

1 **COMMISSIONERS MEETING**

2 **May 17, 2023**

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5 *YORK,ss*

6
7 At a regular meeting of the County Commissioners of the County of York, begun and
8 holden at the York County Government Building in Alfred, within and for the County of York,
9 being held on Wednesday, May 17, 2023, A. D. at 5:00 P. M.

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11 **COMMISSIONERS PRESENT:**

- 12 Richard R. Dutremble
- 13 Richard Clark
- 14 Robert Andrews
- 15 Justin Chenette-excused
- 16 Donna Ring

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21 County Manager Gregory Zinser and Deputy County Manager Linda Corliss were present at the
22 meeting.

23 **YOU ARE INVITED TO RISE AND SALUTE THE FLAG OF THE UNITED STATES**

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25
26 **05-17-2023 ITEM**

27
28 **1 PUBLIC COMMENT(S) ON ANY ITEM(S)**

29 Janet Drew addressed the Board via ZOOM and informed them that she attended a
30 Board of Visitors meeting recently, and they had a tour of the jail and got to speak
31 to some of the people in there.

32
33 **2 TO APPROVE THE MINUTES OF THE FOLLOWING MEETINGS:**

- 34 a. Commissioners' regular meeting of May 3, 2023
- 35 Commissioner Clark motioned to approve the minutes. Commissioner Andrews
- 36 seconded the motion. Vote 4-0

37
38 **3 TO APPROVE TREASURER'S WARRANTS**

- 39 a. Warrants to be approved on May 3, 2023 in the amount of \$897,193.72
- 40 Clark. Commissioner Andrews seconded the motion. Vote 4-0.
- 41 b. Warrants to be approved on May 10, 2023 in the amount of \$792,271.40
- 42 Clark. Commissioner Andrews seconded the motion. Vote 4-0.

43
44 **4 TO HEAR ANY REPORTS FROM THE COUNTY COMMISSIONERS**

45 Commissioner Ring recognized Law Enforcement Officers, especially our deputies
46 as it is law enforcement week. She thanked them all for their dedication and their
47 service.
48

49 Commissioner Dutremble informed all that next Wednesday in Augusta, there will
50 be interviews for the jail budgets for the increases. He stated that if anyone can get
51 in touch with their legislators, it is important to do so.
52

53 Commissioner Ring asked County Manager Zinser what increase are we looking at
54 in our jail budget?
55

56 County Manager Zinser responded with a 2% increase, but he is not projecting a
57 shortfall for us. The State only contributes a fixed dollar amount even though our
58 costs go up, commented County Manager Zinser.

59 MCCA is trying to increase funds received from the State, said Commissioner
60 Dutremble while the State is trying to use same figure as last year.

61 Commissioner Dutremble suggested a bill that the jail funding by the State be
62 increased by CPI.
63

64 5 NEW BUSINESS

65 County Manager Zinser informed all that he had a meeting earlier in the day with
66 Archivist, Paige Lilly. Since she was working at the courthouse today, she will
67 give the Commissioners an update of the project.

68 Paige Lilly addressed the Board and informed them that she is working through
69 items as outlined in her proposal.

70 She reminded the Commissioners that this project includes investigation of what
71 records exist in York County, Augusta, online, etc.

72 Two volumes of a six-volume set have been found according to Ms. Lilly at the
73 courthouse. These Court records include an index and are of the first 100 years of
74 York County.

75 The Maine Historical Society did these (books) in the 1920's, Paige Lilly informed
76 all.

77 Archivist Paige Lilly continued that Item 2 is the relaxing of some tightly rolled
78 maps and folded items. She added that she could train County employees to do
79 some of the flattening work.

80 Paige Lilly explained that digitizing of the microfilm rolls can be copied and made
81 into a tif file by the Maine State Archives for about \$60 a roll.

82 She continued that the Maine State Library supplies a service where they have high
83 quality scanners where we could scan the books.

84 Archivist Paige Lilly informed all that another issue is the unrecorded deeds and
85 what to do with them. She advised that the County Manager has checked in with
86 counsel. She stated that questions remain about digitizing priorities.
87

88 a. Budget Committee meeting on May 22, 2023, beginning at 3:00 p.m.
89 The County Manager stated that there will be a full committee of all 7 members
90 that were elected to the Budget Committee Board. There is a ZOOM option
91 also.
92

93 b. Update on Development Director hiring –
94 County Manager Zinser informed all that five people were interviewed last
95 week and that two were asked back. One candidate withdrew yesterday so we
96 are down to one candidate.
97
98
99

100 c. Discussion of changing July Commissioners' meeting from July 5th to July 12th
101 County Manager Zinser stated that traditionally speaking this holiday week has
102 posed a problem with past Boards.

103 We could reschedule if you wanted or you could meet earlier in June.

104 Commissioner Clark asked how does this affects the tax commitment? The

105 County Manager replied there is nothing that prevents us from doing it.

106 Commissioner Clark motioned to move the July meeting from July 5th to July

107 12th. Commissioner Ring seconded the motion. Vote 4-0.
108

109 d. H.R. Director Linda Corliss to seek approval of the promotion of Michael Leary
110 to Corporal (based on the request of Sheriff King)-

111 H.R. Director Corliss informed all that Law Enforcement Week is this week and
112 last week was Corrections Officers Week. The Sheriff's Office had a lot of
113 activities to recognize these employees.

114 H.R. Director Corliss explained the promotion process and informed all that

115 after this process Sheriff King has requested that Michael Leary be approved for
116 Corporal with an effective date of Monday May 22, 2023.

117 Commissioner Clark motioned to approve the promotion of Michael Leary with
118 an effective date of May 22, 2023. Commissioner Andrews seconded the
119 motion. Vote 4-0.
120

121 e. H.R. Director Linda Corliss to seek approval of the following new
122 hires/transfer(s):

123 i. Dalton V. Hart in the position of full-time corrections officer
124 in the York County Sheriff's Office with a date of hire of May
125 22, 2023

126 Commissioner Clark motioned to approve the hiring of Dalton V. Hart

127 in the position of full-time corrections officer with a date of hire of

128 May 22, 2023. Commissioner Andrews seconded the motion.

129 Vote 4-0.
130

131 f. H.R. Director Linda Corliss to seek approval of employee request for a leave of
132 absence (executive session pursuant to 1 M.R.S.A. § 405 (6) (A) personnel
133 matters)

134 Commissioner Clark motioned to enter into executive session pursuant to 1

135 M.R.S.A. § 405 (6) (A) personnel matters)

136 Commissioner Andrews seconded the motion.

137 Vote 4-0.
138

139 Commissioner Clark motioned to come out of executive session. Commissioner

140 Andrews seconded the motion.

141 Vote 4-0.
142

143 Commissioner Clark motioned to approve an employee leave of absence as

144 recommended by H.R. Director Corliss. Commissioner Ring seconded the

145 motion. Vote 4-0.
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147

148 **6 OLD BUSINESS**

149 None

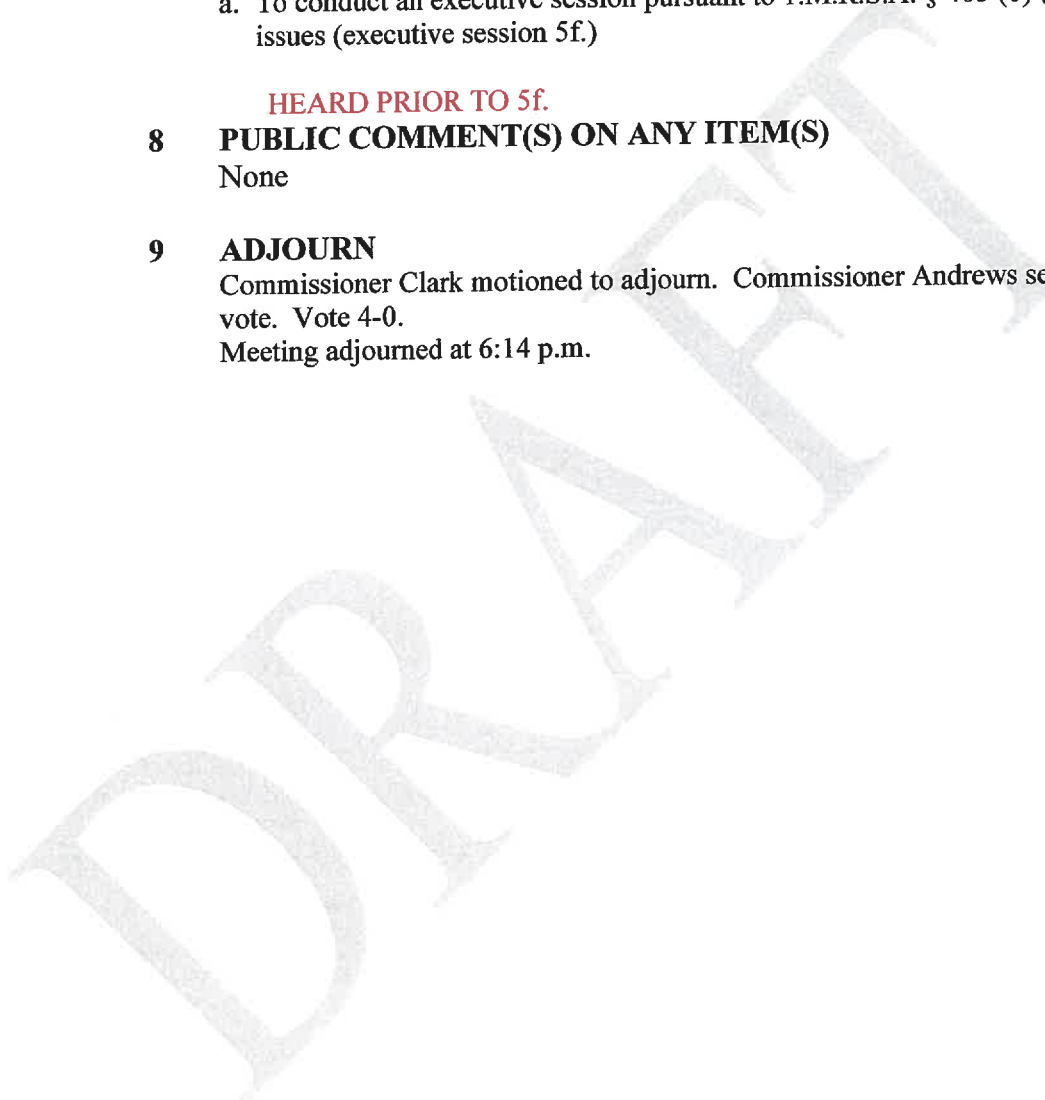
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- 7 **TO CONDUCT AN EXECUTIVE SESSION ON PERSONNEL ISSUES PURSUANT TO 1 M.R.S.A. § 405 (6) (A), ACQUISITION OF REAL PROPERTY OR ECONOMIC DEVELOPMENT PURSUANT TO 1 M.R.S.A. § 405 (6) (C), LABOR NEGOTIATIONS PURSUANT TO 1 M.R.S.A. § 405 (6) (D) AND CONSULTATION WITH LEGAL COUNSEL PURSUANT TO 1 M.R.S.A. § 405 (6) (E), REVIEW OF CONFIDENTIAL RECORDS PURSUANT TO 1 M.R.S.A. § 405 (6) (F)**
 - a. To conduct an executive session pursuant to 1.M.R.S.A. § 405 (6) (A) personnel issues (executive session 5f.)

HEARD PRIOR TO 5f.

- 8 **PUBLIC COMMENT(S) ON ANY ITEM(S)**
None

- 9 **ADJOURN**
Commissioner Clark motioned to adjourn. Commissioner Andrews seconded the vote. Vote 4-0.
Meeting adjourned at 6:14 p.m.



JOB DESCRIPTION

County of York



Human Resources

Media Specialist

Status: Reserve

FLSA: Non-Exempt

Salary: \$25.00 / hourly

Union: Non-Union

Reports to: Deputy County Manager

JOB SUMMARY

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

This person will be responsible for covering and reporting on events relevant to the County of York.

SUPERVISION RECEIVED AND EXERCISED

This individual works under the immediate supervision and direction of the County Manager and Deputy County Manager.

This position has no supervisory responsibilities.

ESSENTIAL DUTIES

- Covering news and/or features relevant to the County, as assigned, with some depth and analysis.
- Using and cultivating a range of reliable sources, and interviewing subjects who are relevant to the story.
- Eliciting newsworthy comments and information from interviewees and determining relevant portions of interview to select for publication.
- Write stories using proper grammar and following proper AP style guidelines while also ensuring they are compelling and professional in style and presentation.
- Conduct research as needed to ensure accuracy of constructed stories.
- Edit written pieces written by other employees to check for clarity, grammar, and overall story presentation; make suggestions and assist with any revisions that need to be made.

- Create relationships with members of the community, law enforcement and other agencies to develop access to credible sources.
- Convert or create stories to be posted on the county website and social media sites.
- Assist with posting required meeting announcements as needed.

MIMIMUM QUALIFICATIONS

- Possess a professional, friendly, team-oriented demeanor.
- Proficient in Microsoft Office (Emphasis on Word, Outlook, Excel, Publisher, and PowerPoint)
- The ability to multi-task in a faced paced environment.
- Ability to effectively communicate both orally and in writing.
- The ability to plan and schedule their work properly.
- Ability to work independently and in a team setting.
- Effective time management skills and the ability to meet deadlines and targets.
- Work collaboratively with other departments as needed.

Education:

- High School Diploma or G.E.D. equivalent. (Required)
- Bachelor's Degree or equivalent years of experience.

Experience:

- Requires 5+ years journalism experience.

NECESSARY SPECIAL REQUIREMENT

- Must be 18 years of age or older.
- Must successfully pass a pre-employment background check, and reference check.
- Must be able to provide proof us U.S. citizenship or legal right to work in the United States.

PHYSICAL REQUIREMENTS

Environmental Conditions: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee regularly works in an office environment. The noise level in the work environment is moderately low. There may be intermittent interruptions from phones, public inquiries, and other staff.

The employee may be required to travel for work-related events.

Physical Conditions: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job.

While performing the duties of this job, the employee is regularly required to sit for extended periods of time. The employee is frequently required to use hands and fingers to use computer keyboard, file, writing and answering phones. The employee is frequently required to walk and talk or hear. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl. May be expected to lift and/or move up to 25 pounds.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.



COUNTY OF YORK

Robert L. Andrews
District 1

Richard R. Dutremble
District 2

Justin Chenette
District 3

Donna L. Ring
District 4

Richard Clark
District 5

45 Kennebunk Road
Alfred, Maine 04002

(207) 459-2313
Fax (207) 324-9494
YC-Commish@yorkcountymaine.gov

Gregory T. Zinser
County Manager

Kathryn A. Dumont
Assistant to the Manager

Linda M. Corliss
Deputy County Manager
Human Resource Director

Lorene B. Lemieux
Finance Director

June 2, 2023

TO: County Commissioners

FROM: Linda M. Corliss
Deputy County Manager/Human Resource Director

RE: Request for Hiring Waiver

I would like to make a formal request to waive the normal hiring process for the new reserve Media Specialist position. This position was created to assist the county with various levels of media relations. The individual that we seek to hire, Tammy Wells, not only has a distinguished career in journalism but a long-time relationship covering various events of the county. I believe this knowledge would be beneficial to the county.

I do have a complete hiring packet available for the commissioner's review and would be seeking an August 14, 2023, start date.

Policy Consultant -- Unhoused Services

York County, Maine

May 21, 2023





May 21, 2023

YORK COUNTY COMMISSIONERS
45 Kennebunk Road
Biddeford, ME 04002

CONTACT PERSON
SCOTT ACKERSON, LMSW
DIRECTOR, SOCIAL IMPACT STUDIO
D 210.298.9619 | M 210.385.0892
scotta@westeastdesign.com

Section 1, Cover Letter

RFP: Policy Consultant–Unhoused Services (RFP #2023 03 20PC)

Dear York County Commissioners,

WestEast Design Group is pleased to present our qualifications to the York County Commissioners at the recommendation from the City of Biddeford. The original proposal was in response to the City of Biddeford’s Request for Proposal #2023-03-20PC. We believe WestEast is uniquely positioned to be the consultant/partner you seek. Two years ago, WestEast created the Social Impact Studio (SIS) to focus on endeavors that create impactful and sustainable changes in the communities we serve. The SIS is led by Scott Ackerson, a licensed master’s degree social worker, and focuses on holistic projects for human service endeavors including homeless consulting, child advocacy centers, community centers, early childhood learning centers, and affordable housing communities. The SIS has also led research projects to study trauma-informed design, which included conducting focus groups with existing consumers of affordable housing to bring the consumer perspective into the design and function of these communities. We integrate best practices for human services into all aspects of every project we undertake, from planning and purpose to function and design.

The two primary consultants who will lead this project, Scott Ackerson and Katherine Dillard Gonzalez, have over 30 years of direct practice in homeless services and national consulting to assist communities in homeless services system design and improvement. They have worked with communities across the nation in developing both short and long-term plans for homeless systems of care, always utilizing a multi-sector and holistic approach. Scott and Katherine have helped communities align all systems impacting homelessness including law enforcement, criminal justice, healthcare systems, workforce readiness, and city and county governments. Their expertise was instrumental in the systems change efforts in Bexar County, TX, which included the creation and on-going improvements at the Haven for Hope Transformational Campus.

WestEast’s multi-disciplinary team has the experience and expertise to successfully complete the analysis and resulting policy options for York County. Our consultants have not only the capacity to do a comprehensive strength and gap analysis to create new and innovative solutions for your system of care, but also the ability to assess, potentially redesign, or create the physical facilities needed to serve the region’s people experiencing homelessness. We want to work on this project because we are impressed with the initiative in addressing homelessness before it is at a crisis level. The obvious care and compassion for the community’s unhoused people aligns perfectly with the Social Impact Studio’s goals and values. Thank you for your time and consideration. Please contact me if you have questions or would like additional information.

Scott Ackerson, LMSW
Director, Social Impact Studio

Section 2, Skills and Experience of the Team

WestEast Design Group is a small, minority owned business located in San Antonio, Texas. WestEast has provided consulting and design services for 27 years. The WestEast team will be led by Scott Ackerson, a licensed social worker and Director of our Social Impact Studio. He will be accompanied by primary consultant, Dr. Katherine Dillard Gonzalez, and research consultant Gabriela Esquivel.



27 Years in Business

35 Employees



200 E. Grayson Ste. 207
San Antonio, TX 78215

27 Years at Local Office

0 Claims or Lawsuits

Project Lead: Scott Ackerson, LMSW

Team Lead Scott Ackerson oversaw services and strategic relationships on the Haven for Hope Campus and went on to consult with communities across the U.S. on improving and redesigning their homeless systems of care. He also has served as a Board member for The South Alamo Regional Alliance for the Homeless, the local Continuum of Care, for over 10 years. Scott has also provided consulting for several similar-sized communities, including Boerne, Texas and New Braunfels, Texas.

Prior to joining WestEast Design Group, Scott served as EVP of Strategic Relationships for Prospera Housing Community Services, the largest non-profit affordable housing provider in the state of Texas. In this role, Scott pioneered innovative programming working with Managed Care Organizations in addressing Social Determinants of Health and lead efforts for a third-party evaluation demonstrating the efficacy of the programs.

Before Prospera, Scott worked as a Principal for Health Management Associates, a national healthcare consulting firm. In that role, Scott worked across the United States doing work related to homeless systems of care, Social Determinants of Health, supportive housing and infant mortality.

Prior to HMA, Scott provided clinical and programmatic oversight for Haven for Hope, a campus for homeless services with over 1,000 beds in Bexar County. Scott coordinated services and resources among continuum of care organizations and sat on the Continuum of Care Board. He oversaw social service operations, workforce development, and supportive housing programs. Scott piloted a peer support integration program and conceptualized a jail diversion program for people experiencing homelessness.

While working for Haven for Hope, Scott was also vice president of community transformation services at the Center for Health Care Services (CHCS), a community mental health center in San Antonio. He managed behavioral health services on the Haven for Hope campus, as well as an innovative integrated care clinic that provided care to chronically homeless individuals.

Scott championed addiction and mental health recovery programs for both Haven for Hope and CHCS. He oversaw partner relations and strategic community development – particularly in the areas of permanent housing and healthcare for people experiencing

homelessness. Scott also created the In-House Recovery Program, an addiction recovery for people experiencing homelessness and the first treatment program that focused solely on people experiencing homelessness.

Prior to his career in homeless recovery services, Scott worked for 20 years in child welfare services, including opening a trauma-informed residential treatment center in San Antonio. He received the inaugural Rama Ramanathan National Commitment to Service Award for his innovative work with young adults emancipating from foster care.

Scott is an adjunct professor of social work specializing in cultural competency and macro-level social work practice. He continues to serve on local and national non-profit boards including the South Alamo Regional Alliance for the Homeless, Street2Feet, Project Red (El Salvador), and Urban Vision Alliance (San Francisco). Scott received a master's degree in social work from Our Lady of the Lake University and a bachelor's degree in social work at St. Cloud State University in Minnesota. He is a licensed Master of Social Work.

Primary Consultant: Dr. Katherine Dillard Gonzalez

Dr. Katherine Dillard Gonzalez has been a national housing and homeless consultant for 18 years and contracts with Haven for Hope to manage the local HMIS system, as well as develop research and system reports.

Over the last 18 years, Dr. Dillard Gonzalez has worked with government agencies and non-profit organizations in many states across the country related to the intersection of homelessness, behavioral health, housing, and community development. Since 2014, her client work has led her to develop system reports for the following:

- City of San Antonio- Mental Health System Analysis
- City of San Antonio- Trauma Informed Care Consortium System Analysis
- Bexar County- Substance Use System Analysis
- LISC- Housing System Analysis
- Haven for Hope- Homeless Services Response System

The results of this work are documented in her dissertation submitted to The New School for completion of her doctoral degree. Katherine's dissertation *Systemic Strategies to Address Homelessness: A Situation Analysis of the Response in San Antonio, Texas*, demonstrates the need for a systems-approach in addressing the complex

issues associated with homelessness. Her work and research underscore the fact that homeless intervention systems by themselves cannot and will not end homelessness, rather what is needed is an approach that is cross-sector and systemic and addresses upstream interventions and downstream interventions.

Dr. Dillard Gonzalez has worked alongside the local continuum of care (CoC) through consulting with the local HMIS Lead. This portion of her consulting portfolio includes developing governance documents between the collaborative application, board of directors, and HMIS Lead. Such governance documents include: the governance charter for HMIS, the MOU between the board of directors, HMIS Lead, and collaborative applicant, contributing HMIS organizations, as well as local policies and procedures. This work was presented at a 2019 conference sponsored by HUD's Community Planning and Development Department in collaboration with Mike Lindsay from ICF.

[The presentation can be found here.](#)

Through her work, Dr. Dillard Gonzalez has deep understanding of the various funding structures that relate to homelessness beyond just the dedicated CoC funds including law enforcement costs, hospitals and healthcare systems, criminal justice systems, and other public and private investments. Her other areas of expertise include organizational assessments, government relations, project management, data analysis and performance trends, and systems improvement. Dr. Dillard Gonzalez is also bilingual in English and Spanish.

Research: Gabriela Esquivel

Gabriela Esquivel conducts research for WestEast's Social Impact Studio. She is skilled at synthesizing complex topics, developing research frameworks, and identifying key themes in qualitative data. Her research experience covers a variety of topics ranging from auditory and vestibular disorders to art history and urban studies. In addition to her research experience, Gabriela also has experience with web design and development, drafting a SWOT analysis, and navigating data sharing processes across various organizations.



SCOTT ACKERSON LMSW
PROJECT LEAD | WESTEAST DESIGN GROUP

Scott has more than 30 years of non-profit and consulting experience, including community organization, program development/management, and direct social work practice. Scott's expertise includes: homeless systems of care, affordable housing, social determinants of health, social service operations, education/workforce development, partner organization strategies, addiction recovery, and mental health. Scott is also an Adjunct Professor of Social Work and serves on several non-profit boards.

EXPERIENCE

Strategic Consulting, Albuquerque & Santa Fe, New Mexico

Subject matter expertise to address Albuquerque & Santa Fe's increasing homeless and affordable housing challenges. Both cities have struggled with a lack of knowledge, experience, and funding support to develop effective solutions. Scott's expertise is helping both cities develop a strategic framework to address these growing issues.

Strategic Consulting, Los Angeles, California & Rapid City, South Dakota

Scott worked with the Hospital Association of Southern California to develop a region-wide, five county plan to strengthen homeless systems of care and develop strategies to decrease high-utilization rates of health care services by people experiencing homelessness. He also worked with a foundation in Rapid City to develop and implement a homeless transformational campus.

Haven for Hope, San Antonio, Texas

Scott worked with Bill Greehey and San Antonio City leaders were dedicated to developing a successful program for San Antonio. The \$60 million development was funded through a combination of public and private funds, of which over 60% came from the private sector. The team took 18 months to research over 200 homeless shelters across the country to define and develop the Haven for Hope facility. Once the campus was open, Scott led efforts to transform programming from behavior modification to evidence-based practices of recovery-oriented systems of care, trauma-informed care, person-center planning, and peer support integration.

Prosperemos Juntos / Thriving Together, San Antonio, Texas

Prosperemos Juntos / Thriving Together is a grant program developed by Methodist Healthcare Ministries to support local communities. Prospera Housing Communities partnered with WestEast to win a first-round grant from the program. The design team, with Scott serving as a subject matter expert, is working to develop a set of strategies for renovating several Prospera affordable housing projects. Design strategies will focus on trauma-informed design principles and deep listening of the experiences of residents.

EDUCATION

Master of Social Work,
Our Lady of the Lake
University

REGISTRATIONS

Licensed Master of Social
Work

YEARS OF EXPERIENCE

30



KATHERINE DILLARD GONZALEZ PH.D.
PRINCIPAL CONSULTANT | WESTEAST DESIGN GROUP

Dr. Katherine Dillard Gonzalez has focused her 18-year career on fostering relationships that enhance the quality of life for community residents. Her experience engaging government agencies at the federal, state, and local level creates a platform to leverage structural change and shift service delivery practices. The intent is to strengthen organizational capacity to improve client outcomes, promote a culture of innovation, and encourage shifts in systemic practices.

EXPERIENCE

Haven for Hope of Bexar County, San Antonio, Texas

Since 2014, she has provided consulting services to improve structure and efficiency within the agency. Such services include organizational development assessment/capacity building, government relations, project management, data analysis and performance trends, and systems improvement.

Mental Health System Assessment, City of San Antonio, Department of Human Services

The purpose of the system assessment was to review historical reports, along with other key documents that detail the operation of the San Antonio Mental Health System. It included the analysis of the interactions between critical community stakeholders, their organizational structures, and the limitations of such structures to effectively execute critical community mental health needs.

Project RED, San Salvador, El Salvador

Conduct an organizational assessment to observe and document the current operational structure. The assessment included conducting individual interviews, observing staff processes, and reviewing organization documents. Subsequent work has included training for the board of directors, revision of organizational bylaws, and on-site strategic planning.

UnidosUS, Department of Housing and Community Development, Washington, DC

Managed a portfolio of 20 non-profit organizations nationwide participating in HUD's Housing Counseling Program through the UnidosUS Intermediary status. Developed customized strategies to increase the efficiency of the service delivery to increase the volume of clients served. Analyzed efficiency models based on the variety of services offered by such organizations.

Publication

Dillard Gonzalez, K. "Systemic Strategies to Address Homelessness: A Situation Analysis of the Response in San Antonio, Texas." (2022) The New School Pro Quest Dissertations Publishing.

EDUCATION

PhD, Public and Urban Policy, The New School

MS, Public and Urban Policy, The New School

MAA, Organizational Development, University of the Incarnate Word

BA, Government and Mexican American Studies, The University of Texas at Austin

YEARS OF EXPERIENCE

18



**GABRIELA ESQUIVEL MA
RESEARCH | WESTEAST DESIGN GROUP**

Gabriela Esquivel conducts research for WestEast’s Social Impact Studio. She is skilled at synthesizing complex topics and identifying key themes in qualitative data. Her research experience covers a variety of topics ranging from auditory and vestibular disorders to art history and urban studies.

EXPERIENCE

Trauma Informed Design in Affordable Housing, Prosperemos Juntos—San Antonio, Texas

Prosperemos Juntos is a grant program developed by Methodist Healthcare Ministries to support local communities. Prospera Housing Community Services partnered with WestEast and was awarded a grant to study affordable housing and trauma informed design. Gabriela has helped coordinate focus groups with affordable housing residents across three properties. The goal of these focus groups is to collect data on residents needs and ways to improve each community.

Design Overlay for Older Adults at Hemisfair Tower Park—San Antonio, Texas

Hemisfair Conservancy recently selected WestEast to develop a design overlay for older adults at Tower Park. Gabriela was responsible for researching strategies to develop public spaces for people over the age of 60. Her research focused on understanding the physical, psychological, and social needs of older adults, who have historically been excluded from urban design conversations. The design team is using this research to develop the design overlay and ensure the end users’ needs are met.

Arthur Greenberg Curatorial Fellow—St. Louis, Missouri

Curated Neither Here Nor There: Borders and Mobility in Contemporary Art for the Mildred Lane Kemper Art Museum. The exhibition examined the effects of globalization, which holds out the promise of free circulation, but has also been accompanied by a tightening of national and political boundaries and growing socioeconomic inequality. Gabriela was responsible for conducting extensive historic, political, and artistic research as well as writing an exhibition essay that was published by the museum.

Scotty’s House—Bryan, Texas

Scotty’s House is a non-profit child advocacy center that provides comprehensive medical, legal, and counseling services for victims of child abuse and their families. Gabriela assisted with demographic research to support the facility assessment team in making recommendations to the organization’s board. The final report helped the organization’s board understand how to plan for future case load increase.

EDUCATION

MA, History of Art, The
Courtauld Institute of Art

Bachelor of Design in
Architecture, Washington
University in St. Louis

YEARS OF EXPERIENCE

6

Past Projects Relevant to the Scope of this RFP

Below is a comprehensive list of relevant projects completed by the proposed project team. Project descriptions with more information on projects from this list can be found on page 9.

- The Bridge Homeless Assistance Center - Dallas, TX
- Haven for Hope Homeless Transformational Campus - San Antonio, TX
- ChildSafe Child Advocacy Center - San Antonio, TX
- American GI Forum Heroes Lodge - Austin, TX
- Ella Austin Community Center - San Antonio, TX
- Redemption City Church - Austin, TX
- Scotty's House Child Advocacy Center - College Station, TX
- National Grocer Permanent Supportive Housing - San Antonio, TX
- One Rise Behavioral Health Campus - Wichita, KS
- Gateway Gibson Health Hub - Albuquerque, NM
- OneHeart Homeless Transformation Campus-Rapid City, SD
- Homeless consulting CA- Los Angeles, Riverside, San Bernardino, Santa Barbara, Ventura
- Homeless consulting- Santa Fe, NM; Albuquerque, NM
- Homeless consulting TX- Bexar County, Austin, TX, Boerne, TX, New Braunfels, TX
- Strategic consulting- Columbus, OH; El Salvador; Washington, DC; San Antonio, TX

References

OneRise Health Campus, Wichita, Kansas

Matthew Tannehill
matthewt@lange.us.com
316.644.9893

South Alamo Regional Alliance for the Homeless

Katie Vela
katievela@sarahomeless.org
210.394.5045

City of San Antonio

Mark Carmona
mark.carmona@sanantonio.gov
210.965.4765

OneHeart Transformation Center, Rapid City, South Dakota

Charity Doyle
charity@oneheartrc.org
605.791.3034

Point-In-Time Coordinator, Boerne, Texas

Robin Stauber
stauber@boernelibrary.org
210.827.8885



April 7, 2023

Dear York County Commissioners,

I was first introduced to the work of Scott Ackerson in 2018, as our community began to recognize and coalesce around the need for social services for our unhoused neighbors. As you are likely aware, opinions on how to best deploy community assets to serve this marginalized demographic are strong and vary widely, which can often make community consensus challenging. A group of citizens, including myself as the adult services librarian, formed a loosely based community group working to address these issues. Scott came highly recommended to us by a board member for the San Antonio Housing Coalition, and we brought him to our suburban community on the outskirts of that city to work with us on building a plan.

Scott has deep knowledge regarding homelessness and the issues that drive it. He is generous with his time and adept at managing the politics that can surround this often-divisive community issue. Through his work, advice and counsel, we were able to begin to set a foundation in place for homeless services and proactively engage those, mainly law enforcement officers, who are often at the forefront of working with this population. Scott's knowledge and counsel single-handedly brought around our County Sheriff, who recognized the intersection between his rotating prison population and the mental health challenges, among others, deeply embedded in the homeless demographic.

Through the years, Scott has been generous with his time, network and advice, and we are forever grateful to have him as an advocate as we continue to build out these services. Since this time, we have built a larger community mental health initiative, developed warming and cooling centers for extreme weather conditions, and participate annually in HUD's Point in Time survey count, which has provided baseline data to assist us in both educating our community on these issues. Local nonprofits most closely associated with these social services work also use this data to build more capacity as Texas, and our county, continue to experience explosive growth.

Scott is a valuable asset to any team, and I cannot thank him enough, or offer a stronger endorsement of his work. He has helped us move the needle considerably in the 6 years since he first picked up my phone call. I'm happy to answer any questions you may have, and can be reached at either the library, 830-249-3053, or my cell at 210-827-8885. Thank you.

Sincerely,

A handwritten signature in blue ink that reads "Robin Stauber". The signature is fluid and cursive, with a long, sweeping underline.

Robin Stauber
Adults Services Librarian
Point in Time Community Coordinator



The Bridge Homeless Assistance

The Bridge Homeless Assistance Center was developed as a new model to address chronic homelessness in Dallas,

Texas. The goal was to develop the center as a point of pride for the community and create a place for the many invested civic groups to work together.



Ella Austin Community Center

Ella Austin is a multi-social service community center that provides services from early childhood to senior services in the

Dignowity Hill neighborhood on San Antonio's East side. The community center is housed in a historic Middle School owned by the City of San Antonio that dates back to the 1920's



Haven for Hope Homeless Transformational Campus

San Antonio was faced with a homeless population nearing 25,500 individuals in 2003. Looking to

eradicate this issue, numerous organizations came together to create Haven for Hope to provide all the services necessary to address the root causes of homelessness.



Redemption City Church

Redemption City Church recently acquired 12 acres in Round Rock to develop a church campus, but they have chosen to master plan the project with a

unique approach. In their words, Redemption City is where you belong first, then you believe and become a follower. Because belonging is their first priority, they want to develop a campus that welcomes Round Rock in and becomes a center for the community to grow and worship together.



ChildSafe Child Advocacy Center



National Grocer Permanent Supportive Housing

The National Grocers building is an out-of-use historical building located three blocks from San

Antonio's award-winning homeless services center and shelter. This project will transform the 60,000 SF building into 50 permanent supportive housing units for women and children, along with space for in-house support services.



American GI Forum Heroes Lodge

The American GI Forum's Heroes Lodge project mission is to assist and serve veterans and their families. Heroes Lodge

will focus on providing the opportunity for success to all Texas Veterans by meeting them where they are, providing a one-on-one program for restoring a healthy and productive life.



One Rise Behavioral Health Campus

OneRise is an integrative, state-of-the-art behavioral healthcare campus coming to South central Kansas.

This 70-acre campus will offer a comprehensive approach to mental health care and substance abuse needs affecting Wichita and the region. Using traumainformed design, we are creating architecture that not only functions, but promotes healing and wellbeing.

Haven for Hope: A Transformational Model for Homeless Services



Since opening in April of 2010, Haven for Hope has provided housing, transformational, and life-saving services for thousands of men, women, and children experiencing homelessness in Bexar County, Texas. The Haven for Hope campus has become a national model for homeless services delivery systems, combining a person-centered, humanistic approach for the unhoused and a comprehensive, multi-sector system approach in the delivery system.

89% success rate

After one year, 89% of people that exited with a housing placement did not return to homelessness. Since opening, over 5,820 people have exited the transformational campus and moved to permanent housing.

50 thousand lives saved

Over 50,000 individuals have received life-saving services.

\$96.7 million in cost avoidance

Approximately \$96.7 million in documented cost avoidance for City & County jails, emergency rooms and court rooms in first eight years of operation (2008-2015).

300+ services

184 partners provide over 300 services.

40 thousand medical services

Over 40,000 medical, dental, and vision care services are provided annually to Haven for Hope and the public.

A national model

More than 300 different U.S. cities have visited the campus from various states.

San Antonio Downtown Homeless Point-in-Time Count (2010-2020)



Understanding of the Scope of Work & Timeline of the Project

The WestEast team proposed in this RFP fully understand the scope of work in this solicitation, and propose the following work plan to achieve the project's objectives.

Project Phase	RFP Scope of Work Project Responsibilities	Consultant Activities	Established Timeframe	Format
Phase I: Independent Review of Population, Support Network, and Service Gaps	Provide a demographic profile of the unsheltered population	Work with county officials, local officials in each municipality, law enforcement, and service providers to identify individuals experiencing homelessness and outreach to interview these individuals.	Month 1-2	In-Person and Remote
	Develop forecast for increase in unsheltered population in 5 to 10 years	Gather and utilize existing municipal and regional data and emerging demographics to develop predictive analytics for homelessness estimates in the next 5-10 years.	Month 1-2	In-Person and Remote
	Map and analyze the existing support services network across the county and within the municipalities	Conduct broad stakeholder interviews to ascertain and map the current existing multi-sector support services network in the region and develop a strength and gap analysis.	Month 1-2	In-Person and Remote
	Summarize existing and/ or gap services/ capacity challenges for which a regional/ statewide approach could help improve outcomes	Conduct interviews with regional/statewide stakeholders and the Continuum of Care leadership to develop a regional/statewide strength and gap analysis as well as a comprehensive review of existing funding, funding gaps, and recommendations for potential additional future resources.	Month 1-2	In-Person and Remote
	Analyze if / why unshoused persons are not seeking support from the existing network of support providers	Work with county officials, local officials in each municipality, law enforcement, and service providers to identify individuals experiencing homelessness and outreach to interview these individuals.	Month 1-2	In-Person and Remote
	Gather other stakeholder input on the scope of the issue and potential best-practice solutions	With assistance from the county and municipal staff, identify broad-based stakeholders interviews and focus groups to ascertain existing practice solutions, compare and contrast to current evidence-based practices, and provide recommendations.	Month 1-2	In-Person and Remote
	Analysis of county and local ordinances impacting homeless services. Such ordinances should include, but are not limited to, overnight camping, shopping carts, and aggressive panhandling.	With assistance from county and municipal staff, identify all existing ordinances impacting homelessness and conduct critical analysis.	Month 1-2	In-Person and Remote
	Summarize key findings in a written report	Prepare report(s)	Month 3-4	Remote
	Develop a range of policy options to assist the county in addressing the needs of the unshoused and those at risk of becoming unshoused across the county to include the costs associated with not implementing the policy options.	Based on research, develop comprehensive policy options and a predictive cost-modeling report associated with not implementing recommended changes.	Month 3-4	In-Person and Remote
	Deliver a written report with the range of policy options	Prepare and deliver report.	Month 4	In-Person and Remote
Phase III: Public Presentations on Report Findings and Policy Recommendations	Prepare and present information and findings at public meetings	Prepare and present findings.	Month 4	In-Person and Remote
	Attend meetings of significance to county staff	Attend meetings as needed/requested.	Ongoing	In-Person and Remote

Costs

We propose to provide the scope of work described in Section III, Scope of Work, as a fixed price contract not to exceed \$98,850. This includes an estimated hours of professional services, travel expenses, transcription services, and consumer incentives. Monthly invoices will be issued for billing. WestEast Design Group is committed to performing the work on this project for York County at the fixed price identified above. This price is fixed unless there is a change in the scope of work negotiated between the parties through a bilateral modification to any subsequent agreement. The estimated hours of professional services by task are as follows, though we expect those to be flexible.

Activity	Expected Hours	Expected Costs
Phase I: Independent Review of Population, Support Network, and Service Gaps		
Virtual meeting with City team to identify key stakeholders and begin to coordinate virtual stakeholder meetings.	8	\$1,600
On-site stakeholder interviews, focus groups, and data collection (2 principal consultants X one 2-week site visit)	160	\$32,000
Transcribe, compile, analyze data, and create report	100	\$20,000
Subtotal	268	\$53,600
Phase II: Develop Range of Policy Options and Related Costs		
Research and develop policy options and cost model	30	\$6,000
Create Report	20	\$4,000
Subtotal	50	\$10,000
Phase III: Public Presentations on Report Findings and Policy Recommendations		
Prepare and present findings at public meetings/ attend city meetings	80	\$16,000
Subtotal	80	
Total Hours	398	
Additional Expenses		
Travel/ expenses (flights, hotel, car rental, meals) Minimum of two trips. Initial site visit and return trip to present findings.		\$12,000
Transcription		\$5,000
Incentives for consumers		\$500
Snack/ drinks for convening		\$750
Administratiuon		\$1,000
Grand Total		\$98,850



Robert L. Andrews
District 1

Richard R. Dutremble
Chairperson
District 2

Justin Chenette
Vice-Chairperson
District 3

Donna L. Ring
District 4

Richard Clark
District 5

COUNTY COMMISSIONERS COUNTY OF YORK

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Gregory T. Zinser
County Manager

Kathryn A. Dumont
Assistant to the Manager

Lorene B. Lemieux
Finance Director

Linda M. Corliss
Deputy County Manager
Human Resource Director

YORK COUNTY PROCLAMATION

WHEREAS, the County of York supports the rights of all persons to coexist with equality and freedom from discrimination; and

WHEREAS, LGBTQ+ (lesbian, gay, bisexual, transgender and queer) Pride Month is celebrated nationally each year in the month of June; and

WHEREAS, while society at large increasingly supports LGBTQ+ equality, it is essential to acknowledge that the need for education and awareness remains vital to end discrimination and prejudice; and

WHEREAS, celebrating Pride Month influences awareness and provides support and advocacy for the County of York's LGBTQ+ community and is an opportunity to take action and engage in dialogue to strengthen alliances, build acceptance and advance equal rights.

NOW THEREFORE, we the York County Commissioners, do hereby proclaim June 2023 as Pride Month in York County and encourage residents to reflect upon the continuing struggle for equality by members of the LGBTQ+ community.

PROCLAIMED AND APPROVED this 7th day of June, 2023.

Commissioner Richard Dutremble, Chairperson

Commissioner Justin Chenette, Vice-Chairperson

Commissioner Robert Andrews

Commissioner Richard Clark

Commissioner Donna Ring

STORAGE AND HANDLING AGREEMENT

THIS AGREEMENT is made as of the ____ day of _____, 2023 between York County, having its governmental principal office at 149 Jordan Springs Road, Alfred, Maine (the “County”) and the City of Saco, having its governmental office at 300 Main Street, Saco, Maine (the “City”).

WITNESSETH:

WHEREAS, the County acquired a Dredge at the urging of the City, as well as other municipalities and entities; and

WHEREAS, the City offered to provide a location for the housing and storage of the Dredge at no cost if the County acquired it; and

WHEREAS, the County now wishes to accept the City’s offer to house and store the Dredge at a location selected by the City and approved by the County; and

WHEREAS, the City remains willing to provide such housing and storage of the Dredge.

NOW, THEREFORE, in consideration of the foregoing and of the mutual covenants set out herein, the parties agree as follows:

1. TERM: The initial term of this Agreement shall begin effective July 1, 2023 and shall expire on June 30th, 2028. This Agreement shall automatically renew for an indefinite number of successive one (1) year renewal terms at the end of the initial term and each such renewal term will continue unless and until terminated by either the County or the City upon written notice to the other, effective at the end of the initial term or the then current renewal term, delivered not less than sixty (60) days before the end of the initial term or the then current renewal term. The terms and conditions during any renewal term shall be the same as the terms and conditions during the term immediately preceding that renewal term, unless otherwise agreed by the County and the City in writing not less than sixty (60) days before the beginning of that renewal term.

Notwithstanding any other provision contained herein, in the event at any time the County determines that the service provided by the City does not meet the County’s expected standards,

the County may provide the City with prior written notice of the deficient service. Upon 3 such written notifications by the County to the City, the County may, at its option, terminate this Agreement at the end of the current contract year.

Upon termination or expiration of this Agreement, the County agrees to remove the Dredge from the City's housing and storage location within 60 days of the termination or expiration date. Should the County fail to so remove the Dredge by that date, the City may bill the County a daily storage fee of \$100 per day that the Dredge remains at the City's housing and storage location unless the parties agree to different terms in writing.

2. PROVISIONS AND FACILITIES: The City shall provide adequate exclusive, segregated housing and storage location for the Dredge at a location approved in advance by the County. This location shall be referred to herein as the Facility. The City shall not store the Dredge at any other location without the County's prior written consent.

3. STORAGE AND MAINTENANCE The City shall be responsible for the security, oversight, and safekeeping of the Dredge from the time it arrives at the Facility until such time as the Dredge departs the Facility. The City will be primarily responsible for the maintenance, upkeep and seaworthiness of the Dredge, whether it is on the water or in storage, but the City may share the costs related thereto with other authorized users of the Dredge on such terms as the City and those users may agree to. When the Dredge is to be placed in storage, the City will be responsible for any preventative maintenance that is associated with such storage, but may share those related costs with the other authorized users.

4. CHARGE: In exchange for the City's ability to use the Dredge for City related purposes at no costs except its share of maintenance as described in the previous paragraph, the City will not charge the County for the housing and storage of the Dredge, or for any costs associated with the security, oversight, and safekeeping of the Dredge.

5. ACCESS TO FACILITY: The County and its representatives shall have full access to the Dredge at the Facility, at mutually agreeable times during normal working hours. In addition, such other municipalities, agencies, entities or individuals as designated and approved by the County shall also be provided with reasonable access to the Dredge at the Facility, at mutually agreeable times during normal working hours. It is understood and agreed that the Dredge may be used by the City and the County (as well as those designated and approved by the County) for

familiarization and training at such times as have been coordinated in advance by the City and the County.

6. TITLE: The County shall retain title to the Dredge while it is in storage at the Facility or otherwise in use by the City or any other authorized user.

7. INSURANCE: The County agrees to insure the Dredge with an appropriate property insurance policy. The City agrees to maintain insurance coverage sufficient to cover liability and damage to the Dredge while in its possession or use and may obtain contributions toward the insurance coverage from any authorized users. Both parties shall maintain workers' compensation coverage for any of their respective employees who may suffer an injury associated with the Dredge and liability insurance for any injuries or damages allegedly caused by employees of the County and the City as may be applicable.

8. INDEMNIFICATION: The City agrees to indemnify, defend and hold harmless the County, and its respective agents, officers, mandataries, directors, and employees, from and against any and all liabilities, losses, expenses, damages, demands, injury to persons (including death), damage or alleged damage to any property which arise or are alleged to arise out of or in connection with (i) the negligence or willful actions of the City or its employees or (ii) the City's failure to comply with any applicable laws, rules and regulations, including but not limited to any alleged violation of any environmental, health or safety laws. or (iii) any emissions, deposit, issuance or discharge of contaminants into the environment resulting from or occurring in connection with the City's possession or use of the Dredge. The County agrees to indemnify the City for any injuries caused by the County's employees.

9. COMPLIANCE WITH LAWS AND WAIVER: The City will comply with all applicable laws, statutes, regulations, by-laws, rules, ordinances, orders, policies and guidelines (including but not limited to those pertaining to the environment, health and safety). In that regard, should any fines or penalties be imposed by reason of the City failing to fulfill its obligations under this Agreement, the City shall have sole and complete responsibility for any such items unless such failure is caused by the County. The waiver by either party of any breach or other default under this Agreement by the other party shall not be deemed to be a waiver of any subsequent breach of this Agreement. Each and every right, power and remedy may be exercised from time to time

and so often and in such order as may be deemed expedient by a party, and the exercise of any such right, power or remedy shall not be deemed a waiver of the right to exercise at the same time or thereafter, any other right, power or remedy.

10. TERMINATION: Either party may terminate this Agreement at any time by giving 60 days written notice of its intent to terminate the Agreement. This agreement will automatically terminate if and when the County transfers title of the Dredge to any third party.

11. BINDING EFFECT: This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and assigns; provided that no party hereto shall assign or subcontract any of its obligations under this Agreement in whole or in part without the prior written consent of the other party, which consent shall not be unreasonably withheld.

12. ENTIRE AGREEMENT: This Agreement constitutes the entire agreement between the parties relative to the subject matter hereof and supersedes any and all correspondence or other agreement relating to the subject matter hereof.

13. AMENDMENTS: This Agreement may be amended only by written document signed by duly authorized representatives or employees of each of the parties.

14. PARAGRAPH HEADINGS: Paragraph headings have been inserted in the Agreement for convenience. If they conflict with text in the construction of this Agreement, the text shall control.

15. GOVERNING LAWS: This Agreement shall be construed in accordance with, and any and all disputes arising under or out of this Agreement shall be governed by the laws of the State of Maine.

IN WITNESS WHEREOF the parties have caused this Agreement to be duly executed be day and year first above written.

York County

City of Saco
