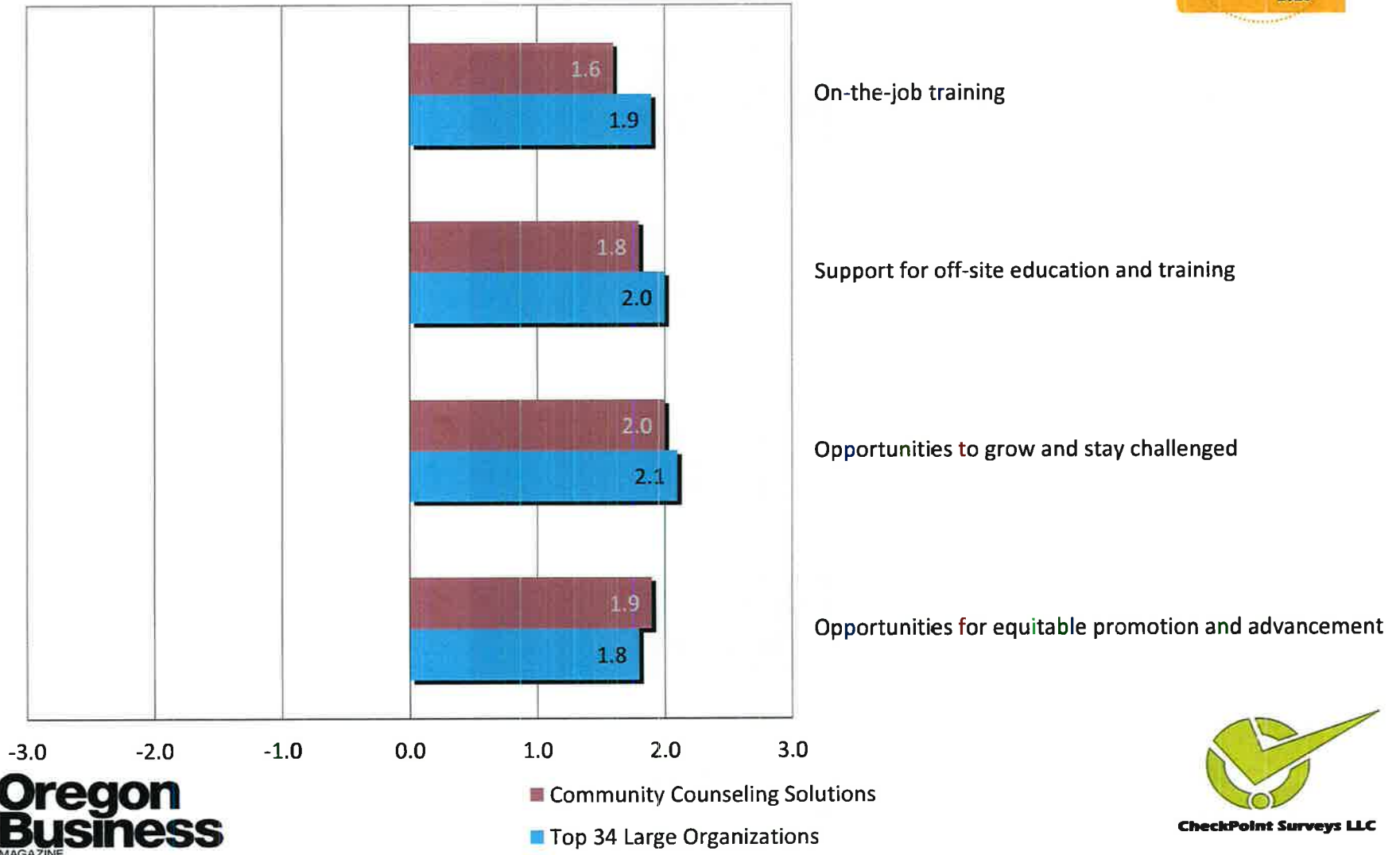


### Employee SATISFACTION ratings Mission & Goals



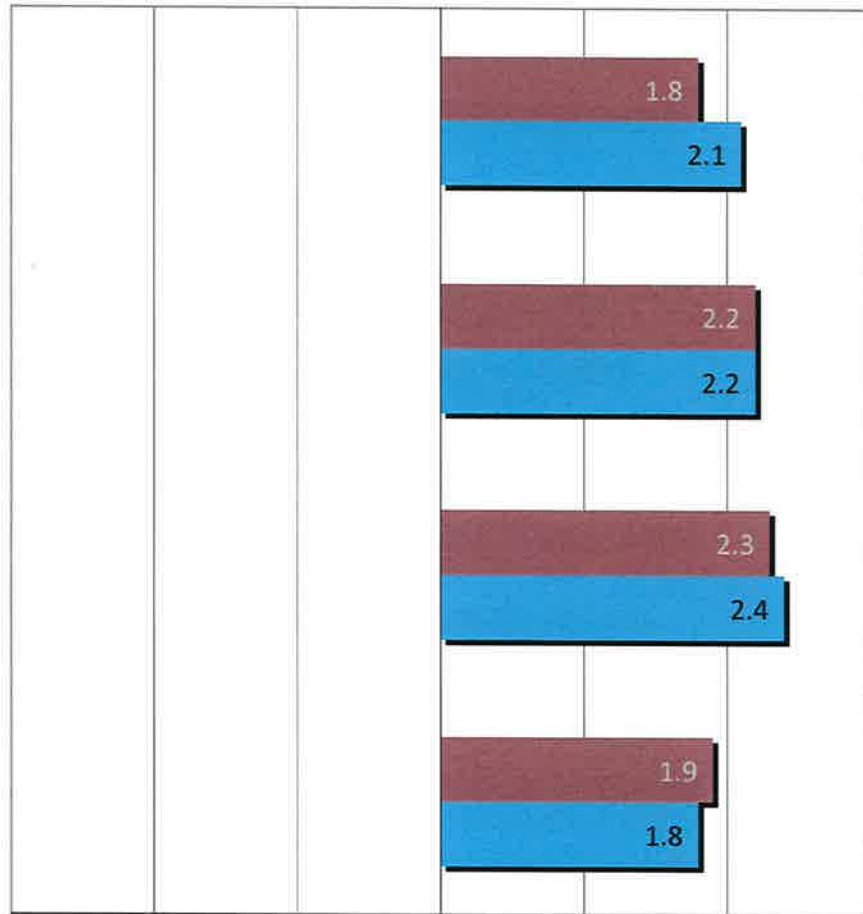


### Employee SATISFACTION ratings Career Development & Learning





### Employee SATISFACTION ratings Benefits & Compensation



Health and wellness plan quality, options and cost

Retirement plan options and employer contribution

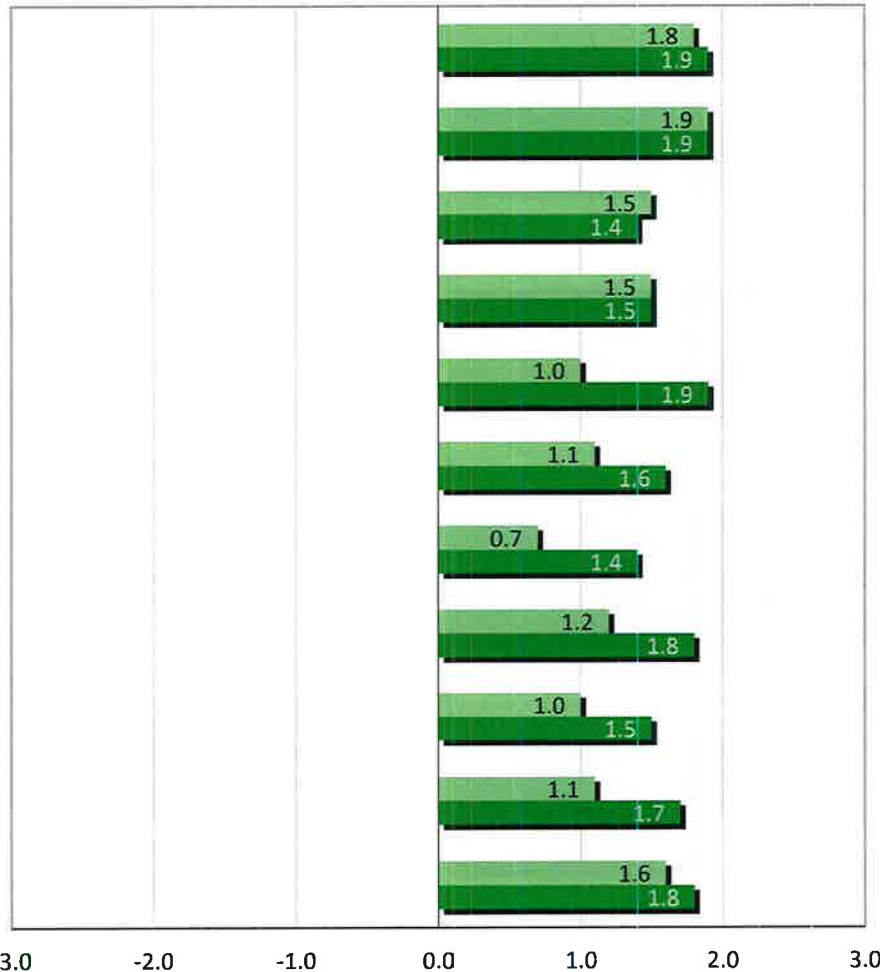
Paid time off and leave benefits

Opportunities for increases in pay and benefits that are equitably offered to all employees

Employee SATISFACTION ratings

**Sustainable Practices**

(Used for 100 Best Green Companies in June issue of *Oregon Business*)



- Sustainability as part of the organization's mission
- Efforts to incorporate sustainability ethics into organization's services and products
- Rewards and recognition of employee efforts toward sustainability goals
- Measurement of progress toward sustainability and sharing of results
- Workplace recycling of paper, glass, metals, packaging and other materials
- Conservation of water, such as low-flow plumbing fixtures and native-plant landscaping
- Waste reduction, such as composting, reuse of materials, and minimal packaging
- Efforts to use nontoxic, natural materials
- Support for travel alternatives such as public transit, carpools, telecommuting, walking and bicycling
- Workplace practice of energy conservation, such as turning off unused equipment
- Organization's practice of buying local for materials, food, etc.



100 Best Nonprofits survey  
2023 Comprehensive Report

*Community Counseling Solutions*

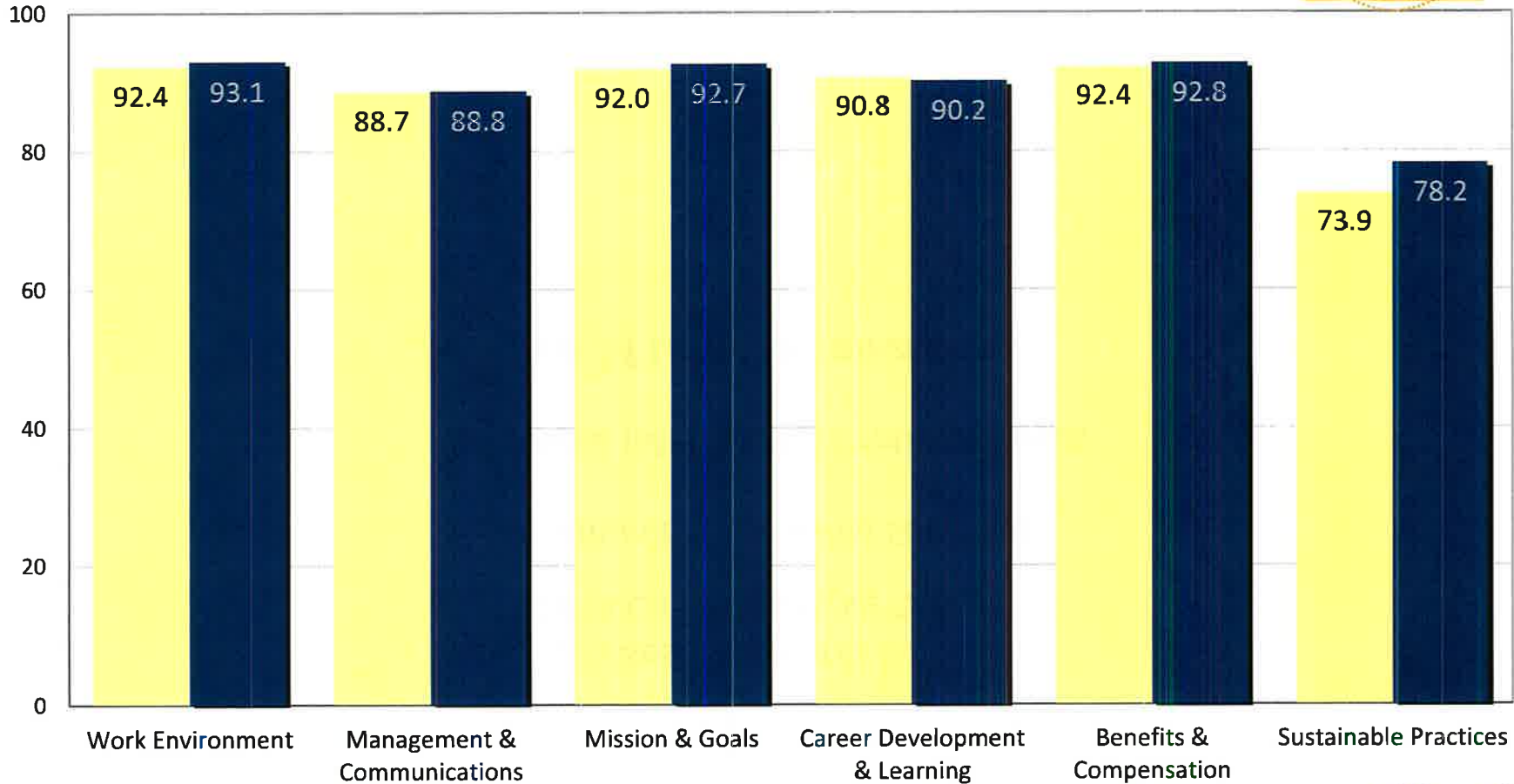
**Employee IMPORTANCE ratings versus**

***Top 34 Large Organizations***





**Overall category scores, 100-point scale**  
Employee IMPORTANCE ratings vs. peer group

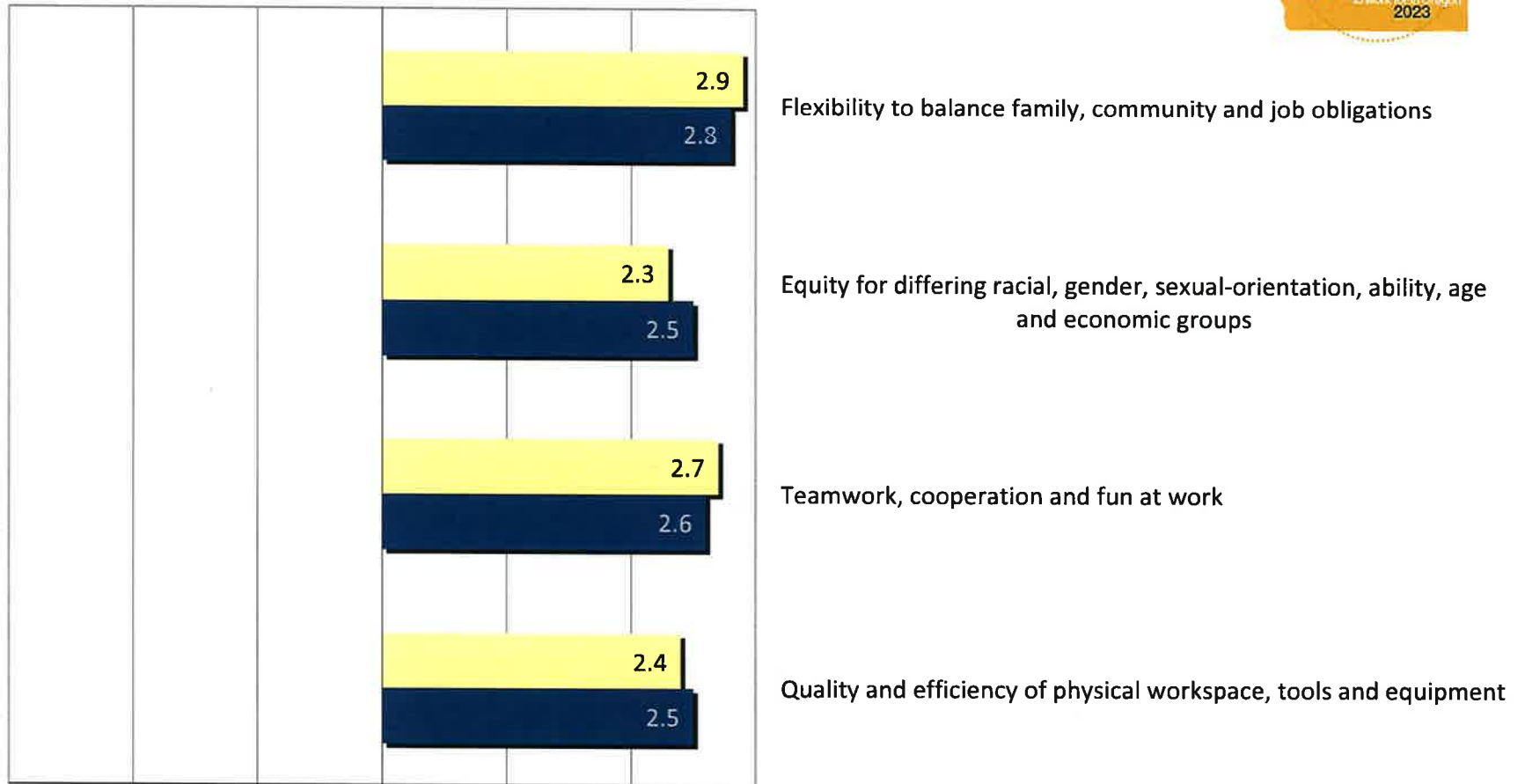


Community Counseling Solutions  
Top 34 Large Organizations





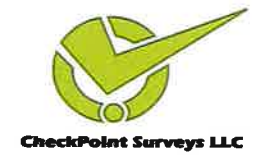
### Employee IMPORTANCE ratings Work Environment



-3.0   -2.0   -1.0   0.0   1.0   2.0   3.0



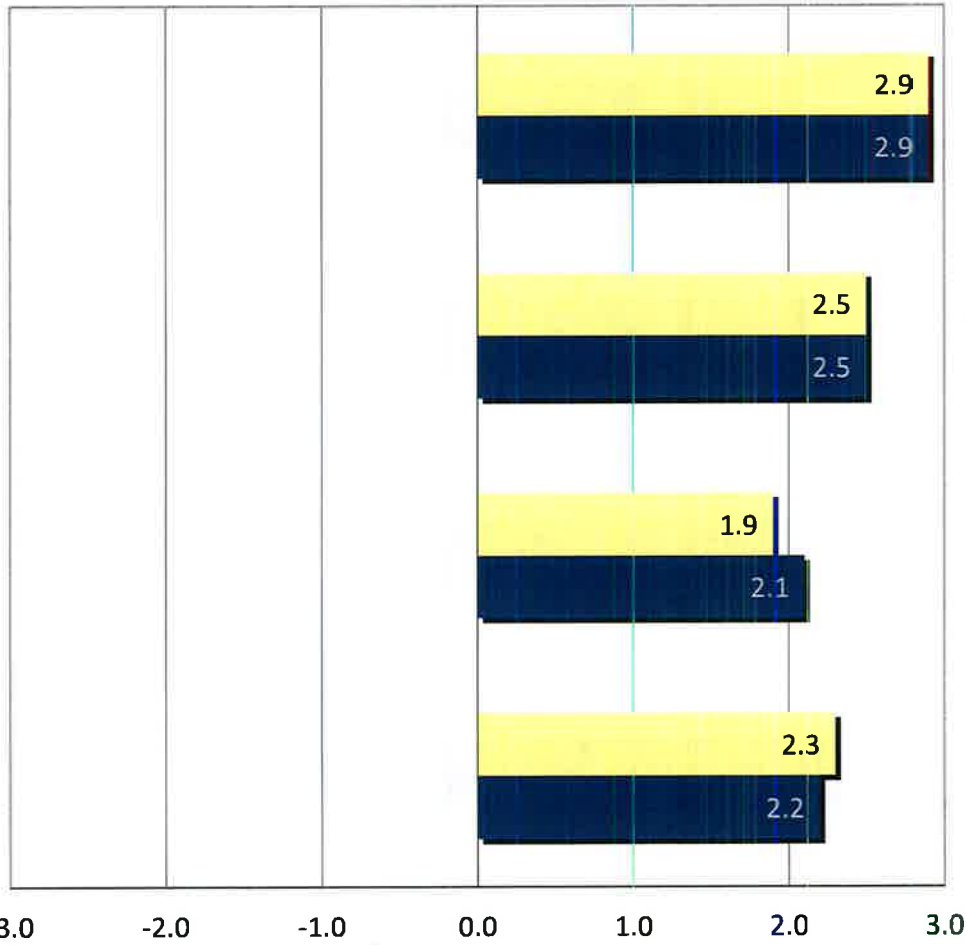
Community Counseling Solutions  
Top 34 Large Organizations







### Employee IMPORTANCE ratings Management & Communications



Treatment by supervisors and management

Open and clear communications with diverse groups within organization

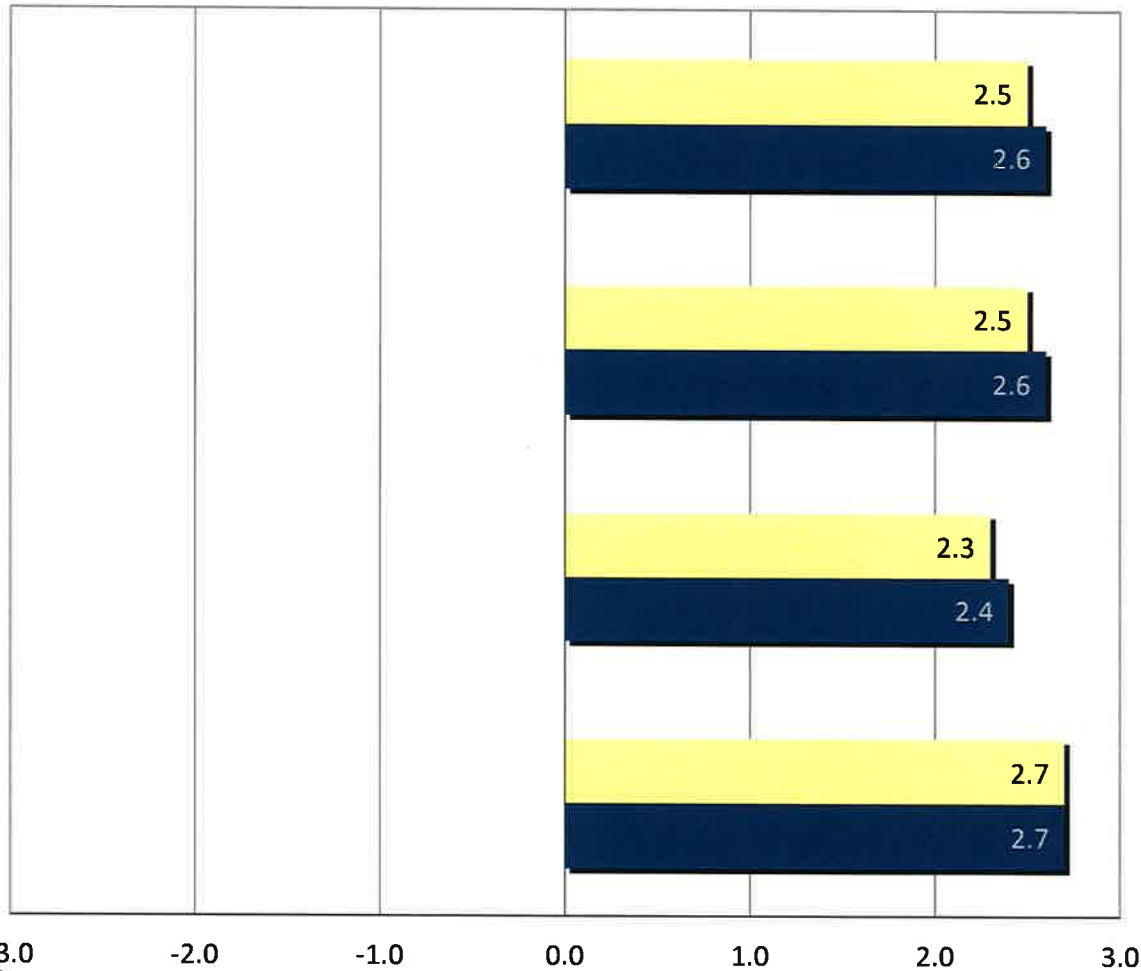
Timely discipline and termination for poor performance

Rewards and acknowledgement for top performance





### Employee IMPORTANCE ratings Mission & Goals



Progress of mission and purpose

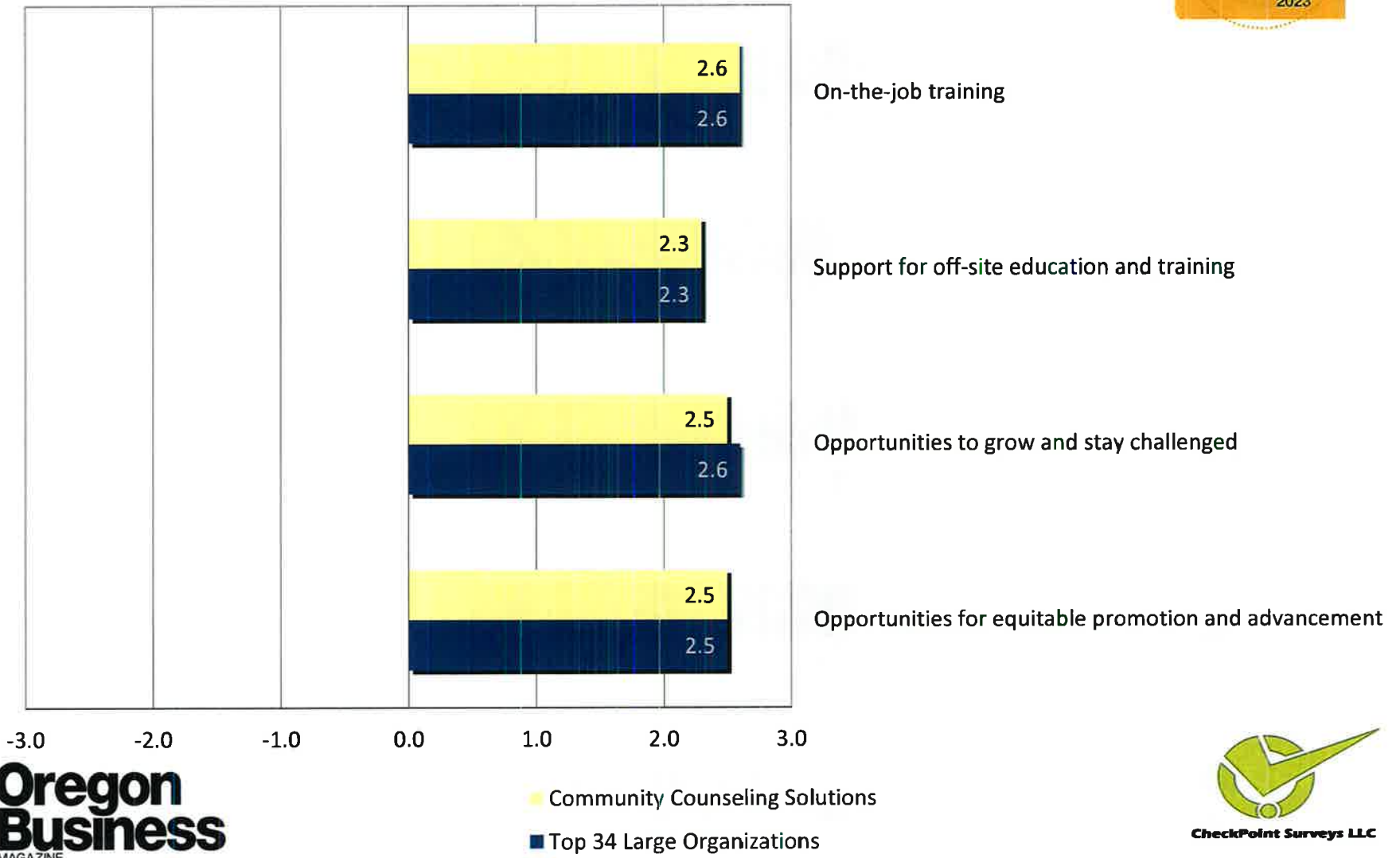
Trust in management and/or Board decisions

Employee involvement in decision-making

Pride and belief in the organization



### Employee IMPORTANCE ratings Career Development & Learning





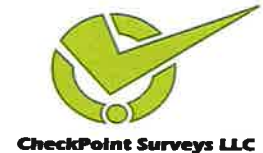
### Employee IMPORTANCE ratings Benefits & Compensation



-3.0 -2.0 -1.0 0.0 1.0 2.0 3.0



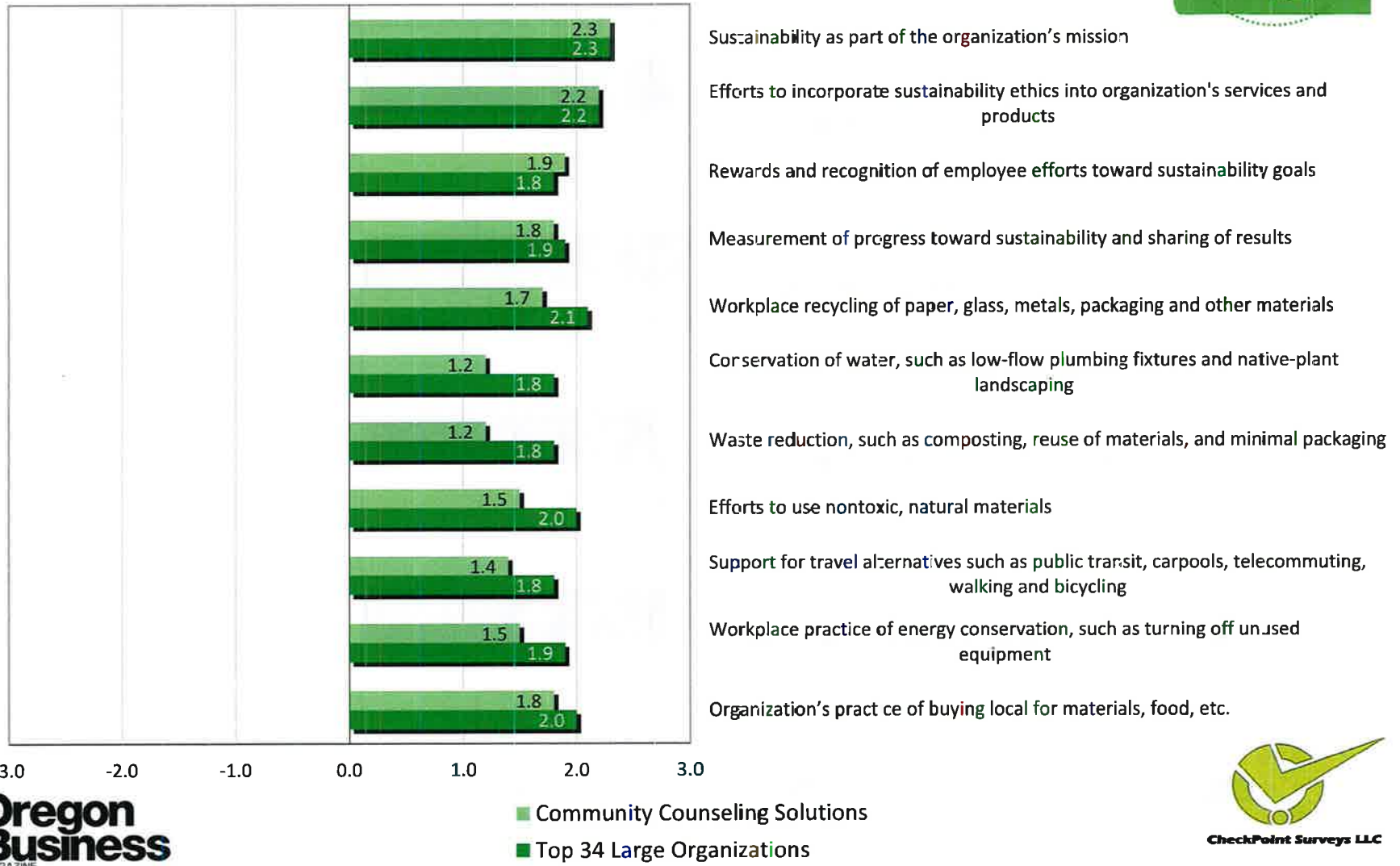
Community Counseling Solutions  
Top 34 Large Organizations



Employee **IMPORTANCE** ratings

**Sustainable Practices**

(Used for 100 Best Green Workplaces in June issue of *Oregon Business*)





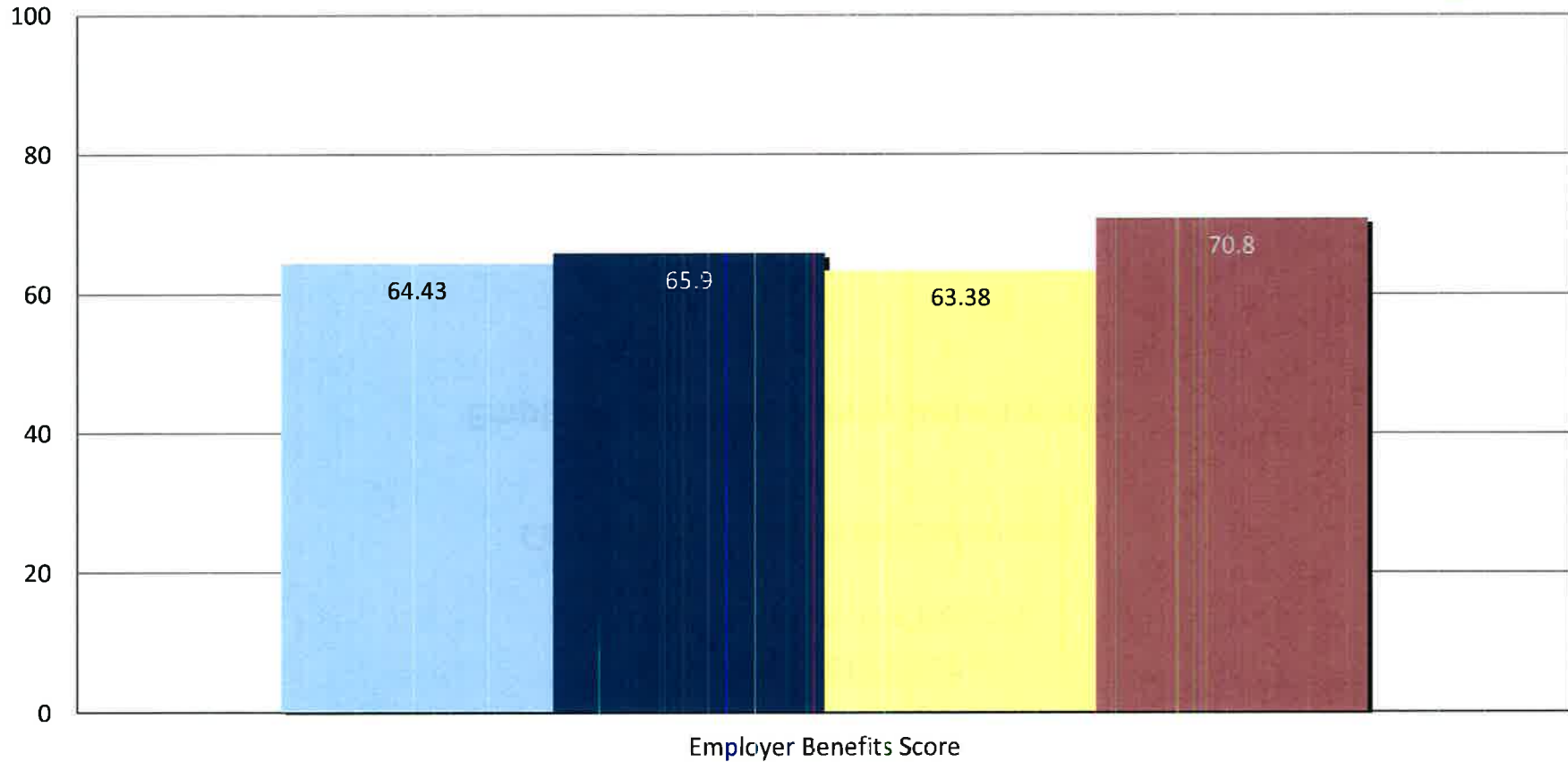
100 Best Nonprofits survey  
2023 Comprehensive Report

*Community Counseling Solutions*

**Employer benefits survey benchmarks**



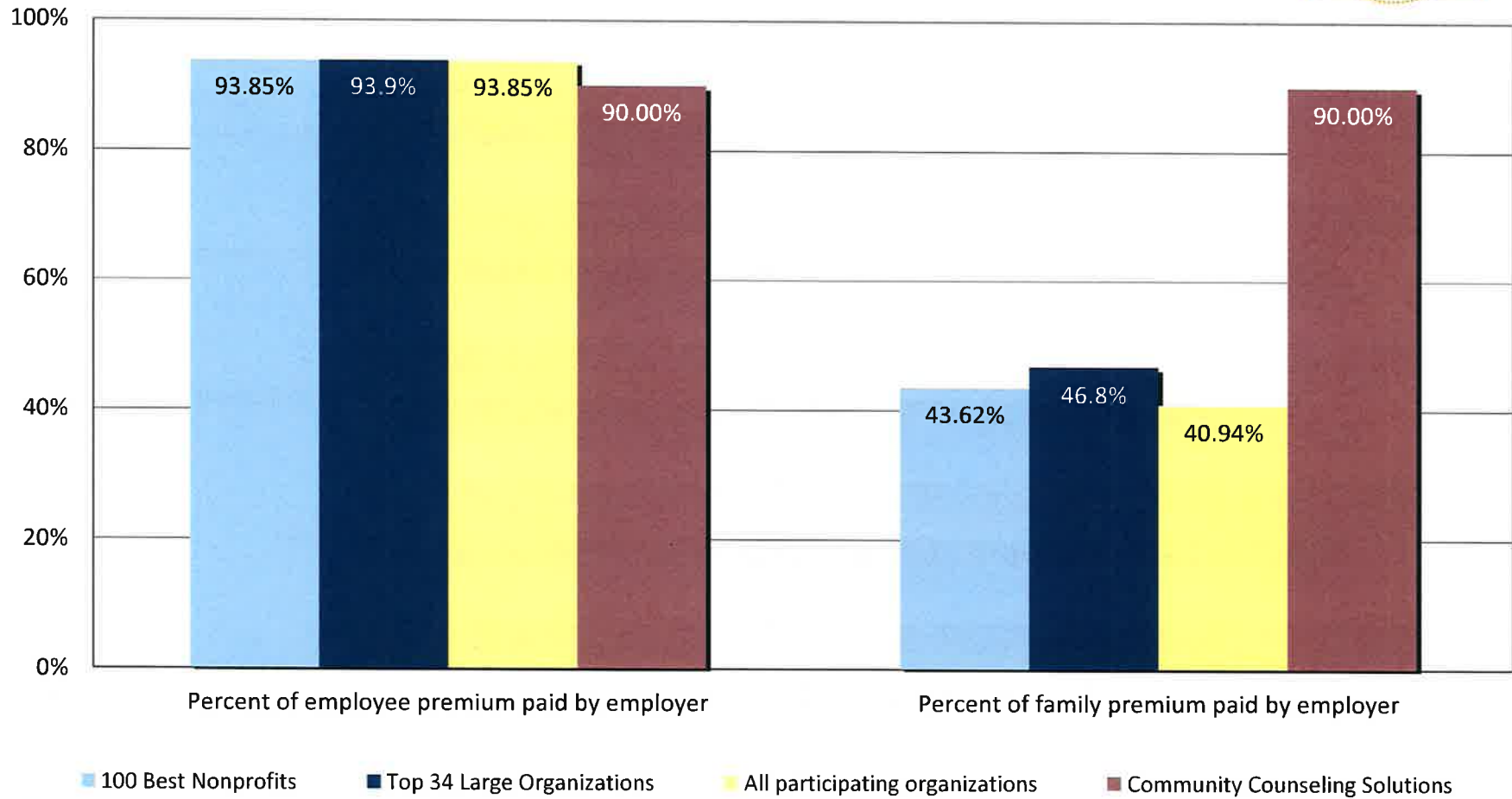
### Overall score, 100-point scale Employer survey of benefits



■ 100 Best Nonprofits   ■ Top 34 Large Organizations   ■ All participating organizations   ■ Community Counseling Solutions

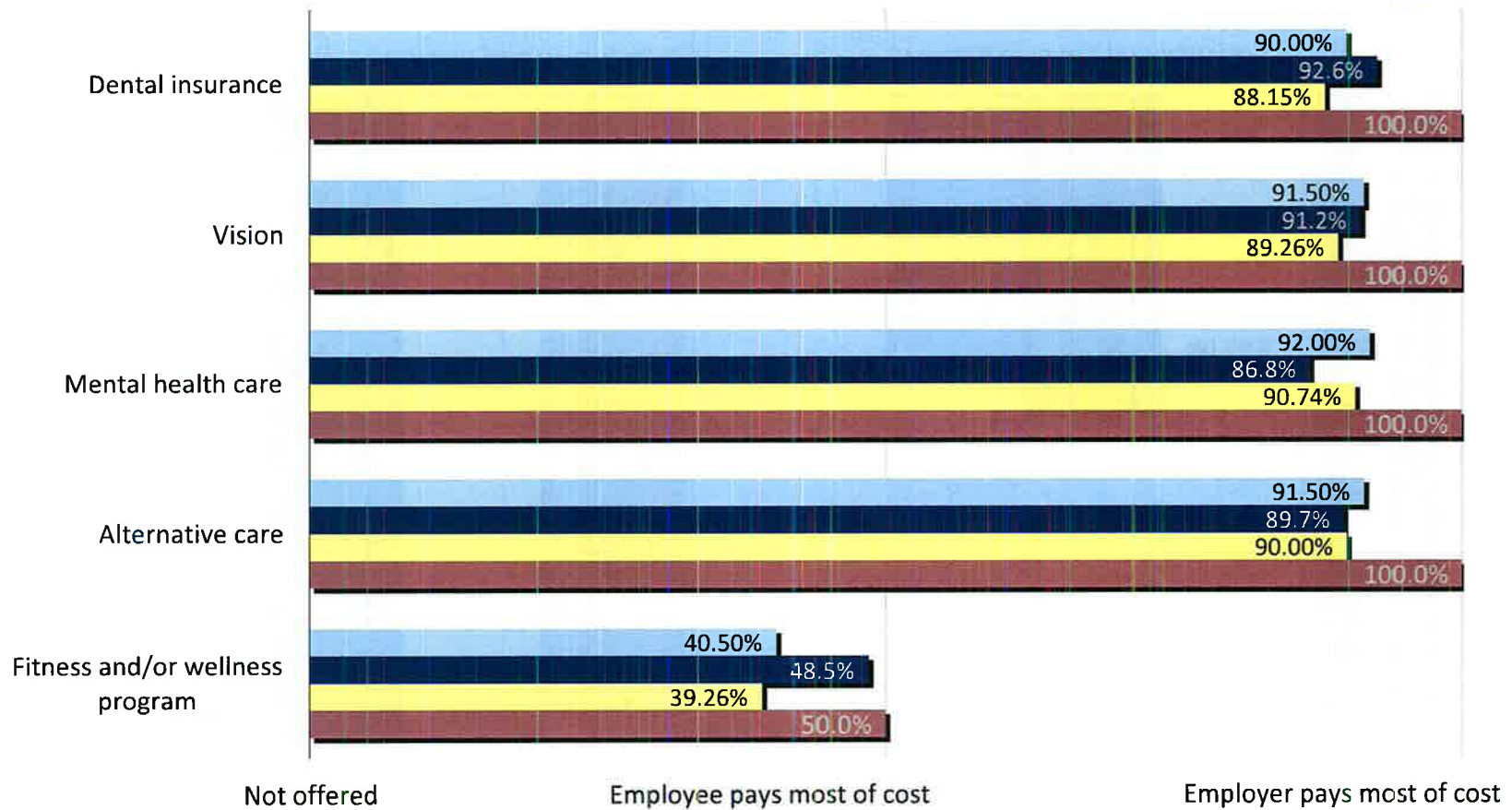


### Percentage of health insurance premium paid by employer Employer survey of benefits

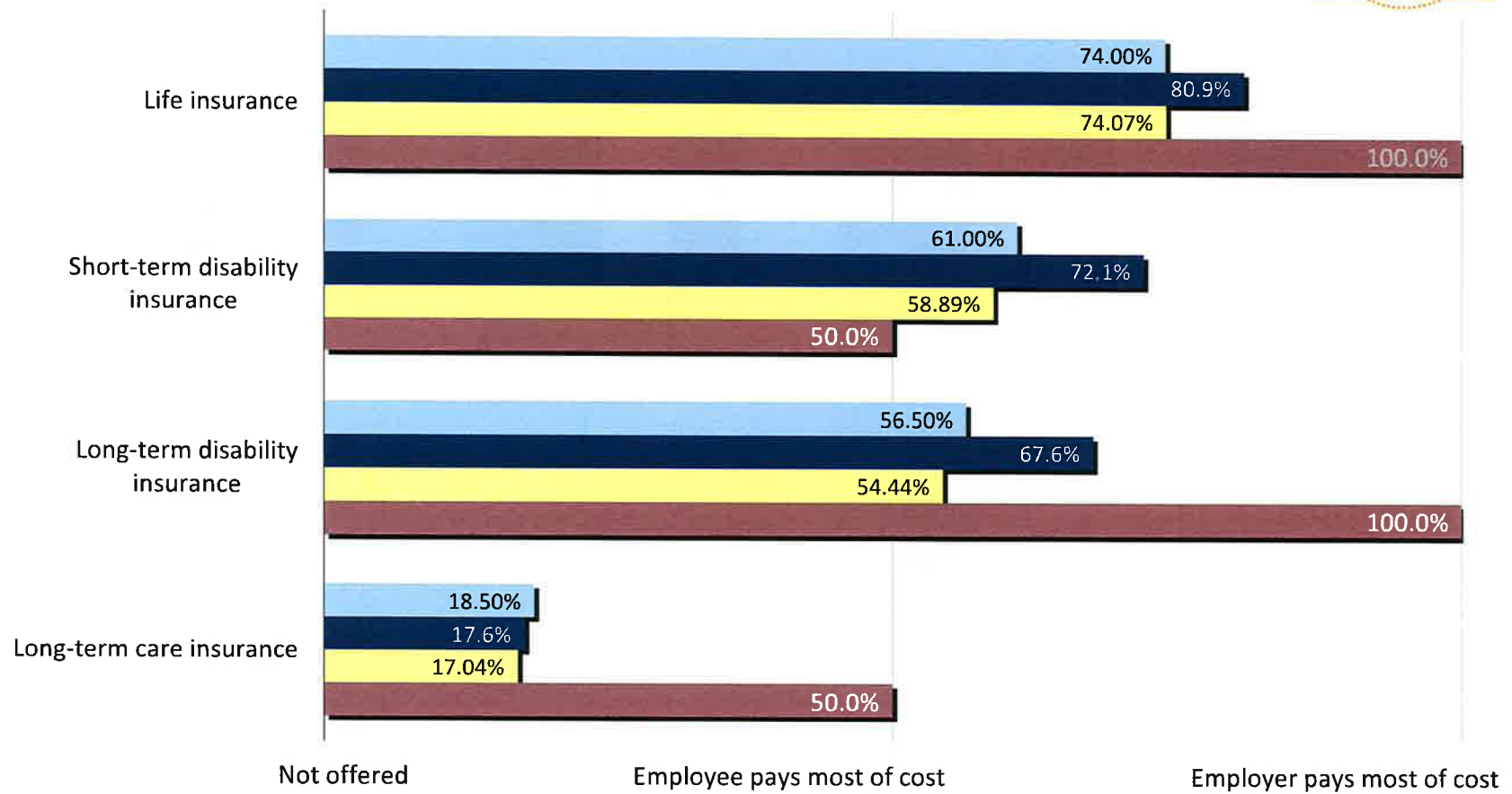




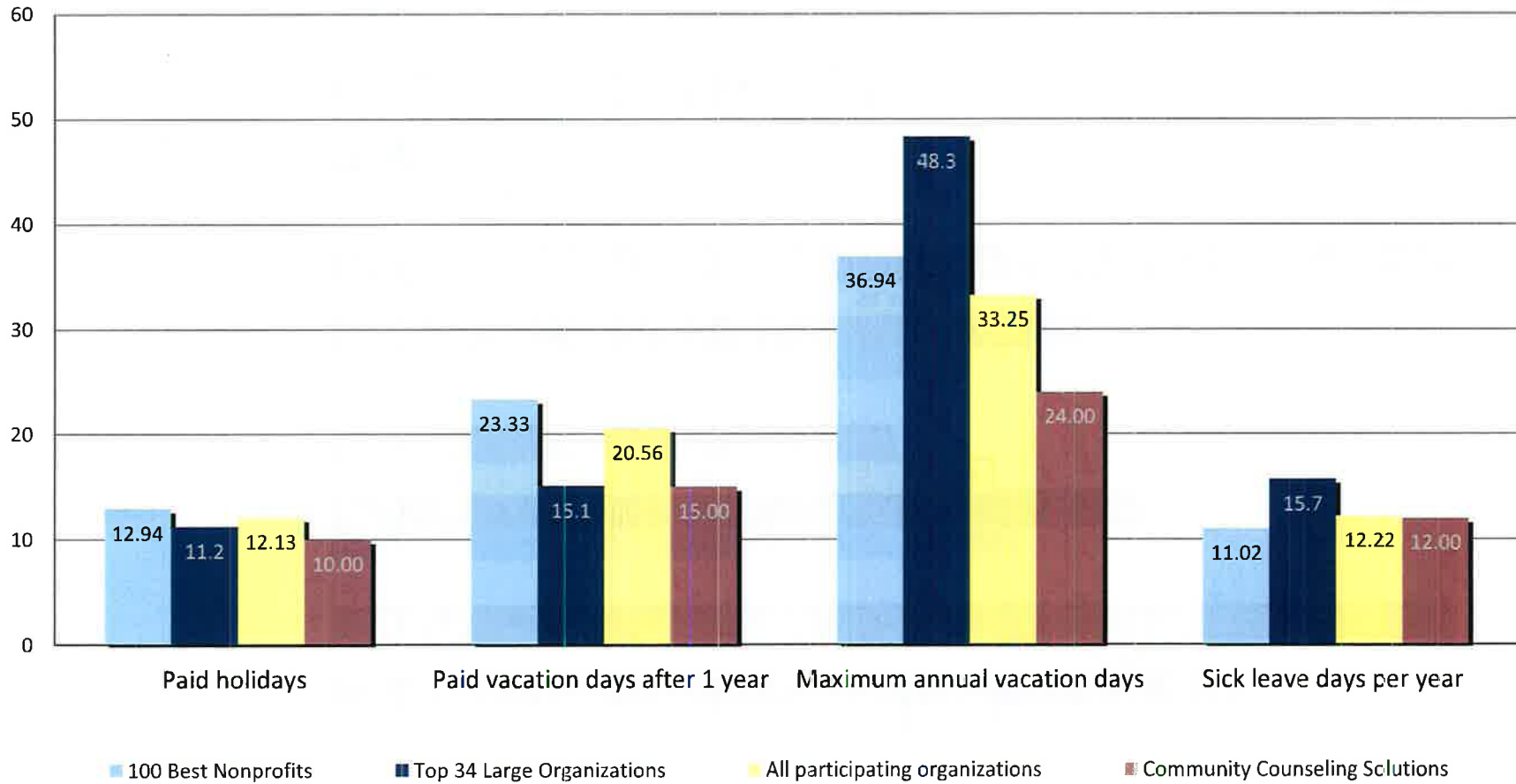
## Health and wellness coverage Employer survey of benefits



**Insurance coverage**  
Employer survey of benefits



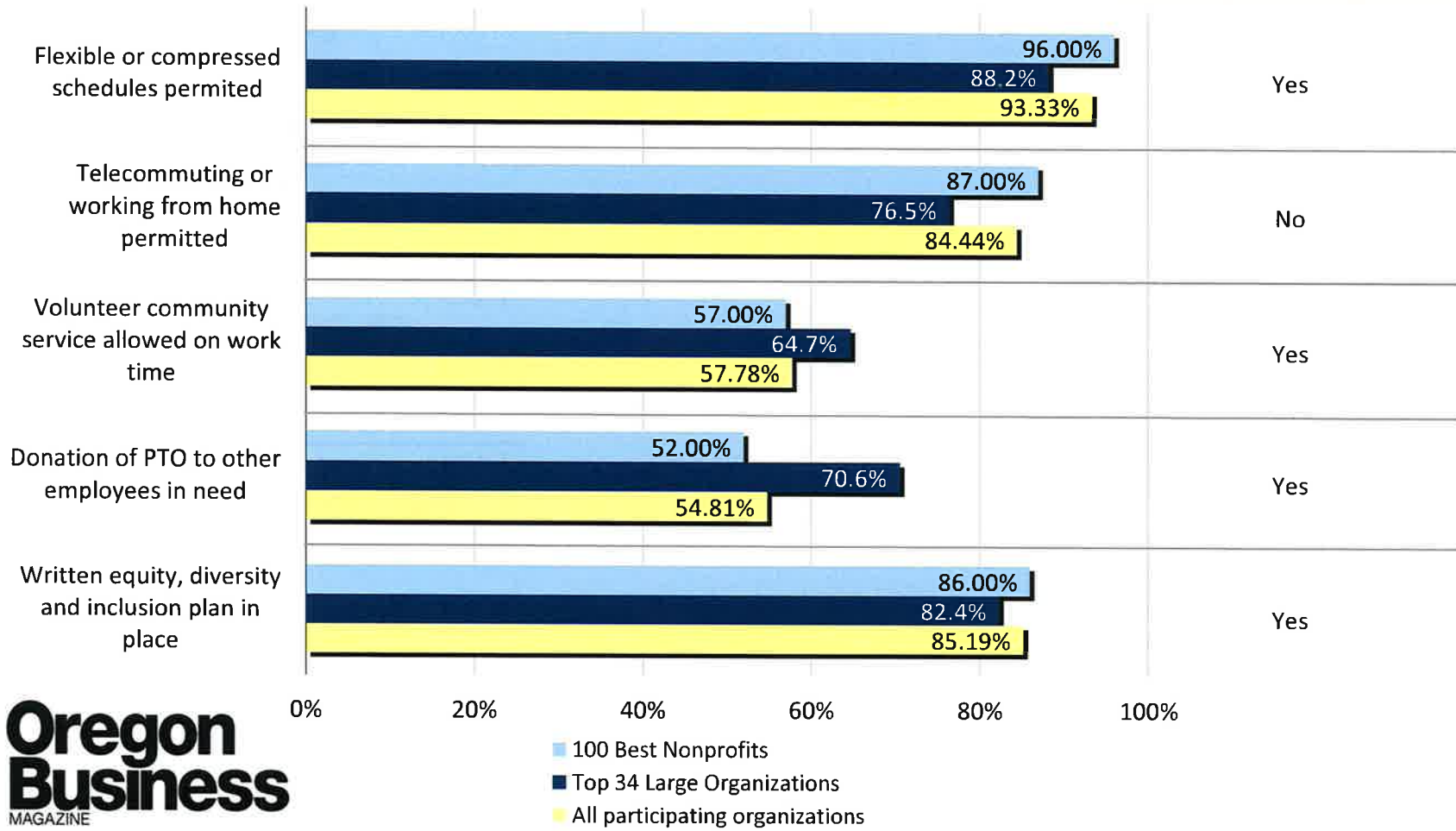
**Paid time off, traditional plans**  
Employer survey of benefits



**Work/life balance**  
Employer survey of benefits



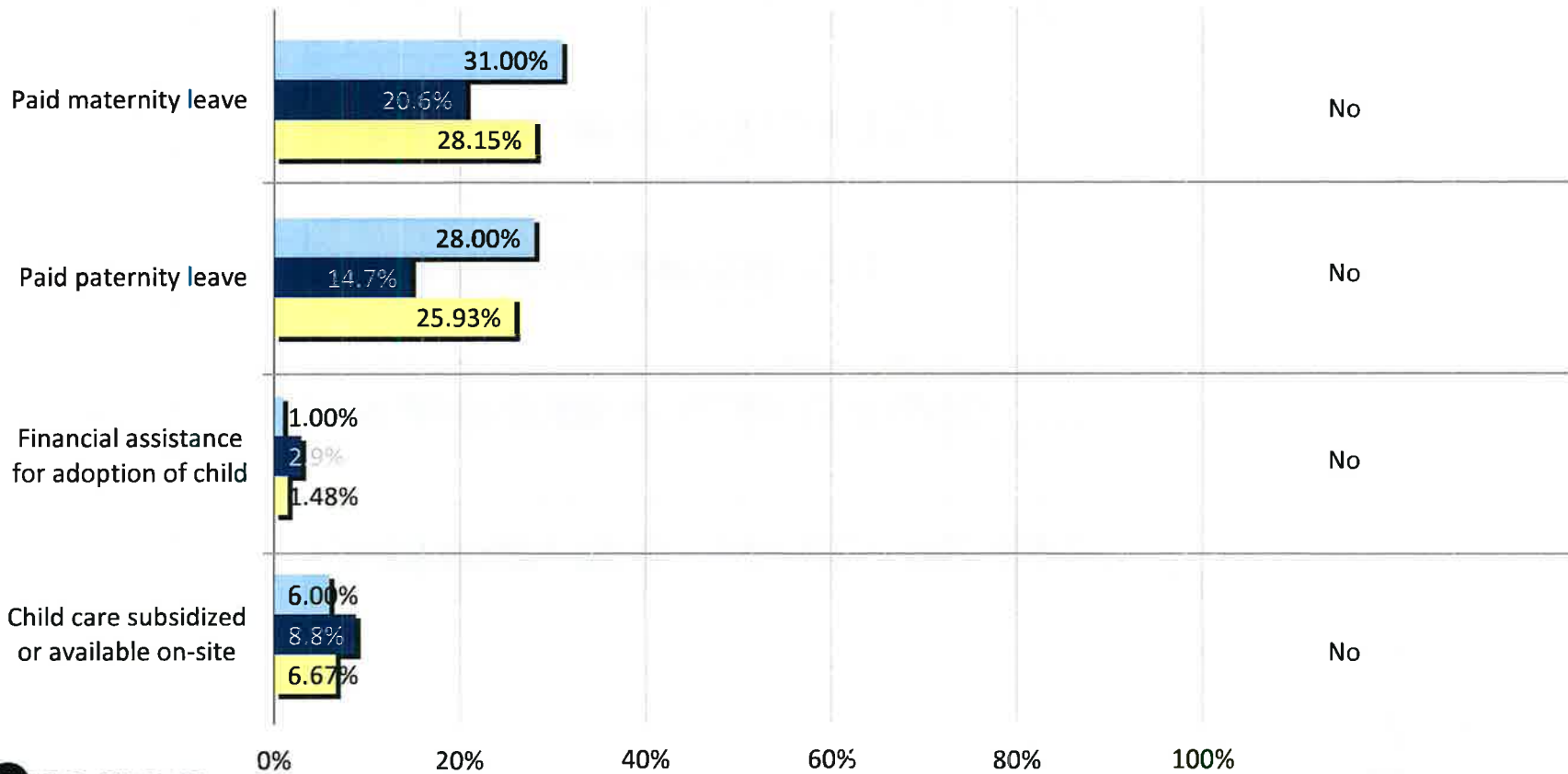
Community Counseling Solutions



**Family friendly policies**  
Employer survey of benefits



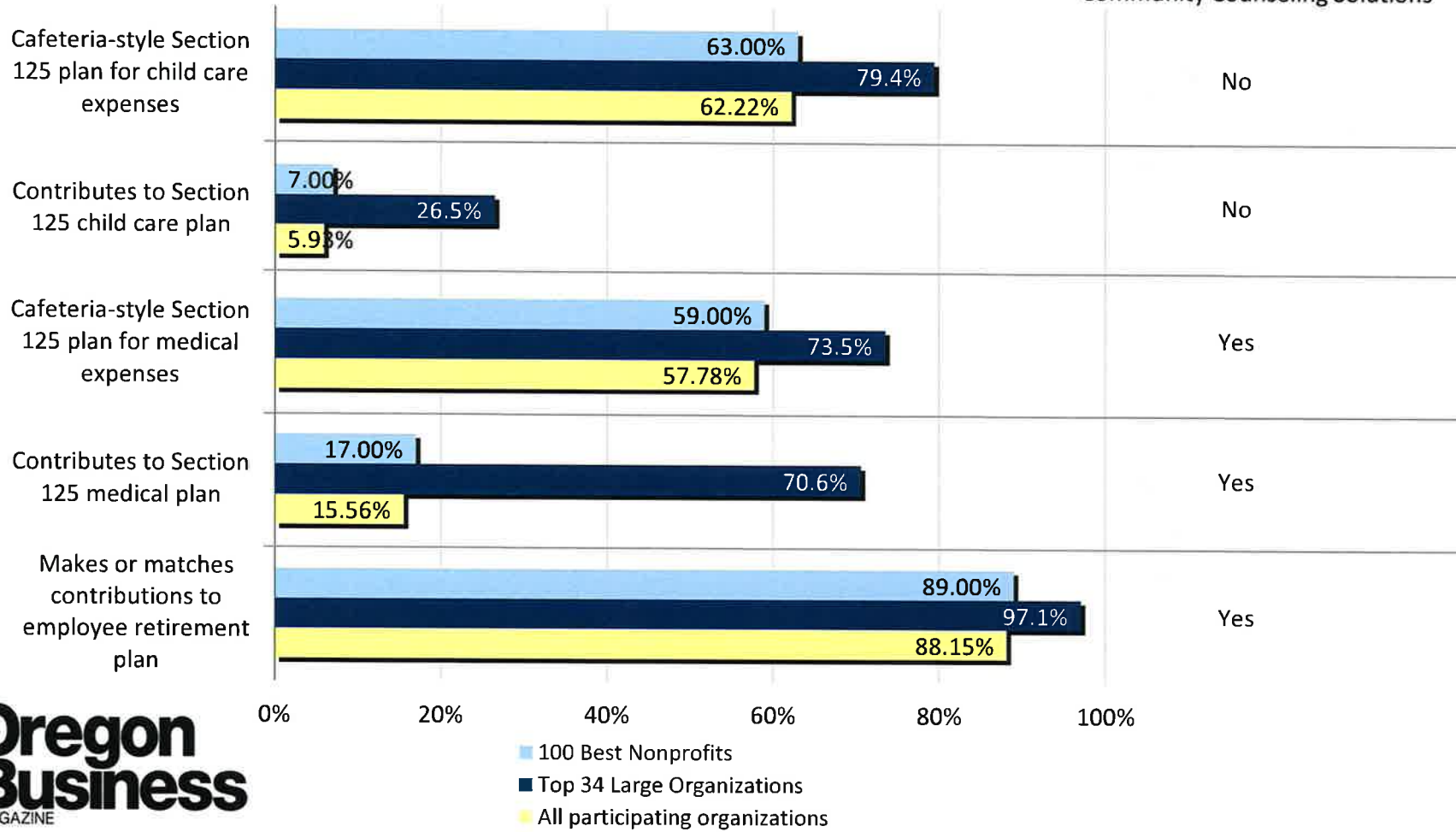
Community Counseling Solutions



**Expense coverage and retirement plan**  
Employer survey of benefits

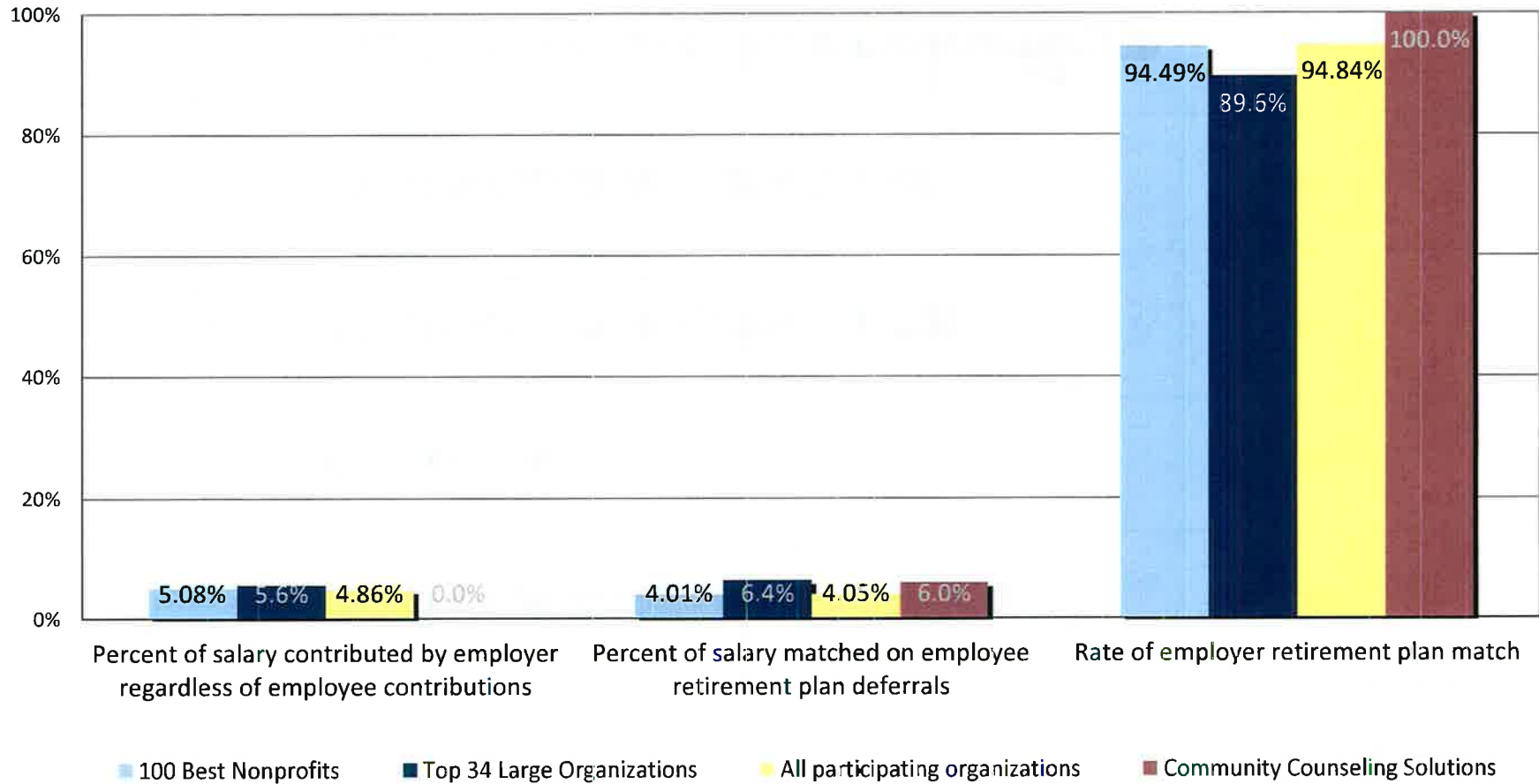


Community Counseling Solutions



## Retirement plans

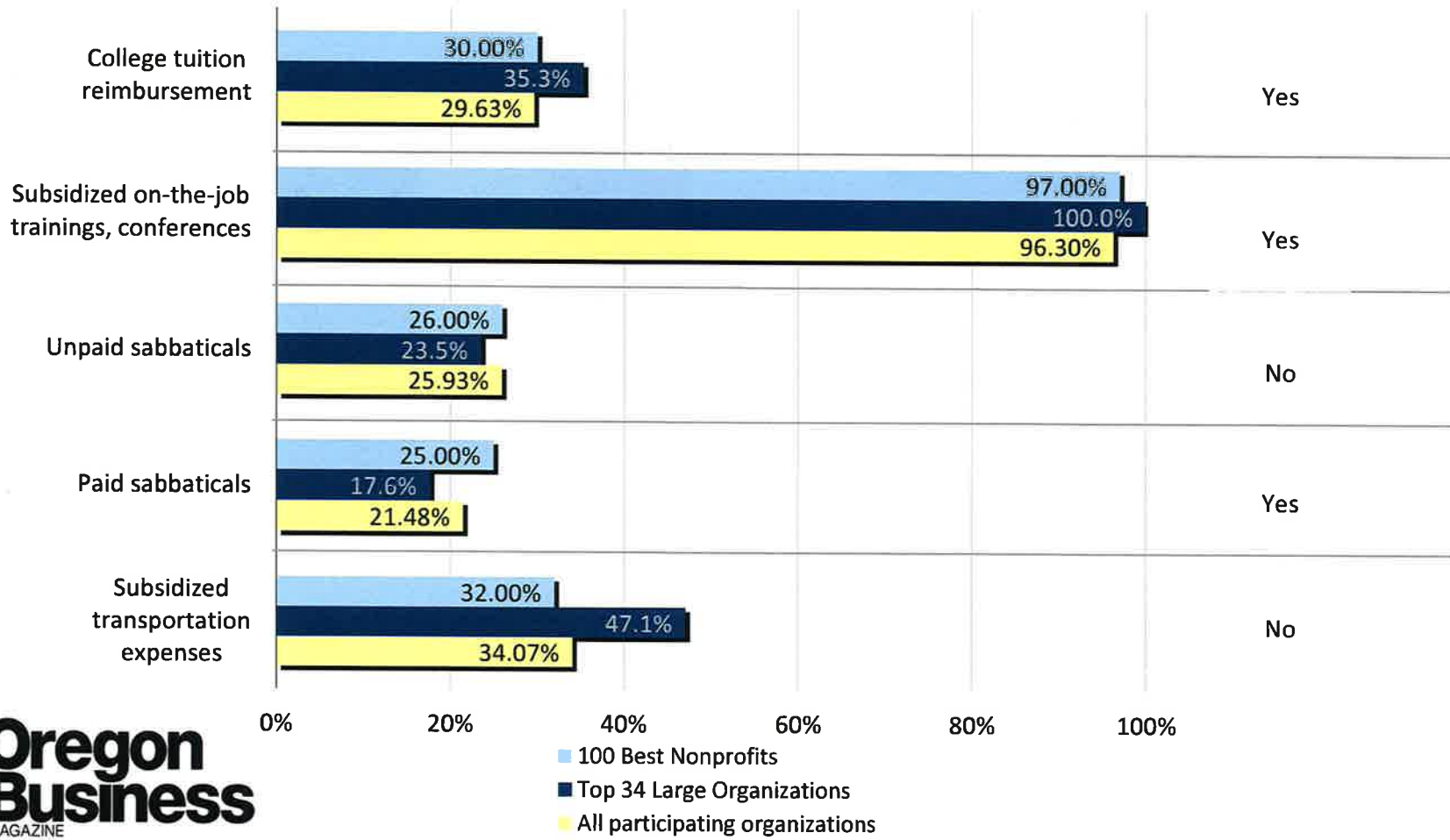
### Employer survey of benefits



**Education and career development**  
Employer survey of benefits

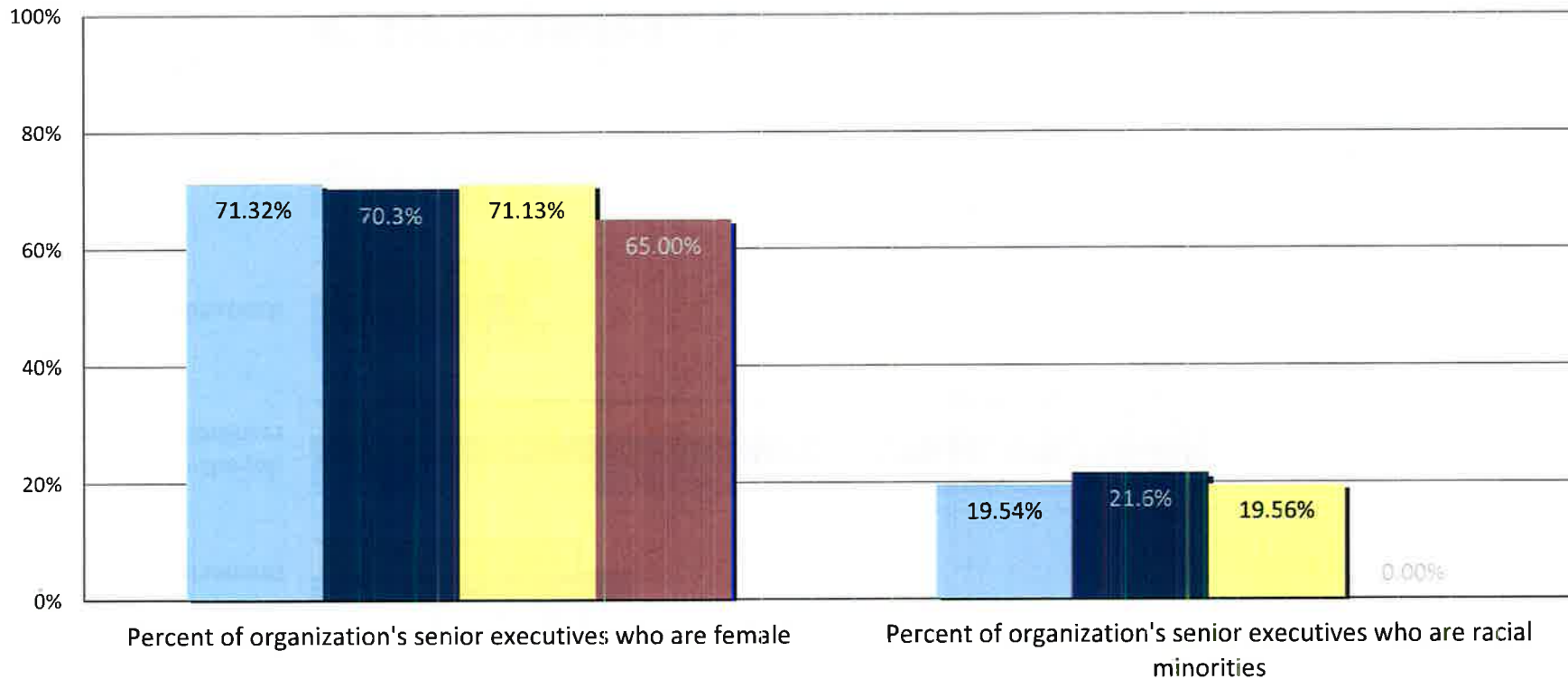


Community Counseling Solutions





## Diversity in management Employer survey of benefits



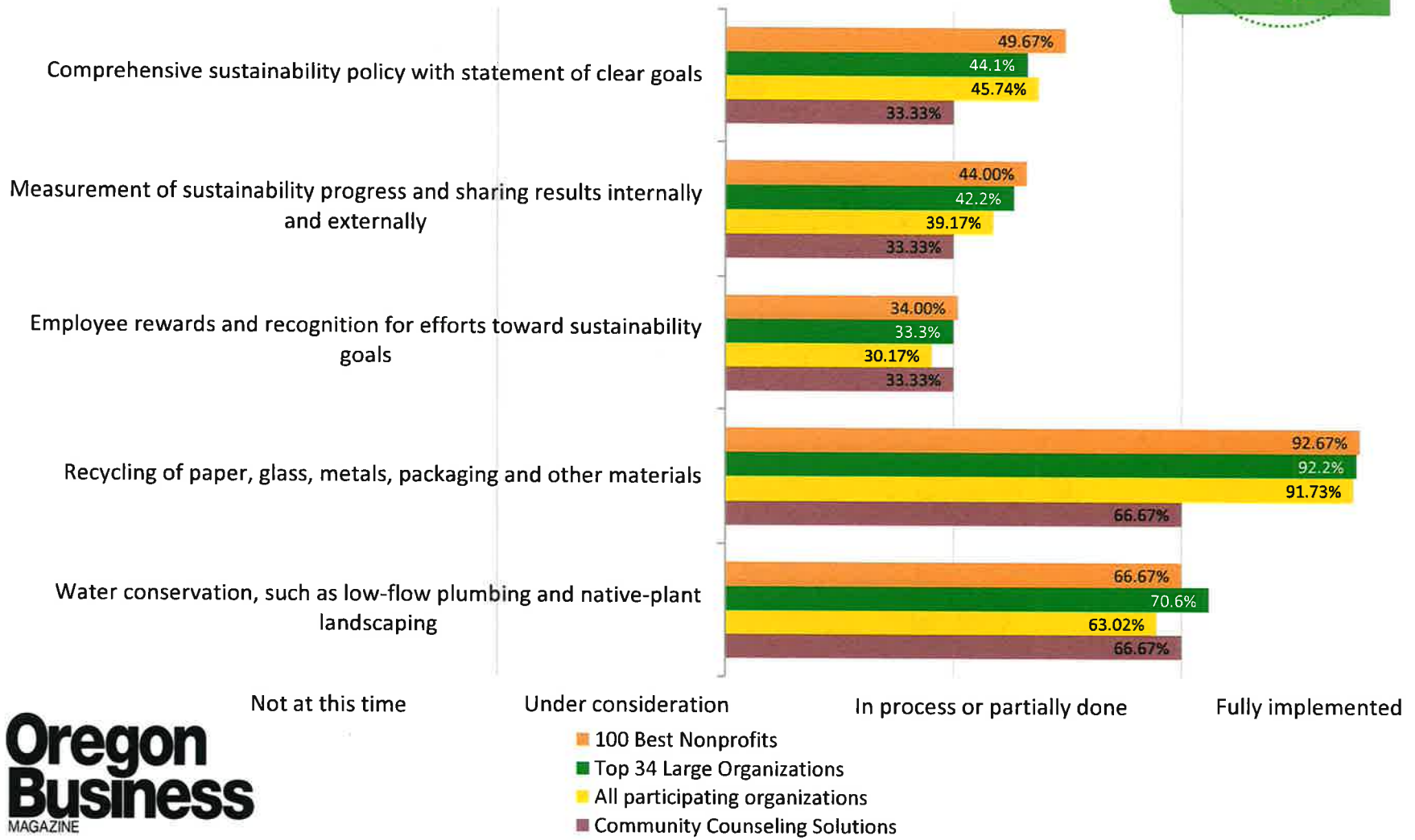
100 Best Nonprofits

Top 34 Large Organizations

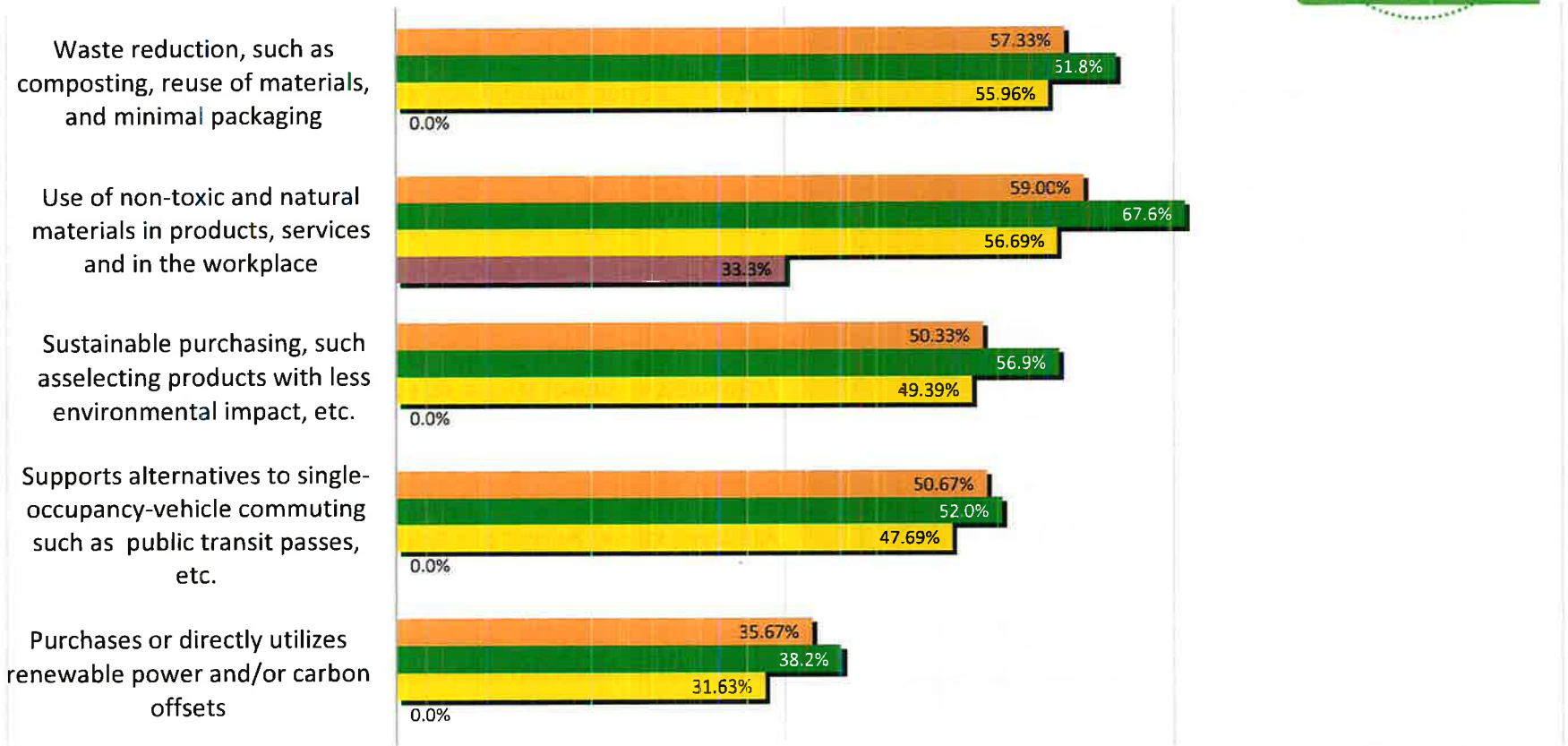
All participating organizations

Community Counseling Solutions

**Sustainable practices**  
 Employer survey of benefits  
 (Used for 100 Best Green Workplaces in June issue of *Oregon Business*)



**Sustainable practices**  
 Employer survey of benefits  
 (Used for 100 Best Green Workplaces in June issue of *Oregon Business*)



Not at this time

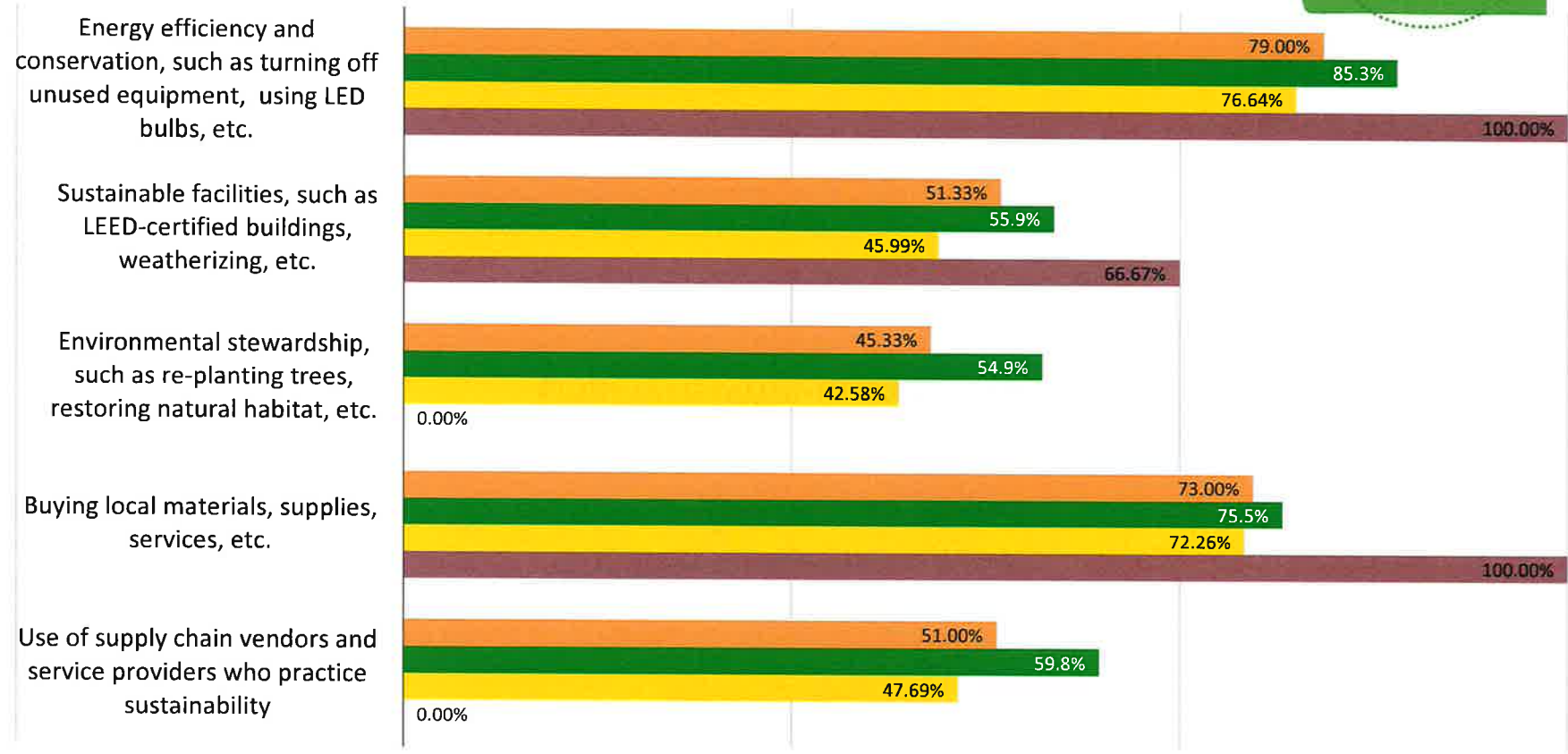
Under consideration

In process or partially done

Fully implemented

- 100 Best Nonprofits
- Top 34 Large Organizations
- All participating organizations
- Community Counseling Solutions

**Sustainable practices**  
 Employer survey of benefits  
 (Used for 100 Best Green Workplaces in June issue of *Oregon Business*)



Not at this time      Under consideration      In process or partially done      Fully implemented



- All participating organizations
- Top 34 Large Organizations
- All participating organizations
- Community Counseling Solutions



100 Best Nonprofits survey  
2023 Comprehensive Report

**Employee write-in comments**

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |   |   |
|----|---|---|
| 1  | Great board of directors. Senior management is committed. Agency truly cares for the employees and the services that are provided.  | More professionalism.   |
| 2  | Management is some of the best I've ever worked for from CEO to supervisors.  |   |
| 3  | Teamwork.   | N/A   |
| 4  | Our executive director is kind and thoughtful. Teamwork is amazing within the team I work on. My direct supervisor is fair and very supportive.   |   |
| 5  | Too much outsourcing...getting problems solved within ample time.   | Getting paid 2x within the month, better insurance (medical).   |
| 6  | CCS has a sense of community among staff and clientele. Staff genuinely enjoy the work they do and the cause they support. Leaders are fair. They listen to all sides and weigh outcomes in situations before making decisions, allowing staff to be heard. | At times growing pains can be detrimental to an agency and programs. When something is not fully developed or is struggling, it may not be the best idea to start another program. It tends to leave those in need behind and at times struggling more. |
| 7  | Dedication to the communities we service in 5 Eastern Oregon counties.  | More communication among the different departments.   |
| 8  | People-first agenda. We are starting to treat employees on par with partners and clients, which is refreshing. CCS is family-centric. Open-door policy. Equity is a focus.  | We are already striving hard to improve what we need the most, which is to fill positions.  |
| 9  | I think the culture is a positive one and one that equally looks out for its clients and employees.   | We rely on paper and hard copies more than necessary. The electronic filing tools are available, but my program specifically uses them AND the old paper filing ways, doing double the work.  |
| 10 | I have support from my clinical supervisor.   |   |
| 11 | CCS works hard to hire and retain good people.  | Better insurance option.  |
| 12 | People working to serve the community, genuine.   | Create a "center" space, a place for employees to be healthy in mind and body.  |

Employee Comments for Community Counseling Solutions — 2023

|    | <i>What about your organization makes it great?</i>  | <i>What about your organization would you like to improve?</i>  |
|----|--|---|
| 13 | Great coworkers, amazing management, we are all here for our clients and work as a team.   |   |
| 14 | Community Counseling Solutions is great because the agency works hard to include everyone and values each employee as a unique individual. We have grown considerably over the past 2 years and that has brought some challenges, but CCS stays true to its mission to value everyone we serve in our communities, which includes customers and staff. | The main thing that needs to improve is largely out of the agency's control, and that's staffing. We are not fully staffed, and that does add stress to many people's day just trying to keep up and keep CCS at the front of the pack when it comes to serving our communities with Behavioral Health Services. Human Resources has done a great job including all staff with incentives to bring in new candidates, and are offering hiring bonuses now. However, in most cases there just aren't enough talented people willing to do the work anymore. It's a problem that faces many nonprofits. |
| 15 | The people are the heart and soul of the organization. It is a great place to work!  | Nothing that I can think of.  |
| 16 | I love our mission statement, and most of the people I work with are always willing to help.   | The areas I believe need improvement have to do with our location being in Eastern Oregon. More services; however, we have a hard time finding qualified candidates.  |
| 17 | The work we do in the community.   | Equity among all staff for promotions, benefits and retirement parties and gifts. Wellness has not been a priority and should be. Our field is tough mentally, and an opportunity to work out, swim or take yoga or go for a walk on company time needs to be a priority. We need more than a small amount of money to put toward wellness. Also, policies shouldn't be changed constantly and should have employee input. Benefits get taken away and not replaced with something. I think this organization would benefit greatly from having a union.  |
| 18 | Mission-based organization that listens and responds to their employees.   | The building in John Day is woefully unequipped to achieve the CCS mission. It reflects poorly on the employees who work in that office.  |
| 19 | The people we work with and the area in which we live.   | More community involvement, more opportunities for staff to gather.   |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |   |  |
|----|---|--|
| 20 | Growth opportunities.   | Attracting skilled staff due to growth.  |
| 21 | Client/people-centered.   | I feel it is a blurred boundary when a supervisor is in authority over their longtime friends. Friends expect and sometimes receive special concessions.   |
| 22 | I think CCS has a lot of people working toward a common goal and a better organization. The majority of employees are working in mental health because they want to help people, and that shows in their work. They go the extra mile for our clients and work hard to ensure they get quality care. They also listen to our clients and provide individualized care. | I think our organization needs to weed out some employees who don't have the clients' best interests in mind. Like any organization, there are bad apples, but I think more effort could be put toward better people for these roles or training these individuals to be better in their role and treating others with more quality care.  |
| 23 | Personally, I have support from many people within the organization. Not just supervisory support, but that of all involved.  | Nothing at the moment.   |
| 24 | Community Counseling Solutions works hard in the communities it serves. It is a beacon of hope for all of the clients and provides positive outreach with community partners.   | Coordination of different departments needs to be improved. Also, the importance of support staff needs to be stressed. Oftentimes employees who are not a good fit or simply cannot do the job are held onto way longer than necessary, and this causes employees who work hard and care about the agency to leave.   |
| 25 | CCS continues to be dedicated to excellent care in the communities they serve and strives to be an excellent community partner. I am proud to work for CCS because I can say without a doubt that our director will jump in and do the work alongside my team if we need her to.  | Continued focus on leadership development as well as being a trauma-informed agency. Perfection is not needed, but leadership is stretched too thin and lack support in modeling the "servant leadership" model that the agency has adopted. Historical agency trauma also continues to be present and currently has no platform or apparent strategic plan for healing, again, likely due to current understaffing and leadership shortage. |
| 26 | CCS cares about the community, the people and the environment.  | Administration/management should not consider shift differential as a reason why you don't get a raise or why your raise is less. Admin stating "Well, your shift differential makes up for you not getting a raise." Night shift is just as important as any other shift. Staff who work night shift get no   |



Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |   |   |
|----|---|---|
|    |   | recognition. I can't even remember the last time admin/management said good job!  |
| 27 | Internally: We do great things and have great support from our leadership.  | Externally: Greater and more intentional collaboration with and between community partners.   |
| 28 | Over the last 3 years, CCS has become much more employee-oriented. Administration has worked toward training leaders in servant leadership, and some admin have taken that to heart and changed the way they do things. Pay has increased to be more comparable to competitors.   | The agency needs to continue to look at ways to take care of employees. Increasing the number of employees who do crisis work is killing the agency.  |
| 29 | I feel this organization has come a very long way since I started, and in a good way. The most recent stages are how much we have grown to continue doing so many things in so many places, making us more accessible than ever! I also feel that those who have been here and are doing the work have finally received what they have deserved through the very gracious retention bonuses, the increase in merit-based pay and the cost-of-living increase.                 | I feel there are still so many open positions as we may be growing too fast, and many of those are the very crucial clinician positions that this company needs if it wants to continue to abide by our mission; otherwise, we are no good if we can't do what we are supposed to be doing. I not only hope to see these open positions filled, but I have always felt that we need more of those positions created, especially at the Heppner office, as expecting one clinician to adequately take care of a multitude of clients is negligent. |
| 30 | I love that CCS want to bring help to our community, and the passion shows in most of their efforts.  | Recognition of the hard work each team does collectively and independently. It feels like most efforts are focused on mental health services, and it feels like substance abuse treatment is often an afterthought.   |
| 31 | Teamwork.   | We need more clinicians.  |
| 32 | The organizations provides competitive pay and benefits, and is proactive in providing reviews and pay adjustments as appropriate. They value self-care and support staff in terms of their personal lives and families. Additionally, supervisors monitor staff schedules to ensure adequate time is blocked for internal activities and reasonable pause from client-facing services. The organization readily promotes and supports additional training, covering cost and |   |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |  |  |
|----|--|--|
|    | travel in order to ensure a well-educated, well-prepared staff. Finally, the organization is proactive in making staff aware of beneficial programs and encourages staff participation in said programs, such as student loan forgiveness.   |  |
| 33 | I love the support the staff gives to the clients.   | More interaction with community around.  |
| 34 | I love that we feel like a family. We look out for each other and push each other to do better in our work and lives. I am very happy that I am able to complete continuing education, and that I am able to attend my children's events.  | Space, which will be a never-ending battle as we continue to grow. But with the option of some work from home, this has been helpful.  |
| 35 | CCS offers competitive salary/compensation along with benefits for longevity, including a recent "wellness benefit" option.  | Communication from management to team members is not going well. The building is very old with no AC in parts of the building, causing community members to be uncomfortable. Exterior of the building is very rundown. Difficult transitions lately with team members having to be moved. There is supposed to be a remodel to the building, but there are never any updates. Flooring/walls/waiting room are very grimy. |
| 36 | What makes the organization great is that they are upholding the mission, and the company cares about its employees and what we think.   | Better communication between individual programs.  |
| 37 |  | Our HR team is overwhelmed and gives conflicting information.  |
| 38 | Their mission and ethics.  | Dental and vision benefits.  |
| 39 | Helping people.  | Continuity of care. Do not just start something but see it to a conclusion.  |
| 40 | Very supportive and flexible.  |  |
| 41 | There are numerous opportunities available for individuals to enhance their skills and broaden their education. The supervision provided is carried out efficiently and effectively. CCS values its staff members and consistently seeks out ways to provide support. The company raises its | It would be great to see more uniformity in the way services are delivered across all locations, as well as the implementation of necessary programs.  |

Employee Comments for Community Counseling Solutions — 2023

|    | <i>What about your organization makes it great?</i>   | <i>What about your organization would you like to improve?</i>  |
|----|---|---|
|    | employees' pay every year, and CCS strives to ensure that they feel appreciated and receive fair compensation.                    |   |
| 42 | Great support for employees, an effort to promote sustainability, clear communications from the top levels of the organization.   |   |
| 43 | Great workweek — three 12-hour shifts make a wonderful balance of work and family time.   | It would be nice if my supervisor would reprimand employees she supervises. Many justifiable complaints are ignored and not corrected.  |
| 44 | My organization genuinely helps people and is filled with authentic employees who want to help our community in any way they can. | I would like to increase the number of mental health specialists and crisis workers in the rural areas of our counties due to the ever-increasing number of clients we are taking on. Caseloads are overflowing and employees frequently face symptoms of burnout.  |
| 45 | Health benefits, teamwork.  | I think CCS should step back and look at the people who are getting programs up and running and pay them more. When these employees could go bottle-drop or to Walmart and make more than working for CCS. I know it's crappy when clients tell you how much they make at their job or they just got a raise and you spent \$15,000+ to go to school for something and still are making less than them. |
| 46 | CCS is a very family-oriented organization.   | Nothing, they are awesome.  |
| 47 | The dedication to the people who work here and the clients they serve.  | Slightly higher accrual rate of sick time   |
| 48 | I love how it is very team-oriented and client-focused.   | I would like to improve on trainings for all staff, especially training around crisis de-escalation, mental health disorders, safety training for residential/outpatient staff and staff that work directly with clients to ensure their safety along with the clients'. And maybe some improvement on energy-efficiency upgrades and cardboard recycling bins, etc.                                    |
| 49 | CCS is very supportive of its employees.  | Eliminating the red tape. Sometimes the organization puts up barriers for clients to make appointments.   |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |  |   |
|----|--|---|
| 50 | Staff and management are very supportive. This is an excellent place to work.  | Hiring process is too slow.   |
| 51 | The flexibility for my family. CCS has been a great company to work for, always very understanding and wanting to help.  | Nothing, they are great.  |
| 52 | Effort to improve quality of life in community.  | More support staff. Communication in the community about who, what, where, why.   |
| 53 | The best place to work, our CEO is the best!   | None.   |
| 54 | I love that CCS focuses on the client.   | Better communication between mental health services and SUD services.   |
| 55 | Family-oriented, flexible schedules, paid time off, retirement benefits.   |   |
| 56 | Very high degree of integrity and community involvement. Deep emphasis on ethical treatment of all persons we encounter — clients, community members, each other. Although we do have a hierarchy, we use it only where necessary and have an open-door policy regarding availability and accessibility. We practice servant leadership culture in a very real manner, supporting our employees so they have the care and inspiration along with logistical and organizational support to serve those we meet in our community. Our workplace culture places a high value on treating each other like members of a family, and although our organization has grown by leaps and bounds, we still do this. I have worked in five different agencies over the past 13 years and have been in frequent contact with quite a few more over the years, and this is by far the best of them all. I have never encountered upper management who I could trust to the degree I do here. I work in the area of sharing lived experience in my job, and supervise those who do, and I have been in workplaces where support and respect for what we do got lip service at best. There can be a deep-seated | I would love to see improvements in our ability to become more sustainable in the areas of our environmental impact. Much of this is the need for materials and better facilities, and with the high financial outlay necessary for such things, it is sad that only gradual improvements over a period of time can happen. We do have plans, and we do have a plan in process and also discuss frequently the importance of making changes in this area, so it will happen. I would also like to see improvements in our health care, but in a similar manner to the above subject, the complex nature of the private health care insurance market makes it terribly difficult to make improvements in this area. I think to a great extent this is going to be the case pretty much anywhere I go. I think our company is as generous with its insurance plan as they can be given the circumstances. |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |   |  |
|----|---|--|
|    | cynicism toward clients and those with lived experience that can elude solutions, and that is not present here. This place is the real deal, and I count myself lucky to be here.   |  |
| 57 | The people that I work with make a "bad day" better.  |  |
| 58 | The people.   | It's already shooting for the stars!   |
| 59 | The people!   | I think it is already great, no improvements needed.   |
| 60 |   | Working with their employees who are parents that struggle with daycare and have no family or friends nearby to help.  |
| 61 | Mission-driven.   |  |
| 62 | I personally have never had the chance to work for an organization where they are so understanding of you and your time. You wake up in the morning knowing that you'll have a great team waiting at the office. On bad days, they'll make you smile and they keep the good days coming. I'm glad to be a part of this team. I'm proud of us. | I'd prefer if we worked four 10s instead of five 9s. I truly wish for this to be in effect. Especially if one hour in the morning and afternoon were for us to work on excess assignments. This means that we would have extra time in the mornings and end of the day where we'll be able to finish paperwork, records, referrals, etc. I can't stress how useful it would be. Also having a three-day weekend would be best for everyone's mental health. With only a jammed-in two-day weekend, personally, my insomnia is knocking down the door and I'm unable to get a good night's rest within those two nights. With the extended day, we'd have more family time, self-care time, our errands, our projects, rest, etc. |
| 63 | Community Counseling Solutions offers a plethora of services to five counties in rural Oregon and are very well organized. They treat employees like gold and provide great benefits and opportunities for growth. Everyone I have worked with so far has passion and heart and makes working here enjoyable.                                 | Due to their contract with the counties, they are not allowed to put a pause on accepting new patients. We must serve everyone that seeks help. This has created long wait lists. Although CCS has increased their staffing and continues to recruit, the demand for services in these areas are high and it is often difficult to attract qualified employees to rural areas. However, the people   |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |  |   |
|----|--|---|
|    |  | they hire have a lot of passion for this work.  |
| 64 | The people I work with, and that we all share one common goal, and that is to help those in need.  | More flexibility with schedules.  |
| 65 | CCS has a lot of transparency, and they encourage positive management/supervisor skills. They encourage open communication of successes and achievements in group meetings.  | CSS could create more opportunities for local sites to connect through informal social gatherings.  |
| 66 | Executive director has strong commitment to excel and provide quality service delivery to community.   | All positions available will be filled someday.   |
| 67 | How caring and supportive the organization can be.   | Not too sure about this one. The organization has improved so much over the years and is doing amazing.   |
| 68 | Cares about and supports its employees while also challenging them to grow with the company.   | Be honest and offer solutions as well as critique.  |
| 69 | The flexibility and good pay/benefits.   | The organization of project management.   |
| 70 | The leadership is very supportive of staff. They hire good staff from the beginning rather than just hiring a body to fill a position.   | I just want to learn more from my direct supervisor and more about the global picture of how the organization works in larger framework than the day-to-day workings.                           |
| 71 | The mission of the company. There blatantly are not enough recourses for mental health in Eastern Oregon. The fact that CCS employees work as hard as they do for each client is simply amazing. Especially with the limited recourses making their jobs more difficult. | I would like for Mental Health Clinicians and A&D staff to be more integrated. If someone has a dual diagnosis, I feel anyone working with that client should be working more closely together. |
| 72 | The benefits.  | There is an inequity in what is acceptable regarding duties/responsibility with employees. Some carry a heavier workload than others doing the same job.  |
| 73 | Peer support is very greatly needed, and I love to be a part of this team. We are available 24/7 to our community.   | It would be nice to have a company picnic to just all come together and to get to know one another.   |
| 74 | 1) Benefit package is excellent. 2) Good roots/established business. 3) Some good leadership (some new, some been here awhile).  | 1) Communication: I think the company looks at communication as technology being its best. The communication gap I am seeing is that technology   |

Employee Comments for Community Counseling Solutions — 2023

|    | <i>What about your organization makes it great?</i>  | <i>What about your organization would you like to improve?</i>   |
|----|--|--|
|    | 4) Established Board of Directors and active in business matters.  | needing to be used to communicate amongst the agency to the right people. Some get it, some don't, and those that do not know who to distribute it to. Distribution lists would be so valuable. 2) Retainment pay amounts in the agency are based on time worked. Full-time gets one thing and half-time always gets half of what full-time gets. That does not exactly fit the mold to performance. You can easily have a part-time person giving out more than a full-time person, yet the full-time person will forever get the higher amount. 3) Yearly rewards are based on nomination and chosen by administrative team. It feels and looks a little like running for high school president. 4) Maintenance/IT workers are needed at every site. We have at least 13 buildings plus residential sites. |
| 75 | How the director really cares for staff. Always making sure that she talks to all staff individually. The importance of the mission and to abide by it. The benefits (insurance). Finally, how it has become a family. | To include more culture training.  |
| 76 | Changing the lives of our clients.   | The understanding of the diverse communities that are employed by CCS.   |
| 77 | Regular cost-of-living raises that make it possible to look forward to the future and growth. The people are amazing and work very hard.   | Training.  |
| 78 | Everyone is such a pleasure to work with. It is like a happy little work family. There are always updates on policy changes and the communication between all employees is stellar.                                    | The office where I am located needs to be bigger for the employees and to be updated as the furniture is in shambles. It also gets the least amount of attention and focus compared to the other offices.  |
| 79 |  | When first responders are asking people to stay off the roads, don't require people to travel long distances on those roads for a Christmas party. Also, an employee's personal assets belong to them and you should not be making financial decisions on those assets.  |
| 80 | Great co-workers, positive company culture. Organized, efficient, transparent and supportive   | Expand telehealth options for individual mental health therapy to expedite and expand these  |

Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |  |  |
|----|--|--|
|    | management. Competitive salary for the field and area.   | services to our community.   |
| 81 | There are many opportunities to go in different directions with this agency, meaning there are many different job or career areas in behavioral health.  | When there is toxicity in staff, to address and manage as needed. Although this may be happening behind the scenes, sometimes no change or differences are seen or made.   |
| 82 | The teamwork! Everyone has the same goal and works together to find the best way to support the people we serve.   | 1) Better communication between upper management and the frontline staff. 2) Opportunities for staff that do not have a degree but have over 20 years' experience to advance into supervisory or management positions. |
| 83 | Positive attitude about employment with this agency.   | Better in-house training.  |
| 84 | The people I work with on a daily basis. The support we get from our peers and how they make us feel valuable.   | More flexible schedules with childcare situations and the option to work from home if their child is sick. As long as we have things to keep busy.   |
| 85 | Great working atmosphere. CCS is the best company that I have ever worked for, and I have worked for the state and a subcontractor for the federal government.   | Communication between agencies within the company.   |
| 86 | To be able to help people and make a positive change in their life.  | They have increased the pay, but being compensated more would help greatly.  |
| 87 |  | Training, communication.   |
| 88 | The care and consideration for their employees sets CCS apart. I have never worked for a company that has cared about its employees so much. It is so exciting to work somewhere that really values you. I have grown in so many ways since I started working for CCS, and it is all because I finally feel supported. It makes a huge difference, and I am so grateful to work for a company with such a great mission and so much support on all levels. |  |
| 89 | CCS is an amazing organization to work for. It's a family. There are growing pains, and for the most part we are able to get through it together because of the quality of people in that family and   |  |



Employee Comments for Community Counseling Solutions — 2023

*What about your organization makes it great?*

*What about your organization would you like to improve?*

|    |  |   |
|----|--|---|
|    | the commitment to the mission.   |   |
| 90 |  | See more specific trainings that apply to select positions within the agency.   |
| 91 | Flexibility to balance work and life schedules.<br>Can attend most of my children's events.  | With growth and staffing. Getting a response or follow-up from the business office can take multiple tries and consistent follow-ups.   |
| 92 | The team and leadership are what make this organization so fabulous. To add to that, the Board of Directors is a strong board that has the best interests of the communities, clients and employees. | Being able to work from home some — that flexibility would be amazing and allow a better work/family life balance. Especially as many employees travel to remote areas and spend hours a week on the road, being able to work from home some would be incredible. |
| 93 | My relationship with management.   | I would like to see full employment with other teams, which would help with my job.   |
| 94 | Providing a pathway for entrance and staying true to their mission.  |   |
| 95 | The dedication to and by the staff to making sure the employees have what they need.   |   |



August 10, 2023

Community Counseling Center  
Kimberly Lindsay, Executive Director  
550 W. Sperry Street  
Heppner, OR 97836

Dear Ms. Lindsay:

On behalf of Optum, I thank you for the opportunity to review your agency on August 10, 2023. We appreciate the commitment of time and effort this process has required. The purpose of this letter is to inform you of the review results.

The scores are obtained from the audit tools, the Agency Site Tool, and the Treatment Record Tool, used during the review. The overall Treatment Record Review score is obtained by averaging the scores on this form for each of the records reviewed. Scores of 85% or higher on all audit tools are considered passing.

You received a Treatment Record Review score of 95% and an Agency Site score of 100%. On the attached report are the elements found to be deficient or lacking. Because your scores are 85% and higher, it is **not** necessary for you to respond in writing regarding corrective action for any areas found deficient.

Congratulations and thank you for your efforts to provide quality care and assure a safe environment for Optum members and their families. If you have any questions or need additional information, please feel free to contact me at (952) 251-3022 or [Danielle\\_givens@optum.com](mailto:Danielle_givens@optum.com).

Sincerely,

*Danielle Givens, LCSW*  
Senior Clinical Quality Analyst

# Treatment Record Tool Deficiency Report

Credential Type: MH & SUD Provider

Provider Community Counseling Solutions Inc

Site Audit ID: SA-010669

Location: 550 W Sperry Street Heppner

Record Type: Recredentialing

Auditor Name: Danielle Givens, LCSW

Date of Review: 8/10/2023

Score: 95%

| Question Number             | Question  | Number of Instances Item was deficient. |
|-----------------------------|---|---|
| <b>Initial Assessment</b>   |   |   |
| 21                          | The medical treatment history includes family history information.  | 3                                       |
| <b>Progress Notes</b>       |   |   |
| 60                          | The progress notes document the dates of follow up appointments.  | 1                                       |
| <b>Coordination of Care</b> |   |   |
| 74                          | If the patient has a PCP there is documentation that communication/collaboration occurred.  | 2                                       |
| 75                          | If the patient has a PCP, there is documentation that the patient/guardian refused consent for the release of information to the PCP. | 2                                       |

**PROVIDING DYNAMIC, PROGRESSIVE AND DIVERSE SUPPORTS TO IMPROVE THE WELL-BEING OF OUR COMMUNITIES.**

### Director's Corner

Happy September!!

I'm experiencing whiplash from watching summer whiz by. In WinCo I saw Halloween goodies for sale. Say it isn't so. I'm desperately holding on to the final days of summer. Some sadness in that unlike a good book, we can't pause for a bit to prolong it. The next day comes. For those experiencing loneliness, long days are even longer days regardless of the season. Recently, the U. S. Surgeon General raised the alarm on loneliness, calling it an epidemic and a public health emergency. In the words of the Surgeon General "Loneliness is far more than just a bad feeling—it harms both individual and societal health. It is associated with a greater risk of cardiovascular disease, dementia, stroke, depression, anxiety, and premature death. The mortality impact of being socially disconnected is similar to that caused by smoking up to 15 cigarettes a day, and even greater than that associated with obesity and physical inactivity. And the harmful consequences of a society that lacks social connection can be felt in our schools, workplaces, and civic organizations, where performance, productivity, and engagement are diminished."



In 2008, CCS founded the David Romprey Oregon Warmline. The Warmline has become an effective resource throughout Oregon and the U.S. to assist in battling social isolation, depression and other factors associated with loneliness. Following are some fun facts about our Warmline:

- ◆ For the quarter ending June 2023, the Warmline served 23,295 individuals
- ◆ For the same quarter, the Warmline generated northwards of \$6.3 million in savings
- ◆ The Warmline provides up to 450 peer support sessions a day
- ◆ Services are now offered in both English and Spanish



The Oregon Health Authority (OHA) has been the primary funding source for the Warmline since 2015. Last year OHA increased the amount of the contract significantly, allowing us to add the bilingual line and increase operator hours. Re-

cently we learned that OHA was going to reduce the amount of the contract back to 2021 levels. Thanks to the advocacy of Commissioner John Shafer and Jessica Pratt at the Association of Oregon Counties, we were able to receive an extension on our existing contract and a commitment from OHA leadership to be diligent in working with us to try to find additional funding. While a bit daunting, it is an exciting opportunity to promote the great work of the David Romprey Oregon Warmline staff.

| More Costly/<br>Clinical Service    | Reallocation Savings |
|-------------------------------------|----------------------|
| Crisis Line                         | \$ 3,704,610         |
| MH or BH Provider                   | \$ 219,000           |
| PCP / Doctor                        | \$ 427,000           |
| 911 or 988                          | \$ 286,224           |
| Police                              | \$ 102,795           |
| Hospital ER                         | \$ 928,400           |
| Ambulance                           | \$ 380,335           |
| Other                               | \$334,310            |
| <b>Total Quarterly Cost Savings</b> | <b>\$6,382,674</b>   |

**Quarterly Return on Investment 605%**

To that end, I want to take a moment to recognize our recent holiday, Labor Day. A national holiday since 1894, it was created to promote recognition of both the contributions and the mistreatment of workers at the time. Businesses have come a long way in recognizing the work of employees and arguably there are more opportunities for growth. There are times that we soar when getting things right and times that we step in a pothole. I appreciate your patience as we continue to evolve as an organization. I appreciate all of the work that you do to support those we serve and each other. And I appreciate you.

Kimberly

## ZERO SUICIDE

In the spring of 2019, Community Counseling Solutions took on the large task of addressing suicide prevention and its part in the process of the care of our clients and communities. A Zero Suicide Leadership Team was formed consisting of a diverse group of people in our (at the time) four-county region, now five counties with the addition of Umatilla County.

The Leadership Team uses the tools and practices put forth by the Zero Suicide Institute. The Zero Suicide framework is a continuous quality improvement initiative for transforming suicide prevention in health and behavioral health care systems. The framework is based on the realization that suicidal individuals often fall through the cracks in a sometimes fragmented and distracted health care system. A systematic approach to quality improvement in these settings is both available and necessary. In the Fall of 2021 CCS received a three year grant to fund a part time Zero Suicide Coordinator. We were lucky to hire Tim Handforth as our Zero Suicide Coordinator and appreciate his passion for this important initiative.

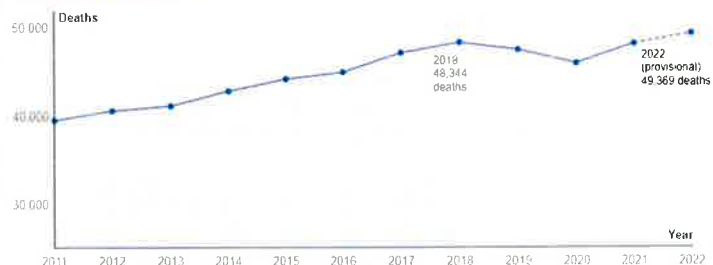
We know that Suicide Prevention is everyone's job. In order to have a comprehensive system in place to effectively serve, we must have all staff trained with specific skills to recognize the signs of crisis that are all around us. The very essence of CCS is our staff, who not only work for CCS, but have families, volunteer in our local communities and have a pulse in our small towns.

All CCS employees should be trained in Question, Persuade, Refer (QPR). The QPR mission is to reduce suicidal behaviors and save lives by providing innovative, practical and proven suicide prevention training. Quality education empowers all people, regardless of their background, to make a positive difference in the life of someone they know. If you have not completed your QPR training please reach out to Tim at [tim.handforth@ccsemail.org](mailto:tim.handforth@ccsemail.org).

Additionally, all staff are to complete Counseling on Access to Lethal Means (CALM) training. Although we are not all counselors, this training provides valuable knowledge and skills we can all utilize.

Figure 1  
Number of Deaths Due to Suicide, 2011 to 2022

2022 CDC data is provisional



NOTE: Analysis of CDC WONDER underlying cause of death data, 2011 to 2022. Provisional data used for 2022 is not yet final and may represent incomplete data for that year that is subject to change. Suicide deaths are identified using the following codes: X72, X74, U02, X60, X71, X75, X84, and Y87.0. It is possible that some suicides may be classified under other categories.

SOURCE: KFF analysis of CDC WONDER data, 2011 to 2022. PNG

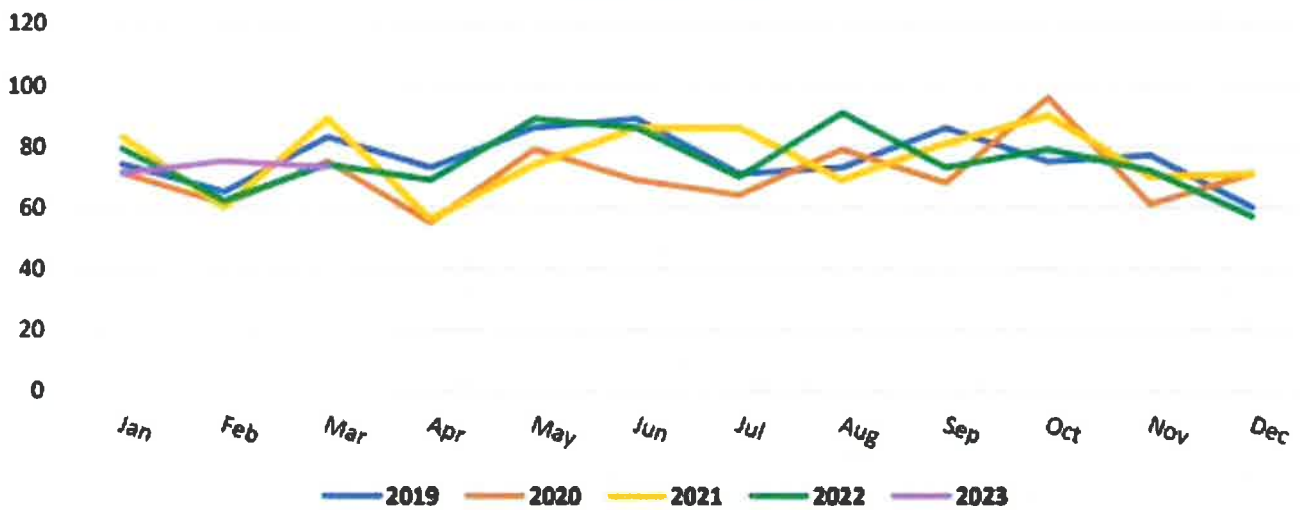
KFF

Here is some staggering information about suicide:

- \* From 2011 to 2022, over half a million lives (539,810) were lost to suicide, with 2022 showing the highest number of deaths on record.
- \* In July 2022 the federal government introduced a new crisis number, 988. The 988 Lifeline is a national network of local crisis centers that provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week in the United States.
- \* Suicide death rates in 2021 were highest among people of color, younger people, and those who live in rural areas with many groups seeing increases of 30% or more from 2011 to 2021.
- \* Provisional CDC data show that the number of suicide deaths in 2022 is the highest recorded, exceeding the next closest year (2018) by over 1,000 deaths.
- \* Suicide deaths in 2023 are similar to 2022. Mortality data is still being processed and numbers for recent months may change.



Oregon Suicides



# Umatilla County Fair Parade

I just wanted to thank everyone that came out to the Umatilla County Fair parade and helped out! We had so much fun! Special shout out to Emily and Hannah who spent hours building giant flowers with me and the Pendleton Peer Center for making all the small flowers for the sides! Thank you! 😊

~ Melissa Barnes



## SharePoint

SharePoint is a web-based solution where teams can store, organize, access, and share files and information from any device.

## Teams

Microsoft Teams is an all-in-one collaboration platform that's included in the Microsoft 365 portfolio. It features tools such as chat, video calling, conversation boards, document storage, online meetings, and more. In addition to messaging, people can be organized into groups or teams and receive department-specific updates as well as general company information.

## OneDrive

OneDrive is Microsoft's online, cloud-based storage solution and includes 1 TB of personal storage. Users can access files remotely from any device, including mobile devices, and easily share them with others.

## When to Use SharePoint, Teams, and OneDrive

All three Microsoft applications allow business teams to communicate and collaborate effectively. However, their subtle differences and unique features reveal their ideal uses.

## SharePoint

SharePoint is ideal for storing and sharing files with a broad number of users. The platform includes tools that enable users to seamlessly collaborate on and share documents, including version control, co-authoring, file preview, file sync, data governance and compliance, and more.

It's SharePoint's focus on functionality that differentiates it from Teams and OneDrive. For example, the flexible, customizable platform allows users to create an intranet where they can share documents, assign and complete tasks, schedule meetings, and more. Users can also consolidate all shared work environments within SharePoint, providing users with faster, easier access to company information, tasks, data, and more. While both Teams and OneDrive feature file storage, neither features additional functionality like SharePoint.

## Teams

As previously stated, Teams is Microsoft's all-in-one communication and collaboration center. The application essentially acts as a think-tank for users to brainstorm and collaborate on projects and tasks in real-time via the platform's built-in tools. From chat to real-time document collaboration, Teams is ideal for businesses who regularly collaborate on projects. Both SharePoint and OneDrive feature collaboration tools such as comments, @ mentions, and the ability to collaborate on documents but neither application has real-time, robust features like Teams.

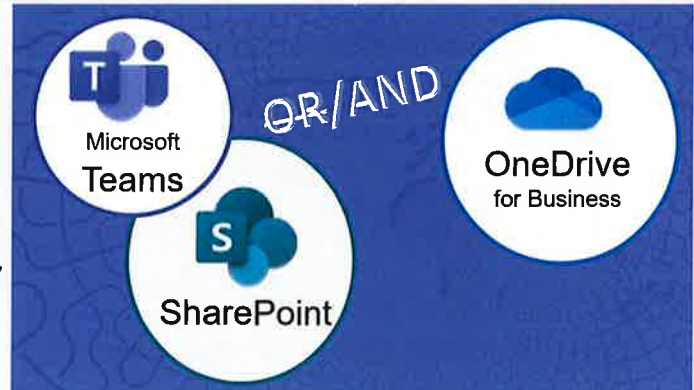
## OneDrive

OneDrive features both the file sharing and collaboration features of Teams and SharePoint but on an individual level. The cloud-based storage solution is ideal for storing personal business documents and files, and for sharing documents with a small number of colleagues. Files can easily be accessed from mobile devices, and users have the ability to write or update documents while offline.

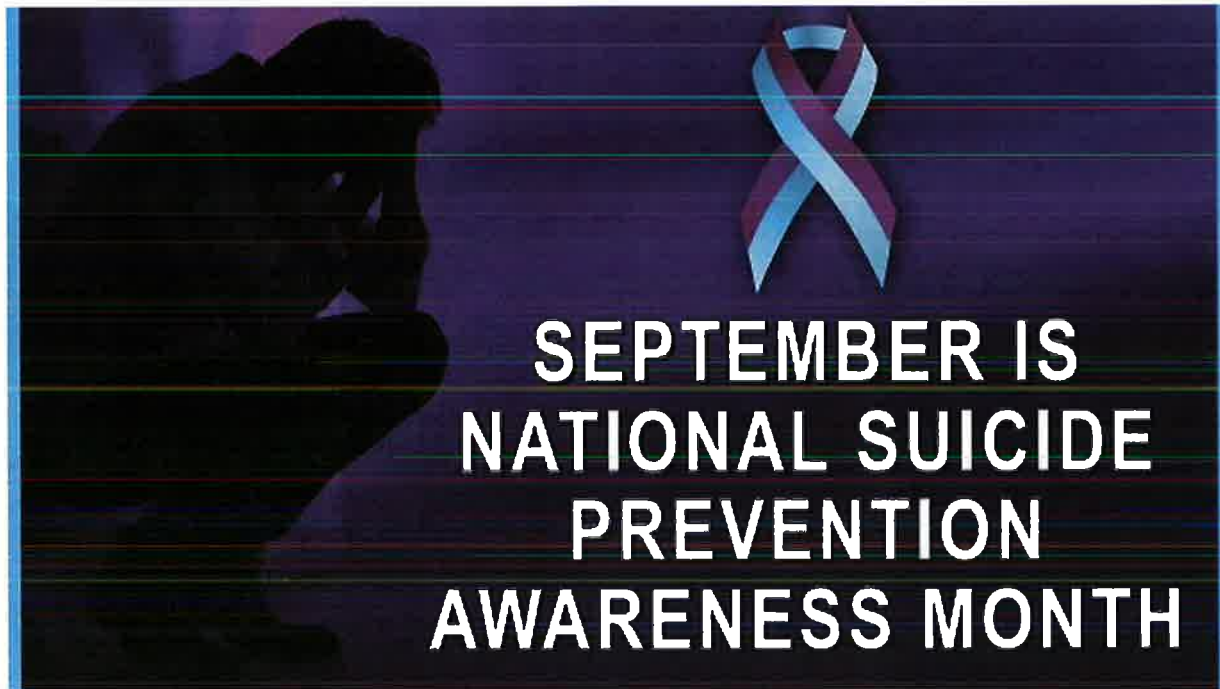
While users can co-author documents and view previous document versions, the application is limited in scope. Organizations with large business teams or a broad partner base will find the collaboration capabilities they need within Teams or SharePoint.

Ultimately, the application is ideal for storing personal or private documents as the application provides all the security and accessibility needed for these types of projects.

~Mike Snyder, IT Manager







- ◆ *Shout out to the Maintenance Team for going above and beyond at Columbia River Ranch and upgrading our staff meeting room and our resident bathroom. Thank you for all your hard work and continued positive attitude while making a bunch of repairs and much needed facelift. ~ Jayme Pettibone*
- ◆ *Kudos to Columbia River Ranch staff! They are always client focused while providing therapeutic services. They have endured many many changes since the transition to CCS and have remained positive and uplifting. I am honored to be a part of the team and look forward to continuing to see the change they are making in our client's lives. ~ Jayme Pettibone*
- ◆ *To Danielle Gray for putting together an awesome weekly recap of what's going on in the Aid & Assist world. ~Kimberly Lindsay*
- ◆ *Olivia Steffey for going out of her way to support a mother and son who were in need of emergent medical care. ~Kimberly Lindsay*
- ◆ *Melissa Barnes, Hanna Foster, and Emily May for putting together a super cool float for the Umatilla County Fair and Rodeo Parade. ~Kimberly Lindsay*
- ◆ *Linsey Hanna for putting in many hours working on a strategic objective. ~Kimberly Lindsay*
- ◆ *Kristie Bingaman for putting up with me ~Kimberly Lindsay* 🤔
- ◆ *Timmy Clark for putting in countless additional hours on peer services in Umatilla County.*
- ◆ *Tara McIntosh for stepping out of her comfort zone and presenting on the Intensive In Home Behavioral Treatment services program to the CCS Board of Directors. ~Kimberly Lindsay.*
- ◆ *To everyone, especially my staff, for keeping the ball rolling while I was out on unexpected medical leave. ~Rick Worden*



On June 9<sup>th</sup>, Matt Bergstrom (COO), Nate Kennedy (Facilities Manager), Mike Kemper (Data Analyst) and Clayton Ensign (EHR Manager) were able to participate in the Good Shepherd Foundation 30<sup>th</sup> Scramble for Scholarships golf tournament. CCS was a sponsor for the tournament which will help the Good Shepherd Health Foundation award over \$68,000 in scholarship funds to local students pursuing a career in health care. The team finished second out of thirty-six teams with a score of 58, which was 12 under par. Nice work gentlemen!



## EMPLOYEE SUPPORT PROGRAM

[esp@ccsemail.org](mailto:esp@ccsemail.org)

As part of CCS's Zero Suicide Initiative the team developed the Employee Support Program as a resource for employees going through difficult or stressful times who might benefit from a check-in offering support and/or resources.

Simply send an email to [esp@ccsemail.org](mailto:esp@ccsemail.org) with the employee's name and pertinent information and the ESP members will coordinate the appropriate outreach within the agency to support the employee.

(NOTE: This is a separate program from the Employee Assistance Program (EAP) and is not counseling.)

**OPEN CC3 POSITIONS**

- SUD Treatment Coordinator-BHRN, John Day
- On-Call Residential Associate, Lakeview Heights, Heppner
- Mental Health Specialist I—Exceptional Needs Care Coordinator (ENCC), Boardman
- Office Support Specialist, Hermiston
- Wraparound Care Coordinator—Mental Health Specialist I, Pendleton
- Alcohol and Drug Counselor I, Hermiston
- Developmental Disability Service Coordinator, Boardman
- Residential Associate, Juniper Ridge, John Day
- Clinical Supervisor/Wraparound Specialist
- IMPACTS Program Peer Navigator, Umatilla Co.
- Peer Support Specialist, Pendleton
- Wraparound Care Coordinator—Morrow, Wheeler, Gilliam & Grant Counties
- Recovery Mentor—Umatilla County Municipal Intervention Program, Umatilla County
- Nursing Supervisor, REACH, Hermiston
- Nurse, REACH, Hermiston
- Cook (weekend), Lakeview Heights
- Alcohol and Drug Counselor I, John Day
- Maintenance Technician, REACH, Hermiston
- Cook, Reach, Hermiston
- Billing Specialist,
- Mental Health Specialist III—Crisis Worker, QMHP, John Day
- Residential Treatment Specialist—QMHA Certified, Lakeview Heights
- Mental Health Specialist I Skill Trainer, Milton Free-water
- Residential Associate, New Roads, Pendleton
- DD Service Coordinator, Lake County, Lakeview
- Supported Employment Specialist, John Day
- Residential Treatment Specialist—QMHA, REACH, Hermiston
- Mental Health Specialist III/QMHP, REACH, Hermiston
- Residential Associate, REACH, Hermiston
- Residential Treatment Specialist/QMHA, Westgate, Pendleton
- Residential Associate/Equine Specialist for Lakeview Heights, Heppner, OR
- Billing Specialist, Pendleton
- Crisis Supervisor I
- Mental Health Specialist II, Heppner
- Mental Health Specialist I, Pendleton
- Mental Health Specialist III, Hermiston
- School Based Counselor—MHS III, Irrigon
- Property Management Coordinator, Heppner
- Peer Support Specialist, Boardman
- Addictions Clinical Supervisor I, Boardman
- Mental Health Specialist II, Boardman
- Mental Health Specialist III/QMHP, Boardman
- Clinical Supervisor, Wheeler & Gilliam Counties
- Assistant Addictions Clinical Supervisor, Hermiston
- Residential Housing Specialist, Heppner
- Clinical Supervisor, Hermiston
- Clinical Supervisor, Lakeview Heights, Heppner
- Clinical Supervisor, Juniper Ridge, John Day
- Psychiatric Mental Health Nurse Practitioner, Hermiston
- Peer Support Specialist, Fossil
- On-Call Residential Associate, New Roads, Pendleton
- Clinical Supervisor, Pendleton
- Residential Clinical Supervisor, Columbia River Ranch, Boardman
- On-Call Residential Associate, Westgate
- Residential Associate, Westgate
- Mental Health Specialist IV, Hermiston
- Mental Health Specialist III/Early Assessment and Support Alliance (EASA) Coordinator, John Day
- Mental Health Specialist III, Arlington
- Bilingual LCSW Clinical Supervisor, Milton Free-water
- Alcohol and Drug Counselor I (CADC), Fossil
- ACT Nurse, Boardman



- ☆ Dana Ring, Developmental Disability Supervisor
- ☆ Elizabeth Garcia, Warmline Operator
- ☆ Jennifer Fernandez, RA—Columbia River Ranch (CRR)
- ☆ Donna Montgomery, RA—CRR
- ☆ Lily Mills, MHS I/Wraparound Coordinator
- ☆ Emily May, Supported Employment Specialist
- ☆ Terra Flowers, RA—Westgate
- ☆ Misty Eichholz, MHS III
- ☆ Joel Edmonds, RA—Westgate
- ☆ Pedro Pacheco Mendoza, MHS I
- ☆ Paul Emmons, Peer Support Specialist
- ☆ Eduardo Barrera, MHS I Skills Trainer
- ☆ Jeni Aubrey, Warmline Operator
- ☆ Medy Alcazar, Warmline Operator
- ☆ Jaydin Marlow, RA—CRR
- ☆ Darla Hammond Mote, On call RA, Lakeview Heights
- ☆ Paige Wayton, MHS IV
- ☆ Ashley Dancer, Peer Support Specialist
- ☆ Ivy Summers, Warmline Operator
- ☆ Nathan Smith, MHS III
- ☆ Meagen Jenkins, Peer Support Specialist
- ☆ Megan Leiser, Human Resources Assistant
- ☆ Cherril Beecroft, Supported Employment Specialist
- ☆ Kyle Murphy, MHS I
- ☆ Brett Koss, Law Enforcement Liaison
- ☆ Jakki Thompson, RA—CRR
- ☆ Kimberlee Steele, Mental Health Nurse
- ☆ Nancy Mejia, Office Support Specialist
- ☆ Andrea Moore, Psychiatrist
- ☆ RJ Bryant, Peer Support Specialist
- ☆ Teresa Boss, MHS III
- ☆ Suzanne Cox, MHS 1
- ☆ Katy Stinchfield, Clinical Supervisor
- ☆ Juliann Evans, Warmline Operator
- ☆ Kylara Lewis, MHS II/EASA

*CCS said good bye to the following staff, we wish them the best in their future endeavors!*

- \* *Julaine Wagner*
- \* *Michelle Deming*
- \* *Sheree Thomas*
- \* *Serena Humphreys*
- \* *Kaitlynn Evans*
- \* *Beci Seelye*
- \* *Ashley Givens*
- \* *Alexus Browning*
- \* *Emery Snyder*
- \* *Kelly Jo Keithley*
- \* *Carol Greene*
- \* *Seth Alcorn-Perciano*
- \* *Jennie Probst*
- \* *Mindy Arnold*
- \* *Susan Fordice*
- \* *Joshua Tarvin*
- \* *Ashleigh Velasquez*
- \* *Dominique Mock*
- \* *Rai Carvalho*
- \* *Kimberly Bergstad*
- \* *John Thoreson*
- \* *Cheyenne Pierson*
- \* *Tiffany Ratchick*
- \* *Makayla Kelly*
- \* *Bianca Avalos*
- \* *Claudia Villa Estrella*

**It always seems impossible until it's done.**  
- Nelson Mandela



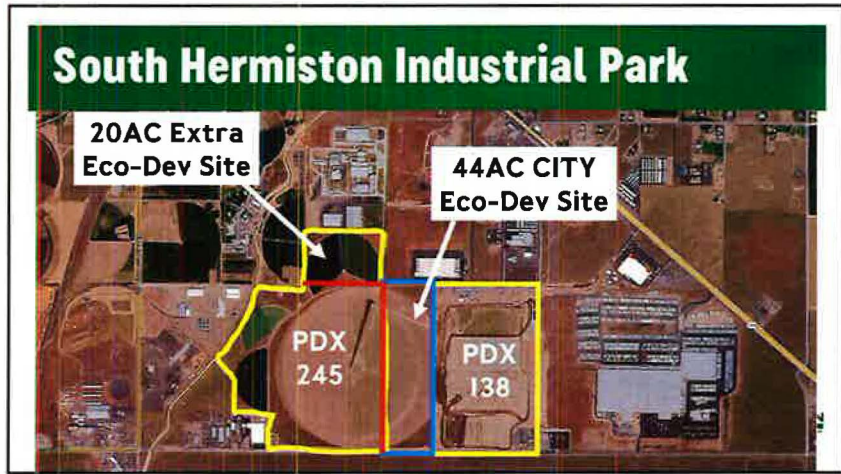
**Res. 2293: SE 9<sup>th</sup> Award**

October 23, 2023 City Council

## Project Description


- 100% Funded by AWS
  - ~3,800' of new Water Main
  - ~3,800' of new Sewer Main
  - ~3,800' of new roadway
  - 1 New Sewer Lift Station





**Bids Received:**

- 8 Total Bids Received
- Lowest 3:
  - **Culbert Construction:** \$2,496,117.07
  - **Premier Excavation:** \$2,544,625.60
  - **Nelson Construction:** \$2,678,678.00
- Engineer's Estimate:
  - \$3,250,000

**Questions?**

*Where Life is Sweet*

**Res. 2294: Theater Park Drain**

October 23, 2023 City Council

**HERMISTON**  
OREGON

**Project Description**

- Piping ~1,300' of "Hermiston Drain" by Theater Sports Park

**HERMISTON**  
OREGON

**Theater Park Area Circa 2022**

**HERMISTON**  
OREGON

**Proposed Piping Area**

**HERMISTON**  
OREGON



**Theater/Geer Looking East: 2019**



**Theater/Geer Looking East: 2023**



**NW Hermiston: 2017**



**NW Hermiston: 2023**



## NW Hermiston: 2023



## NW Hermiston: Future



## Theater Park: Conceptual Future Enhancements



## Theater/Geer Looking East: 2019



## Theater/Geer Looking East: 2023



## This Contract:

- **Install Pipe**
  - City Supplied
- **Minimum Cover**
  - City Supplied Fill
- **Construction**
  - Nov. - March



## Additional City Work

- **Finish Fill**
  - ~20,000CY
  - ~\$150,000 Saved
  - Labor from:
    - Street
    - Water
    - Sewer
    - Parks
- **Amenities**
  - TBD Future



## Bids Received:

- 6 Total Bids Received
- Lowest 3:
  - **Odyssey Contracting: \$157,000**
  - **JQ Construction: \$214,785**
  - **James Dean Construction: \$328,150**
- Engineer's Estimate:
  - **\$175,000**





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**Questions?**

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*Where Life is Sweet™*