Multnomah County Behavioral Health Division Behavioral Health Advisory Council Meeting December 6th, 2023 10AM - Noon



Community Representatives	Public Service Representatives	Staff	Guests
 ☑ Barb. Rainish ☑ Eric Bray ☑ Etta Assuman ☐ John Williams ☑ Joni Scheib ☐ June Howard Johnson ☐ Katrina Malachowski ☑ Kevin Fitts ☐ Laura Bueford ☑ Mamie Gathard ☑ Mary Avalon ☑ Patty Hamit Arvizu ☐ Robert Fentress ☑ Ruthie Benjamin ☑ Ryan Hamit ☐ Sandi Delarosa ☑ Seth Dugan-Knight 	 ✓ CareOregon Cassi Sturtz ✓ Cascadia Behavioral Healthcare Dave Kohler ✓ Holistic Healing Behavioral Health Jamaica Imani Nelson ✓ Lifeworks NW N Torello ☐ Lutheran Community Services Larry Johnson ✓ Multnomah County Sheriff's Office Nora Mains (NWIAS) ✓ NAMI Multnomah Kerri Melda ☐ NARA NW Albie Lemos ✓ New Narrative Haven Taylor ☐ Portland Police Bureau Chris Burley, Billy Kemmer for Chris Burley ☐ Quest Center Danielle Deer/Scott Moore ☐ Vacant 	 ✓ Heather Mirasol ☐ Anirudh Padmala ☐ Deandre Kenyanjui ✓ Rachel Banks ✓ Jenny Tsai ✓ Jill Jessee ☐ Sadie Campbell 	 ✓ Abigail Wells ✓ Adam Peterson, Health Share of Oregon, Behavioral Health Program Manager

Agenda Item	Discussion Notes		
Welcome and Introductions Group Agreements Announcements	November Membership Election We had two vacancies on the council: One lived experience, family member or advocate One Provider Representative We had two applicants: Abigail Wells (Originally Provider Rep, changed to Lived Experience) Seth Dugan-Knight (Advocate)		
	 Results Abigail Wells did not meet membership eligibility per the Bylaws 16 council members participated in the vote via email form. 15 supported Seth Dugan-Knight's membership as an advocate member and one vote abstained. 		
Recognition Month or Awareness Events (if Applicable)	1. Rosa Parks Day (December 1st) Rosa Parks Day honors an American Civil Rights hero twice a year on February 4th or December 1st. The holiday recognizes the civil rights leader Rosa Parks. February 4th 1913 is the day that Rosa Louise McCauley Parks was born and December 1st 1955 was the day that she stood (or sat rather) courageously against racism and sparked the Montgomery Bus Boycott that lasted from December 5th 1955 to December 20th 1956 when the Supreme Court's ban on segregation of the city buses took effect.		
	2. World Aids Day (December 1st) and World AIDS Awareness Month (December) Since 1988, December has been the month to bring attention to the HIV epidemic, to increase HIV awareness and knowledge, to speak out against the HIV stigma, and to call for an increased response to move toward ending the disease. Populations disproportionately affected by HIV are also often affected by stigma due to, among other things, their gender, sexual orientation, gender identity, race/ethnicity, drug use, or sex work. HIV stigma drives acts of discrimination in all sectors of society, including health care, education, the workplace, the justice system, families, and communities. Breaking down HIV stigma is a critical part of ending the HIV epidemic.		
	3. Universal Human Rights Month December is a time to honor the Universal Declaration of Human Rights, an international document stating the basic rights and fundamental freedoms to which all human beings are entitled. As defined by the United Nations, human rights are "rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or		

	any other status." During December, we are encouraged to remember and celebrate those who have fought for human rights in the past and to also think about the ways in which we can continue to fight for them today.					
BHRC Shelter and	Do Good Multnomah shared on the BHRC shelter and bridge housing programs. Slides attached.					
Bridge Housing Programs	Several BHRC publications were shared and will be sent out with the notes.					
OCE & Director's Office Updates	OCE Update: OCE continues to be fully staffed (4 FTE). We have constant and cons					
	 We have created our One-pager for tabling events and community outreach. We are working on our logo and updating the OCE website. 					
	We have developed a tracking system to capture qualitative and quantitative data.					
	 Director's Office Update: Budget Season has commenced and BHD is active in implementing Strategic Planning Initiatives in the budgeting process for FY25 					
	 Notice of Funding Availability (NOFA) will be released for application next week for the BHECN Stabilization Center. 					
	 BHD is presenting a request for approval of a leased space for our Early Assessment and Support Alliance (EASA) Program to the Board of County Commissioners on January 11. Behavioral Health Division Director interviews will be held this afternoon and a final decision made shortly after. 					
Adjournment	Discussed possible tour of BHRC in the new year. Jill will poll the group to find out good dates.					



BHAC MEETING REMINDERS

Self-care:

- We support one another by taking care of ourselves
- Pause before speaking when feeling stressed - respond rather than react
- Take the conversation off-line with staff

Meeting Reminders:

- Try not to talk over each other raise
 hand; use chat;
- Accommodate people on the phone
 and with tech issues
- Limit comments to two minutes
- Limit acronyms and jargon
- Interrupt conversations that cause harm

Virtual meeting reminders:

- Silence microphones when not speaking
- Go off camera when necessary

Consequences for disruptive behavior during the meeting:

- Facilitator calls attention to harmful, behavior;
- If behavior continues, participant will have their microphone turned off and warned of potential meeting separation via private chat or via verbal warning if on phone;
- Separation from meeting with continued disruption

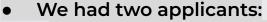
BHAC GROUP AGREEMENTS

- Hold space, make space; Remember WAIT (Why Am I Talking?) and "Principles before Personalities"
- Stay engaged to the best of your ability
 - Share your experience & hear the experience of others Use "I statements"
 - Acknowledge intent and center impact
 - Expect and accept non-closure
 - Experience discomfort (creating a safer space for challenging conversations can be uncomfortable at times)
 - Name and account for power dynamics in the the work
 - We are here to work collaboratively, and share responsibility for the success of our work together

Announcements

November Membership Election

- We had two vacancies on the council:
 - One lived experience, family member or advocate
 - One Provider Representative



- Abigail Wells (Originally Provider Rep, changed to Lived Experience)
- Seth Dugan-Knight (Advocate)

Results

- Abigail Wells did not meet membership eligibility per the Bylaws
- 16 council members participated in the vote via email form. 15 supported Seth Dugan-Knight's membership as an advocate member and one vote abstained.



December Recognition Events

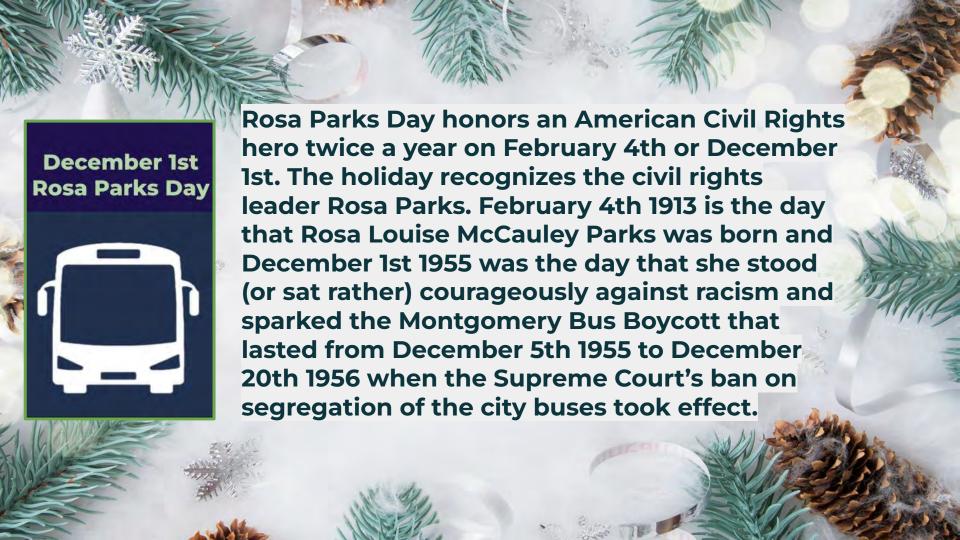


December is AIDS Awareness Month





December is Universal Human Rights Month





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Behavioral Health Resource Center (BHRC) Shelter and Bridge Programs









BHRC // Presentation Overview

- Overview of the BHRC
- Day Center Operations
- Shelter & Bridge To Housing Operations
- Impact and Utilization
- Onsite Services and Connection to Resources
- Advisory Council and Community Engagement
- Ongoing Work







BHRC // Statement of Need



- Our community has a critical and persistent need for a resource center in downtown Portland for people who are homeless and have mental health and substance use disorder challenges.
- The BHRC will prioritize meeting basic needs in the short-term, while working with partners to secure stability in the long-term.



BHRC // Behavioral Health Resource Center (BHRC)

- Opened Dec 5, 2022; seven days a week
- 333 SW Park Ave and Oak St in downtown Portland
- A safe and welcoming center for individuals experiencing houseless and behavioral health
- Multifacet and Interconnected program that involves multiple contracted providers/vendors:
 - Multnomah County Behavioral Health Department: Oversight
 - Day Center: Mental Health & Addictions Association of Oregon (MHAAO)
 - Shelter & Bridge Housing Program(s): Do Good Multnomah (DGM)
 - 24/7 Security/Safety Partner: Northwest Enforcement Inc.
 (NEI)

Various other vendors





AERIAL VIEW





MULTNOMAH COUNTY BEHAVIORAL HEALTH RESOURCE CENTER PERMIT ISSUE

LU 20-134841 DZ APP.





BHRC // Program Values

- Creating a welcoming and safer space for all
- Peer-led, trauma-informed and culturally responsive
- Meeting people where they are
- Bridging gaps in the behavioral health system
- Helping to secure more permanent housing
- Continuous quality improvement





BHRC // Additional Information

What We Don't Offer

- Detox
- Safe-use space

Rules

- No firearms or explosives
- Other weapons (or self-defense tools) must be checked in a locker
- No drug or alcohol use onsite or within a two block radius of the building

We expect everyone to be respectful and safe. We will work with a participant who is being disrespectful or unsafe to help them stay at the center. If the behavior continues, the participant may be asked to leave.

BHRC // Day Center

Day Center Services



Peer support



Restrooms



Showers



Laundry



Lockers



Computers and charging stations



Basic first aid and medical referrals



A safe space to relax



Support groups and activities



Warm drinks, water, light snacks



Clothing

Sign up at the intake site to receive services during one of the 3-hour blocks:

1st Block

8:00am - 10:45am

3rd Block

2:00pm - 4:45pm

2nd Block

11:00am - 1:45pm

4th Block

5:00pm - 7:45pm

Limited Occupancy of 25 Participants per Block

Mail Hours



Q1 9:00am - 10:00am Q2 12:00pm - 1:00pm You can check mail without being signed up for a block.

Q3 3:00pm - 4:00pm

Q4 6:00pm - 7:00pm



Pets are welcome!



No firearms or explosives. Self defense tools must be checked upon entry.



No drug or alcohol use onsite or within 2 blocks of the building.



BHRC // Day Center



How to access the Behavioral Health Resource Center Day Center:

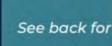
Sign up for a referral at the BHRC intake site located at NW 5th Ave. & Glisan St.

Have questions? Call (503) 988-4100

See back for additional info.



BHRC





BHRC // Shelter





24/7/365, by referral from Day Center and community providers



33 beds, mixed gender shelter



Length of stay is 1-30 days



Staffed by professionals with lived experience and supported by clinical staff



Connection and social services provided in Day Center and by shelter program staff



Pets are welcome



BHRC // Bridge Housing



24/7/365, by referral from Day Center, Shelter and community providers





19 beds, mixed gender housing



Length of stay is 1-90 days



Staffed by professionals with lived experience and supported by clinical staff



Connection and social services provided in Day Center and by bridge housing program staff Pets are welcome





BHRC // Shelter & Bridge To Housing Timeline

May 15, 2023

Shelter Opened!

Do Good began providing peer support, case management and BH support.

June 23, 2023

Shelter Program Increases Capacity

Thirty-three shelter beds will be filled with continued support for longer term housing.

July 1, 2023

Bridge To Housing Opens

Phased opening approach as a trauma informed practice.

Oct 1, 2023

Bridge to Housing Reaches Capacity

Program will serve
19 individuals with
continued support
for longer term
housing and
treatment.

163 unique individuals served in the shelter and 90+ positive transitions since May 15th!!





Peer Delivered Services

- Relationship building
- System navigation
- Meal assistance
- Advocacy
- Sharing experiences
- Modeling resiliency and healthy recovery
- Resource connection

Case Management

- Assignment within 48 hours of enrollment



- Referral to long term counseling and addiction treatment
- Support groups (Goal Setting and Seeking Safety)
- Systems Navigation



Clinical Services

- Supportive counselling
- Letters of Advocacy
- Goal setting
- Community referrals
- Risk assessment
- Brief crisis intervention



Housing and/or Treatment





BHRC // Commitment to Leading with Race

The BHRC is committed to being a low-barrier, equitable, inclusive and safer space for our community. We are working towards this commitment in several ways:

- Seeking out and responding to the identity-informed perspectives
- Developing a racial equity lens tool
- Collaboratively defining what it means to lead with race
- Prioritizing racial inclusion
- Community-based research





BHRC // Shelter Success Story







BHRC // Law Enforcement Roundtable

Law Enforcement & BHRC Roundtable Meetings were requested December 2022; Implemented in Feb 2023.

Collaboration to discuss Law Enforcement & BHRC engagement:

- PPB Behavioral Health Unit
 - Urgent Beds
- City of Portland
- Mental Health Call Center (MHCC)
- BHRC Contracted Providers
- Multco Workplace Security
- Multco Behavioral Health Department & Chair's Office
- And more...





BHRC // Ongoing Work

- Referral Van
- Racial Equity Work
- Newsletter
- FAQ
- Nursing Services
- Mobile Clinic
- Outreach
- OHSU Nursing Clinic
- Good Neighbor Agreement (GNA)
- Severe Weather Response
- Naloxone Administration
- Training Presentations
- Tours
- And much much more...







Click on the box above to learn more about the Day Center participant experience

At the BHRC, Participants say...

"[Staff] treats "I invite a lot of people" everyone equal" "BHRC is doing a "I feel safe" wonderful job overall."

"Peer support is fantastic. BHRC is the best resource center i have ever seen to change lives."

"[Staff] tries hard to meet everyone's needs that they can."

"I appreciate the peer support, availability of laundry and showering facilities, use of phone and computer, and plethora of knowledgeable community resource information!"

"They are all very fair."

"I felt constartable enough to walk may from my phone as it was charging, so that says a lot."

"Very organized and not too crowded."

"I feel very safe here."

"Previous to BHRC's opening, I frequently would have to choose between doing laundry, showering, @ TPI or getting lunch. BHRC operation gives more service windows so I and others don't have to make those unpleasant choices."

"They are on top of everything I have seen."

"Tranquil atmosphere."











Behavioral Health Resource Center Stats as of 09/22/2023

MHAAO Day Center

35,225

Total number of entries since opening 12/05/2022

95 Average # served daily

In the first 30 days of the New Access Model...

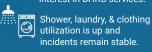
Ticket

Sign-Ups

Per Day

We are seeing an increase in the number of **unique** participants per day.

Outreach teams engaged with over 59 groups of people-over ½ expressed interest in BHRC services.



Referral Van Averages



Additional Individuals Interaction Interested s Per Day About BHRC

Naloxone Revivals*

to date





Nursing Services

(Tues/Thurs

9am-1pm)

Bridge

#s



Female

3

Nursing Services Used

45 Participant Nursing Visits/ Interactions

140 Outreach Kits Distributed

Nursing Services Demographics



DGM Exits**

BIPOC	11/30
Female	5/30 (1 BIPOC)

(Incomplete data - not all participants

DGM Shelter opened 05/15/2023 and Bridge Housing opened 07/01/2023

Shelter	Total	Male	Female	Neither	Trans	NA	Veterans	ВІРОС
#s	105	58	30	9	4	2	11	35.24%

Neither

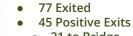
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BIPO	

Totals



21 to Bridge Housing

24 to other sites

BIPOC

- 9 Positive

18/77 Exits BIPOC

Terms, acronyms, and context

Male

12

MHAAO = Mental Health and Addiction Association of Oregon, DGM = Do Good Multnomah, WPS = Workplace Security (staffed by Northwest

Nursing Services are courtesy of a Multnomah County Early Assessment and Support Alliance (EASA) nurse.

* Revivals refer to the use of Naloxone to revive someone experiencing an overdose. Often times, more than one dose of naloxone is needed for a

** Exit is used to describe when participants have left our programs for the time being.

Positive Exit is self-defined, but usually refers to the individual securing another form of housing through a referral.











A safe and welcoming day center, short-term shelter and bridge housing where anyone who is houseless and experiencing addiction or mental health challenges can rest, find support and get help.

Decreibes 2027

BHRC Newsletter Preview

"I feel very safe in this place, that's why I come. It's one of the safest places in Portland."



About the Behavioral Health Resource Center

The Behavioral Health Resource Center (BHRC) is a low-barrier, peer-led, equity-focused resource center for folks with behavioral health struggles and folks who are experiencing homelessness. We offer a day center, a shelter and a transitional housing program. At the BHRC, we believe everyone deserves to get their needs met, and that it is our job to meet folks where they are at to support them in doing so.

In this Issue

About the Newsletter

Additions to the Team

New Developments

Shawn's Journey







Share the Warmth! BHRC Donation Drive

DONATION PURPOSE

The donations will be given to the BHRC Day Center and or/ Shelter and Bridge Housing program participants.

Donations needed immediately and will be accepted indefinitely.

HOW TO DONATE

Drop-off at the 1st floor of the BHRC Address: 333 SW Park Ave. 97205

- For Day Center Participants: Address to MHAAO
- For Shelter and Bridge Housing Participants: Address to Do Good Multnomah

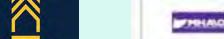
Contact Bhrc-info@multto.us or (503) 988-4100 for more information.

Seeking:

- Beanies
- Scarves
- Gloves
- Socks
- Underwear
- Sleeping Bags
- Blankets
- Emergency blankets

THANK YOU!

Your generosity and support will directly help to keep fellow community members more secure in their survival this winter.













BHRC // Resources

Important Day Center Closure Updates

- Monthly, 4th Friday, 1:00 3:00 PM
- Friday, December 8th, 2:00 PM 5:00 PM
- Friday, December 22nd, 11 AM 3 PM
- Friday, December 29th, 5 PM 8 PM

Contact Information

- Day Center Front Desk: 503-988-4100
- Shelter Program Referral Line: 503-988-5090, extension 87434.
- Questions/Concerns: <u>bhrc-info@multco.us</u>

Resources

- About the BHRC
- Centro de Recursos de Salud Conductual
- Mental Health & Addiction Association of Oregon
- Do Good Multnomah





Thank you.





Behavioral Health Resource Center, Year 1

Day Center

Opened December 2022

35,225 Center Entries since opening; 95 participants served daily on average

* New Access Model

- Meets needs of participants and attuned to business/neighborhood input
- 25 ticketed participants accepted four times/day
- Reduced staff/participant ratio means more meaningful engagement
- Improved shower, laundry, clothing utilization
- ↑ Incident rate stable

Shelter-Bridge Opened Spring-Summer 2023

- ★ More than 100 people served since Spring opening; 35% identifying as BIPOC
- * 48 positive exits from Shelter to Bridge housing or other shelter locations; 49% participants identifying as BIPOC





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At the BHRC, Participants say...



P. NORTHWES

The BHRC Newsletter

To be released in 2024

In 2024. the BHRC Newsletter will periodically releasing important updates, stories, featured resources, overviews, data from our participants and other pertinent information about services. It will also include art from our community and contact information. We hope these newsletters help to foster the connection between the community at the BHRC and Multnomah County as a whole. We welcome relevant submissions.

Important Updates



This past year, there have been many exciting developments making their way through the BHRC. Changes have been afoot with MHAAO's new access model and outreach methods, Do Good has commenced their operations of the shelter and bridge housing program, we have a new security team, an in-house nurse, new advisory council members being selected, a workforce appreciation event and new equity work ensuing.



Additions To the Team

Welcoming New Advisory Council Members

Uplifting voices of change and growth – BHRC is excited to welcome fresh perspectives the Advisory Council is currently selecting new members.

Do Good Multnomah's Operations at BHRC

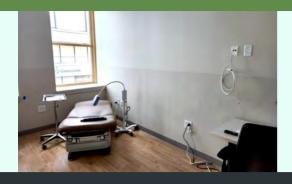
Do Good's impactful presence is now fully integrated into BHRC, with their shelter and bridge-to-housing program open on the 3rd and 4th floors. To access these services, participants and providers can visit the Day Center

or call the referral line.

Northwest Enforcement Inc. Joins the Team

Our new security provider is Northwest Enforcement Inc. Their stated purpose is to "Be Valuable...Because nothing else will do". As a result of feedback on the participant survey, these providers are in uniform.

Additions to the Team Cont'd



Nursing Services Now Available

A new milestone in holistic care, BHRC proudly introduces limited nursing services facilitated through the county. This addition strengthens our capacity to bridge the gap to behavioral health services and enhances our onsite care offerings.

"THE COMMUNITY HAS BEEN WAITING FOR THIS. I AM SO GRATEFUL THAT DO GOOD IS WILLING TO STEP UP. IT WON'T ALWAYS BE EASY, BUT THE PEER-LED MODEL IS THE WAY TO SUCCESS."

- BARB. RAINISH, MEMBER OF THE BHRC ADVISORY COUNCIL

New Developments

MHAAO's Queuing System and Referral Van

MHAAO has transformed the day center's community engagement, efficacy and capacity through new referral and time block systems. The participants get a referral ticket from an MHAAO outreach van on 5th and Glisan that gives them a same day time block during which they can enter the BHRC. Each time block allows for 25 participants, and there are 4 time blocks a day. The van's operations have increased outreach and the queueing system has increased the day center's capacity to effectively meet the needs of our participants.

Workforce Appreciation Event

In September, the BHRC held a celebration of unity and dedication at our Workforce Appreciation Event. This event was thoughtfully curated by our Events Planning intern. This occasion recognizes the heart and soul of BHRC – our incredible staff.

Equity Projects Underway

Dedicated to fostering inclusivity, our Equity Analyst intern is actively collaborating with the BHRC through a comprehensive perspective synthesis from staff and participants to develop a racial equity lens for BHRC, and help define what it means for the BHRC to lead with race.



Shawn's Journey

An account of a participant's journey to secure housing In May 2023, Shawn Almond began receiving services at BHRC's day center managed by MHAAO. Shawn made an impression with staff for his proactive engagement in recovery and positive attitude.

His frequent presence at the day center led to MHAAO referring Shawn to BHRC's 3rd floor 30-day congregate shelter program with Do Good Multnomah. On 6/9/23 Shawn completed his intake beginning his stay at the BHRC. During his stay he immediately developed relationships with peer support staff, daily case managers and the behavioral health care team 7 days a week. In doing so, he successfully transitioned into the 4th floor 90 day Bridge Housing program.

Shawn maintained consistent attendance in the twice daily GOALS groups & the newly created Wellness group (WRAP) offered twice weekly in addition to attending on-line

and in-person AA/NA meetings.

Shawn continually worked with the Navigation Specialist in securing stable housing earning his most recent transition to the Richard Harris Building in Portland, Oregon with *Central City Concern*. Mr. Almond is among one of our 1st Bridge Housing participants & the first to secure housing. It has been a pleasure witnessing Mr. Almond's growth and sharing in his journey.



The BHRC's Partners











BHRC Contact Info

BHRC Day Center:

503-988-4100

County Administrator:

503-988-4100 ext. 24255

Email: BHRC-info@multco.us

Website: https://www.multco.us/behavioral-health-

resource-center

BHRC Nursing Services:

503-988-5090 Ext.24211

Shelter and Bridge to Housing Referrals:

503-988-5090 Ext.87434

This Newsletter was designed and created by:

Addison Bates
Equity Analyst Intern

Event Planner Intern

Abby Adebawo

BHRC Multnomah County

BHRC Multnomah County

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Ticket

Sign-Ups

Per Day

We are seeing an increase in the number of **unique** participants per day.

Outreach teams engaged with over 59 groups of people-over ½ expressed interest in BHRC services.

Shower, laundry, & clothing utilization is up and incidents remain stable.



Additional Individuals Interested **About BHRC**

Referral Van Averages

Van **Interactions** Per Day

Naloxone Revivals*

to date



Behavioral Health Resource Center

A safe and welcoming

bridge housing where

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Nursing Services

Bridge



Clinic Days Open (Tues/Thurs 9am-1pm)

Nursing Services Used

Participant Nursing Visits/Interactions

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0000



Nursing Services Demographics



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Neither

6

Female

Of Shelter and

Bridge Participants



DGM Exits**

Totals

- 77 Exited
- **45 Positive Exits**
- 21 to Bridge Housing 24 to other sites
- **BIPOC**
- 18/77 Exits BIPOC
- 9 Positive

addiction or mental health challenges can rest, find support and get help.

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Share the Warmth! BHRC Donation Drive

DONATION PURPOSE

The donations will be given to the BHRC Day Center and or/ Shelter and Bridge Housing program participants.

Donations needed immediately and will be accepted indefinitely.

HOW TO DONATE

Drop-off at the 1st floor of the BHRC *Address: 333 SW Park Ave. 97205*

- For Day Center Participants: Address to MHAAO
- For Shelter and Bridge Housing Participants: Address to Do Good Multnomah

Contact Bhrc-info@multco.us or (503) 988-4100 for more information.

Seeking:

- Beanies
- Scarves
- Gloves
- Socks
- Underwear
- Sleeping Bags
- Blankets
- Emergency blankets

THANK YOU!

Your generosity and support will directly help to keep fellow community members more secure in their survival this winter.











At the BHRC, Participants say...

"[Staff] treats "linvite a lot of people" everyone equal" "BHRC is doing a "I feel safe" wonderful job overall."

"Peer support is fantastic. BHRC is the best resource center i have ever seen to change lives."

"[Staff] tries hard to meet everyone's needs that they can."

"I appreciate the peer support, availability of laundry and shower- ing facilities, use of phone and computer, and plethora of knowledgeable community resource information!"

"They are all very fair."

"I felt comfortable enough to walk away from my phone as it was charging, so that says a lot."

"Very organized and not too crowded."

"I feel very safe here."

"Previous to BHRC's opening, I frequently would have to choose between doing laundry, showering, @ TPI or getting lunch. BHRC operation gives more service windows so I and others don't have to make those unpleasant choices."

"They are on top of everything I have seen."

"Tranquil atmosphere."









