

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: February 10, 2016 **Approx Start Time:** 9:30 am **Approx Length:** 2.0 hours

Presentation Title: Update on Performance Clackamas Strategic Goals

Department: Admin, Sheriff, H3S, Juvenile

Presenters: Sheriff Craig Roberts, Richard Swift, Ellen Crawford, Dan Chandler

Other Invitees: Undersheriff Matt Ellington, Chief Deputy Chris Hoy

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is a status report on the 28 Performance Clackamas Goals adopted by the Board of Commissioners in September, 2014.

EXECUTIVE SUMMARY:

In September, 2014 the Board of Commissioners adopted Performance Clackamas, a strategic plan and management system.

The Board of Commissioners adopted 28 goals or outcomes across 5 Areas of Strategic Focus.

Performance Clackamas focuses on measurable goals encompassed by five strategic priorities:

- **Build public trust through good government.**
- **Grow a vibrant economy.**
- **Build a strong infrastructure.**
- **Ensure safe, healthy and secure communities.**
- **Honor, utilize, promote and invest in our natural resources.**

The 28 strategic goals encompassed by the priorities will guide the efforts of our elected officials, our administration and all of us for years to come.

Performance Clackamas was established by our County Commission after considering public feedback received over the past year from online surveys, town hall meetings, business meetings and other forms of community outreach.

This session will provide an update on ensuring safe, healthy and secure communities.

The attached Power Point presentations describe the County's progress on each of the relevant goals.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES X NO

STRATEGIC PLAN ALIGNMENT

- How does this item align with the County's Performance Clackamas goals?

This item is a Performance Clackamas update.

LEGAL/POLICY REQUIREMENTS:

N/A

ATTACHMENTS:

- a. Power Point presentation.

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Dan Chandler @ 503-742-5394

Performance Clackamas: Clackamas County Strategic Plan

January 2016



CLACKAMAS
COUNTY

Ensure Safe, Healthy and Secure Communities

Focusing on the well-being of our families and communities reflects the best of our character.

Investments in providing services to those needing medical care, addressing homelessness among veterans, reducing recidivism among offenders, lowering the crime rate and making our children safe – these efforts, combined with success in creating jobs, will give definition to the county’s efforts to alleviate poverty and will help ensure the safety, health, and security of our communities.

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2019, the violent crime rate will be less than 95 per 100,000 persons per year

Why this is important:

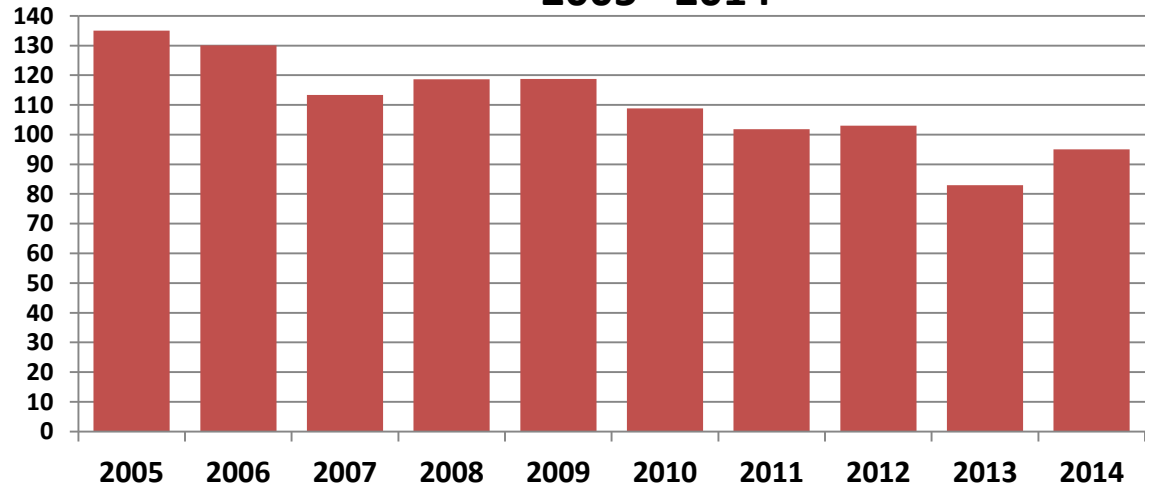
One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

How much does the County influence this?

While the crime rate is affected by a number of factors, one of the most significant is a strong law enforcement presence. The County provides the financial resources for the Sheriff to handle all aspects of law enforcement to the unincorporated areas of Clackamas County.

Where are we now:

**Violent Crime Rate per 100,000 Population
2005 - 2014**



Rate per 100,000 Population:	135.0	130.0	113.4	118.6	118.7	108.8	101.8	103.0	82.9	95.0
% Rate Change:		-3.7%	-12.8%	4.6%	0.1%	-8.4%	-6.4%	1.2%	-19.5%	14.5%

2005 - 2014 -29.7%

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2019, the violent crime rate will be less than 95 per 100,000 persons per year

Where are we now:

- The Clackamas County Family Justice Center-A Safe Place - is a place where survivors of domestic abuse, sexual assault, and vulnerable adult abuse can access many of their services under one roof.
 - *Seen 4,670 participants since opened December 2013*
 - *242 Restraining Orders granted*
- Hosted Statewide 5 day Specialist Interview Course on Understanding child sex offenders & the Mentor Interview Technique
- Hosting Interdiction for the Protection of Children training in June
- Establish firearms dispossession protocol with courts
- Hosted the annual Child Abuse & Family Violence Summit, now in its 17th year
- Coordinated the National Annual Family Violence Apprehension Detail, now in its 13th year.
- Worked with Lake Oswego Police Department on legislation creating Temporary Restraining Order that can be issued by law enforcement immediately
- Funded in partnership with the police chiefs a sexual assault response coordinator (SARC)

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, the property crime rate will be less than 2,400 per 100,000 persons

Why this is important:

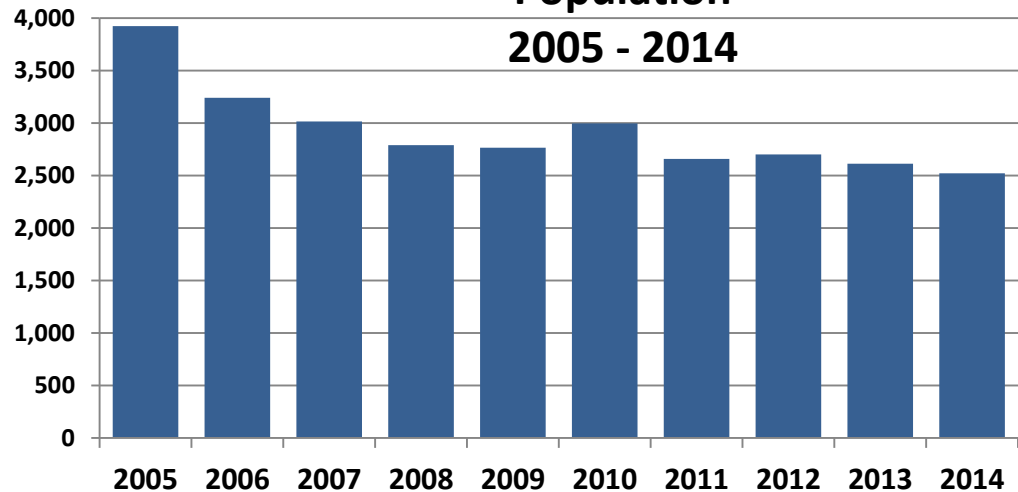
One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

How much does the County influence this?

While the crime rate is affected by a number of factors, one of the most significant is a strong law enforcement presence. The County provides the financial resources for the Sheriff to handle all aspects of law enforcement to the unincorporated areas of Clackamas County.

Where are we now:

**Property Crimes Rate per 100,000 Population
2005 - 2014**



Rate per 100,000 Population:	3,925.9	3,239.8	3,015.0	2,790.3	2,765.9	2,997.2	2,657.6	2,701.0	2,612.0	2,522.6
% Rate Change:	-17.5%	-6.9%	-7.5%	-0.9%	8.4%	-11.3%	1.6%	-3.3%	-3.4%	

2005 - 2014 -35.7%

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, the property crime rate will be less than 2,400 per 100,000 persons

Where are we now:

- Joined the Regional Joint Information Network(RegJIN)-40 regional law enforcement agencies on a common criminal database
- Formation and leadership of the Clackamas County Inter-Agency Task Force-targeting drug trafficking organizations
- Regional Automated Property Information Database (RAPID)
- Regional Computer Forensics Lab (RCFL) – partnership with the FBI

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Key Partnerships

- Interagency Child Exploitation Prevention Team (INTERCEPT)
- Behavioral Health Unit-partnership with H3S
- Identifying Barriers and Implementing Solutions (IBIS)
- Child Abuse & Family Violence Summit
- SARCon
- Clackamas County Transition Center
- US Marshals Fugitive Task Force
- Joint Terrorism Task Force (JTTF)

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent

Why this is important:

Tracking repeat offenders is a core measure of how well departments are maintaining community safety. Recidivism rate is a measure of overall program effectiveness.

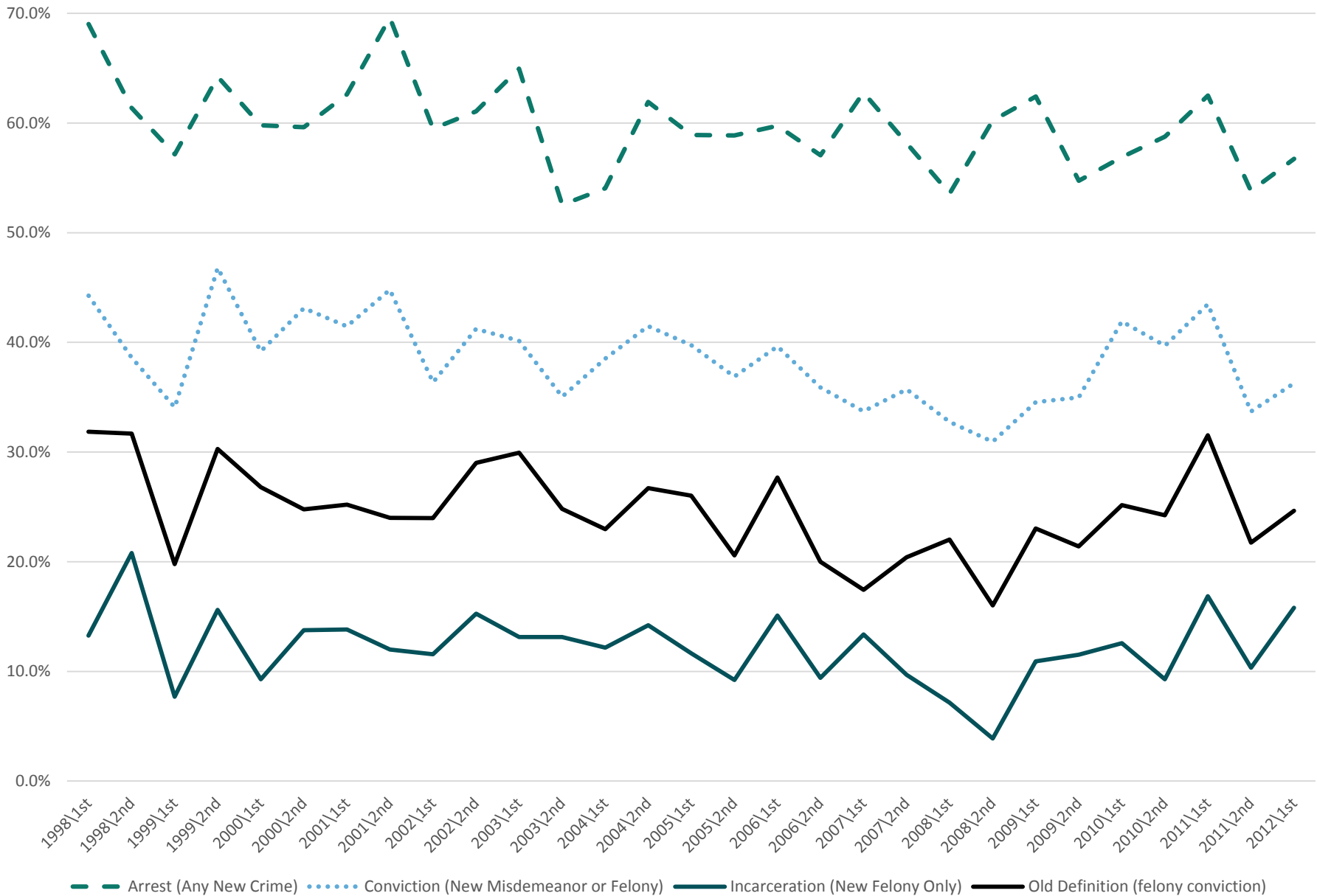
How much does the County influence this?

The county currently provides 35 percent of operating budget, funding vital additional programs not funded by the state including misdemeanor supervision (domestic violence and DUII).

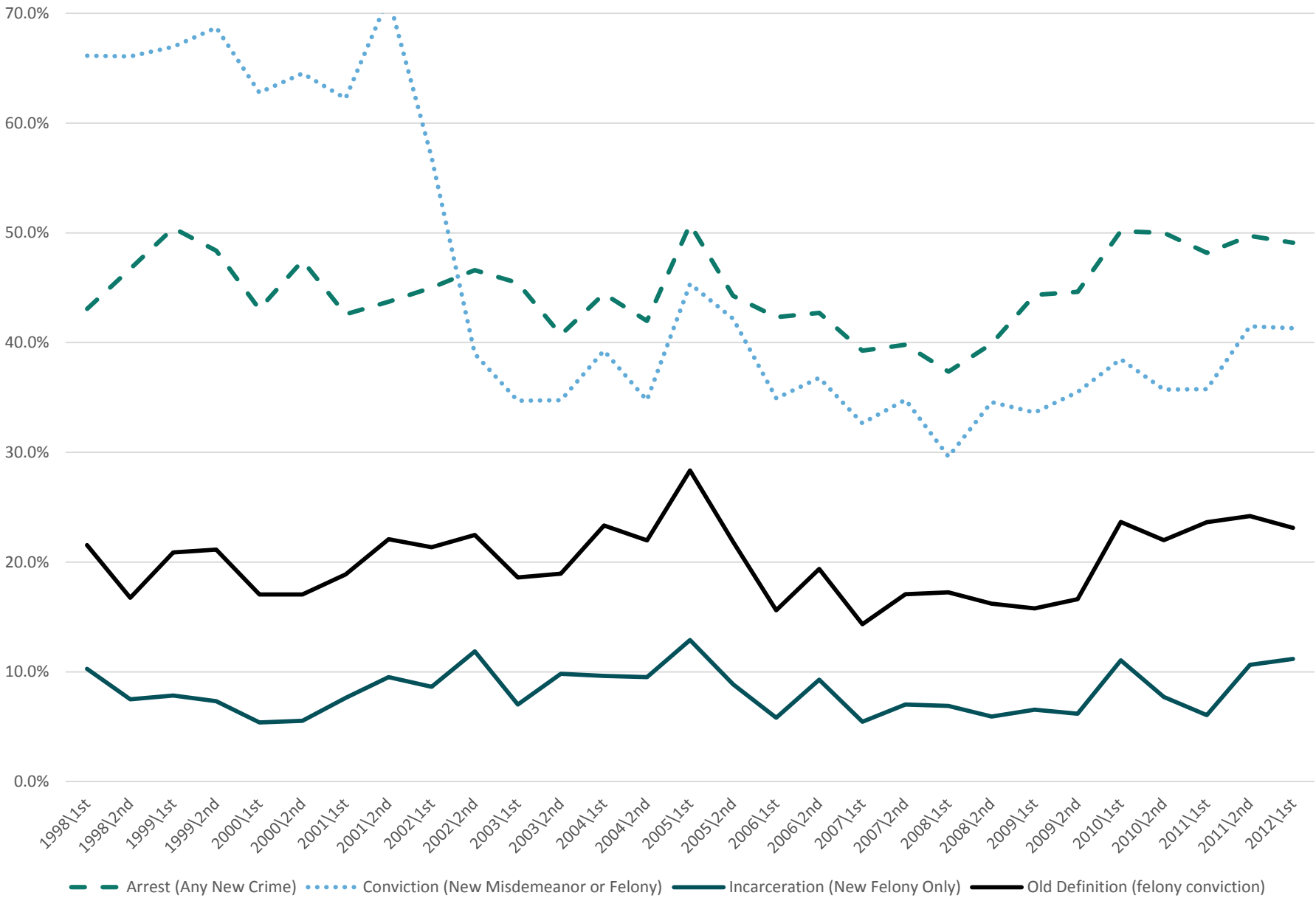
Where are we now:

The statutory definition of recidivism has changed. The following four slides explain the current status.

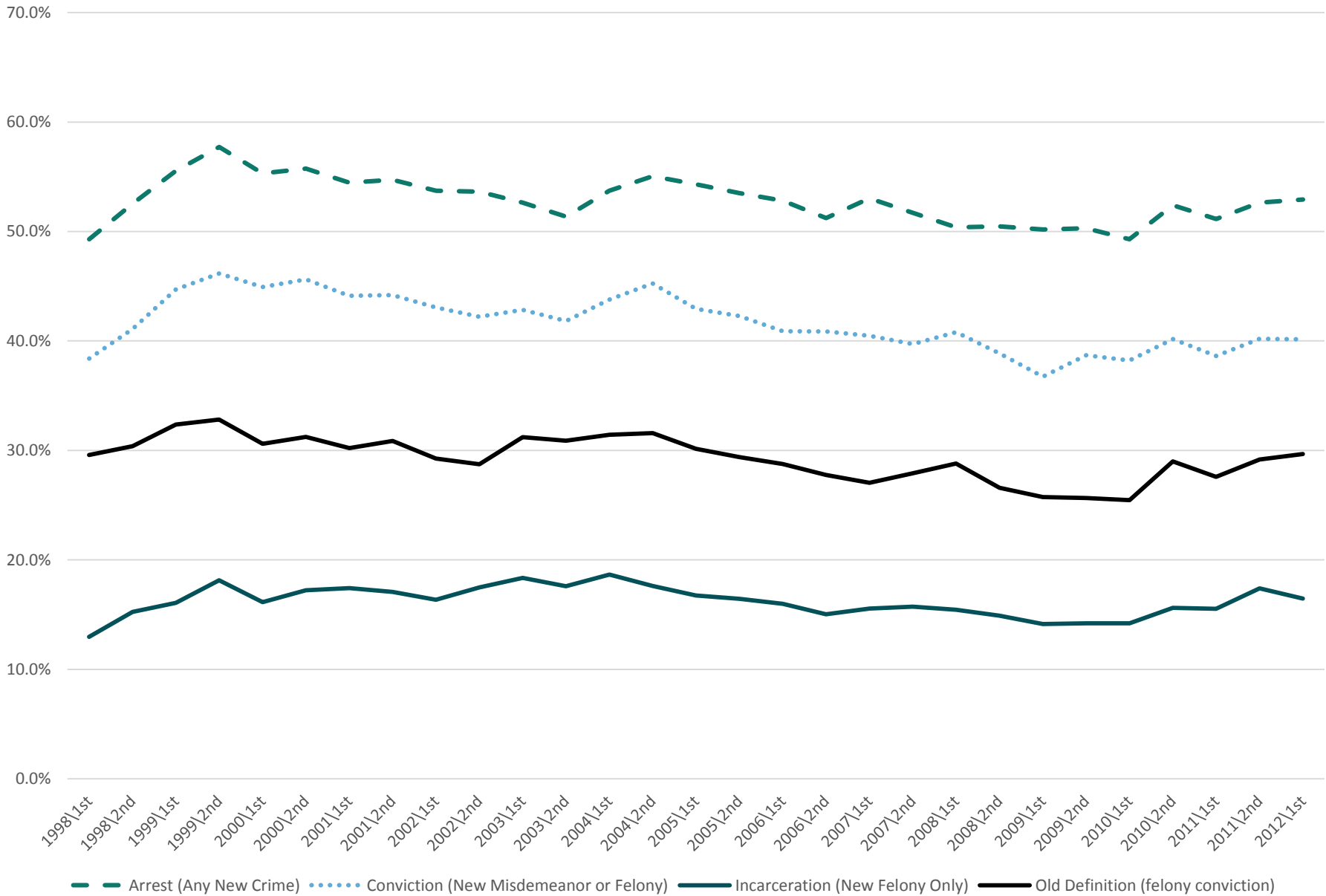
Clackamas County Parole-PPS 3 Year Recidivism Rates



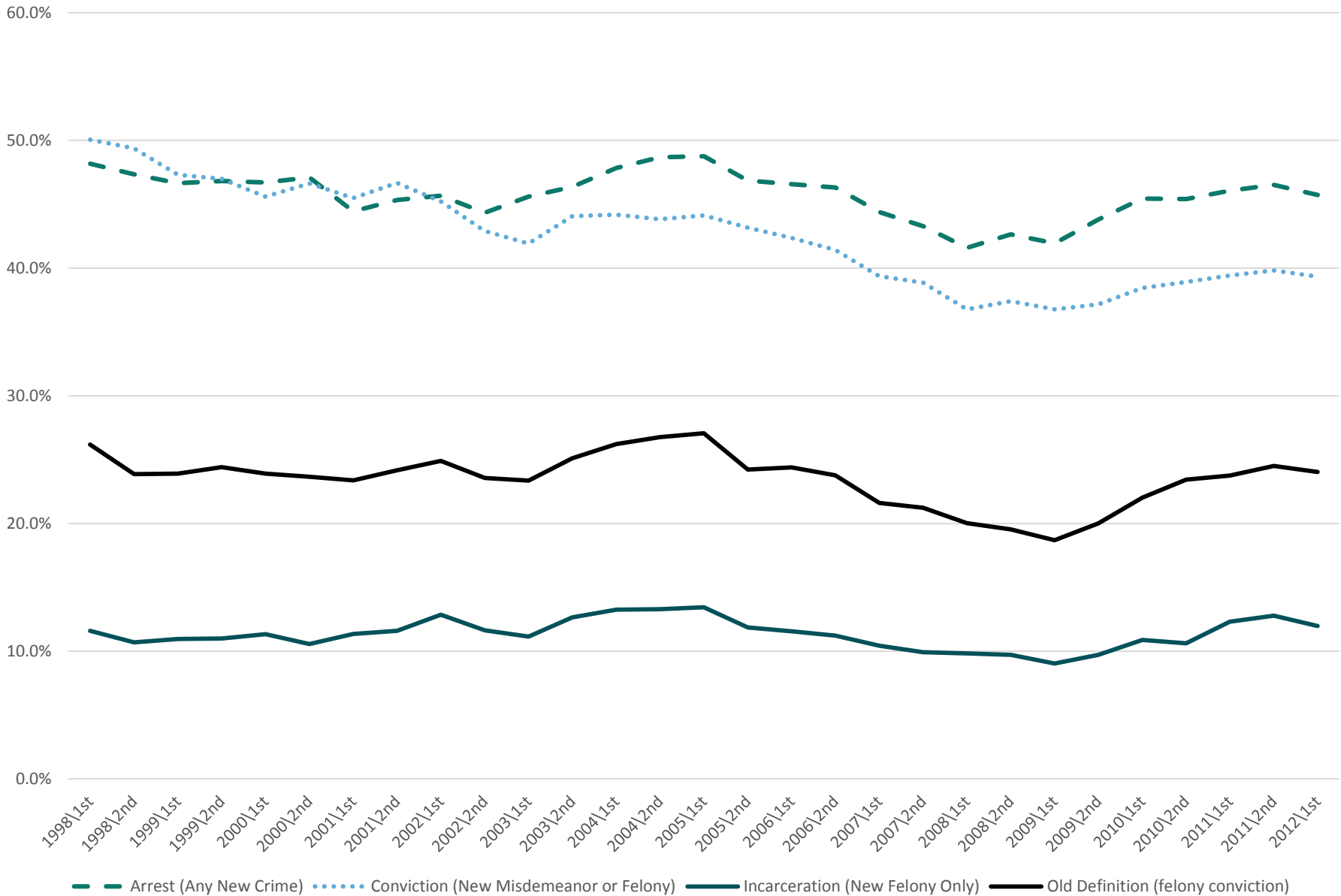
Clackamas County Probation 3 Year Recidivism Rates



Parole-PPS 3 Year Recidivism Rates Statewide



Probation 3 Year Recidivism Rates Statewide



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent

Where are we now:

- Corrections Substance Abuse Programs (CSAP) in partnership with H3S
- Clackamas County Transition Center
- Transitional Housing
- Mentors
- Honest Opportunity on Probation with Enforcement (HOPE)
- Employment Services in partnership with Community Solutions
- Community Service Work Crews
- Recidivism rates below state baseline

End of Presentation

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, there will be no domestic violence related homicides in Clackamas County.

Why this is important:

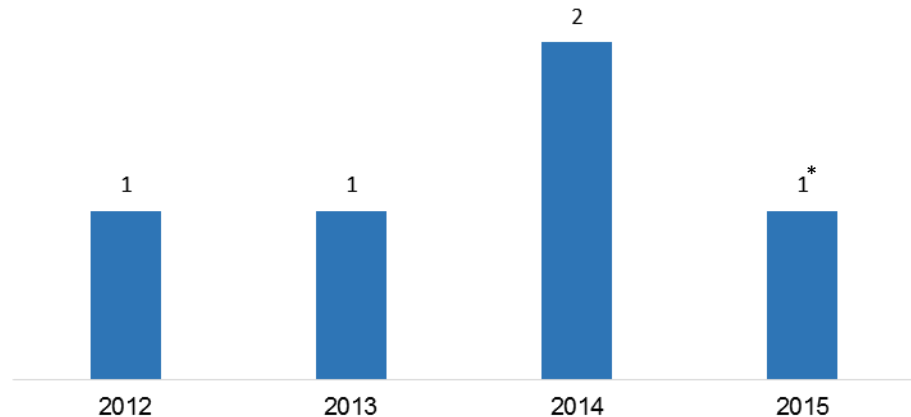
Domestic Violence is a contributing factor in many societal problems: homelessness, mental health disorders, childhood development with the crime of homicide being the ultimate inhumanity.

How much does the County influence this?

Moderate. While Clackamas County has influence on legal and social interventions, issues such as addictions, poverty, and education play a significant role. Local law enforcement is a critical partner in this effort.

Where are we now:

Clackamas Intimate Partner Homicides



*In an attempt to kill an intimate partner another individual was shot and killed

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, there will be no domestic violence related homicides in Clackamas County.

Where are we now:

- Established A Safe Place, Family Justice Center
- Adopted and implemented county-wide the Lethality Assessment Program for First Responders
- With the Clackamas County Police Chiefs' Association, endorsed a new, county-wide Domestic Violence Protocol for Law Enforcement
- Host the annual Child Abuse & Family Violence Summit, now in its 17th year
- Coordinate the national Annual Family Violence Apprehension Detail, now in its 12th year
- Hosted a new class for law-enforcement, prosecutors, social-workers and health care professionals: "Identifying, Investigating and Prosecuting Domestic Violence and Sexual Assault Strangulation Cases"
- Rural Collaborative - increasing advocacy services in rural communities and FJC "hub" in Estacada
- Safety First—supervised parenting for families experiencing DV
- Abuse in Later Life grant —trainings and pilot dedicated to people 50+ experiencing abuse

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, there will be no domestic violence related homicides in Clackamas County.

Where are we now:

- 3 prosecutors dedicated to DV cases
- Created and chair DV Fatality Review Team (one of few in the state)
- High Risk Reduction Team
- Implementing the Batterer’s Intervention Review to ensure compliance with state standards
- Working with Lake Oswego Police Department on legislation creating temporary restraining orders that can be issued by law enforcement immediately
- Primary prevention (domestic violence and sexual assault) in 20 schools in Clackamas County
- Doubled emergency shelter capacity
- DV advocates co-located in DHS offices (increased number of FTE in past year)
- Domestic Violence Awareness Month activities
- Provided 82 prevention training sessions to 879 people
- Created a training specific for MH professionals to recognize and respond to DV (first in state)

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, Juvenile Recidivism will be reduced to 17%

Why this is important:

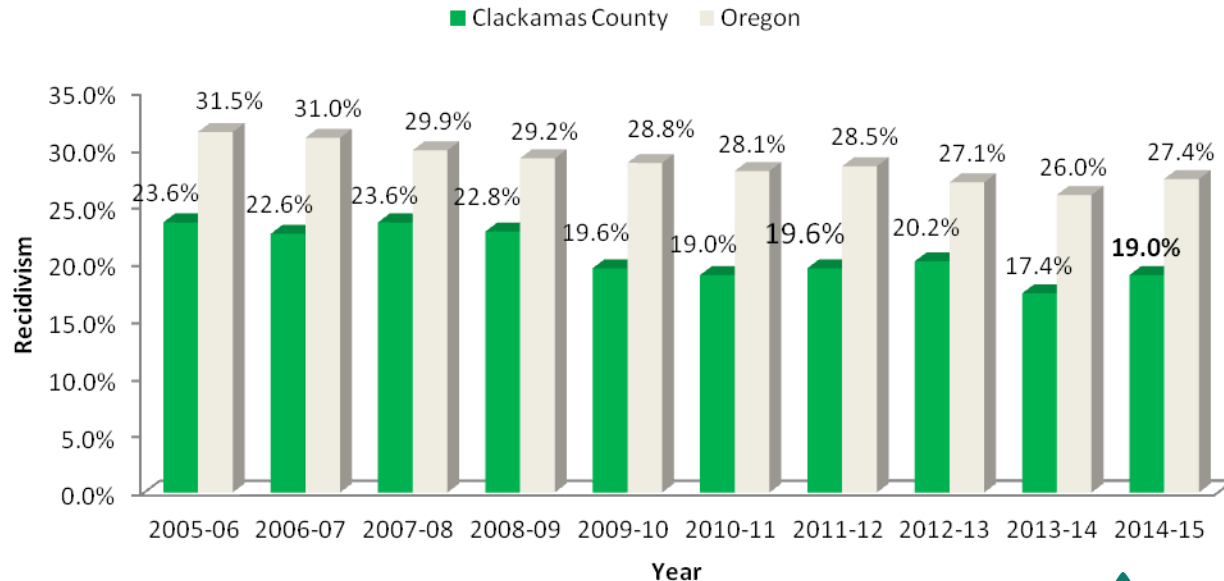
Tracking repeat offenders (recidivism) is a core measure of how well juvenile departments are at maintaining community safety. Having low recidivism demonstrates success at identifying High Risk youth and providing the most effective interventions.

How much does the County influence this?

Having adequate law enforcement countywide is essential to identifying delinquent youth and our ability to hold them accountable. County funding for evidence based and “best practice” interventions is essential to ensure safe, healthy and secure communities.

Where are we now:

Clackamas County Juvenile Department Recidivism Compared to All Oregon Counties



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, Juvenile Recidivism will be reduced to 17%

Where are we now: **Prevention**

- **Prevent Net**
 - Collaborative case management for at risk youth in schools; involves Juvenile, H3S, private non-profit agencies
 - Prevent Net sites regained from previous Juvenile Crime Prevention funding reductions. Ten schools now have Prevent Net sites; two new added this fiscal year at Rowe Middle School and Milwaukie HS
- **Cognitive Skills Curriculum in Schools**
 - Girls Circle; Boys Council
 - 14 additional schools have trained facilitators
 - Increase at-risk youth receiving services from 429 to 494
- **Policy Level Proposal funded for 1 FTE for Prevention Services 2015-16**
 - Increased skills groups to 4 rural schools; total of 26 schools with trained personnel; 22 groups currently being supported in community and schools by Juvenile Department staff
- **Commitment to Community Collaboration**
 - Threat of Harm Protocol community training
 - Restorative Justice Community Trainings quarterly
 - Implementation of services for victims of sexual trafficking
 - 72 hours Sexual Harassment training provided to Freshman students by Juvenile Department staff
 - Youth Service Teams
 - Coordinated case management for at-risk youth in public schools

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, Juvenile Recidivism will be reduced to 17%

Where are we now: Intervention and Accountability

- **Juvenile Intake and Assessment Center**
 - 632 youth received from Police; down slightly from 696 in 2014
- **City Diversion Panels**
 - Contracts with 10 Cities
 - Recidivism averages under 10%
 - Restorative Justice Pilot completed with 2 sites ready for implementation in 2016-17. Increases victim participation; increases community involvement
- **Informal Supervision**
- **Court Ordered Probation**
- **Specialized Caseloads**
 - Sex Offender, Latino, Drug Court, DUII and Minor in Possession
- **Shelter Care – 12 Contracted Beds**
- **Detention – 16 Contracted Juvenile Beds; 1 Ballot Measure 11 bed**
- **Emergency Shelter care**
 - Policy Level Proposal Funded in 2015-16; implemented contract; purchases 497 bed days, serves approximately 35 youth
- **Assessment and Evaluation**
 - Budget Committee Funded in 2014-15; Juvenile Dept Title IV-E funds matched in 2015-16 doubling capacity; provides 602 bed days for youth; serving approximately 13 youth

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, Juvenile Recidivism will be reduced to 17%

County Partnerships

Training

Juvenile/Community Corrections/ Sheriff's Office

- Orientation for new Law Enforcement Officers
- Home Visit Safety
- Drug Recognition training
- Transportation and Secure Custody Policy Review and Training

Emergency Preparedness

- 12-week emergency kit preparation for staff

Juvenile/H3S

- Mental Health First Aid
- Crisis Intervention Training
- Trauma Informed Care
- Threat of Harm
- Community Solutions Jobs Plus program

Juvenile/H3S/CCSO/City Law Enforcement

- Implement pilot to serve sexual trafficking victims
- Contract with Sexual Assault Resource Center
- Training for Law Enforcement
- Development of emergency services, shelter, medical and case management

Services

H3S Services Provided For Juvenile

- Mental Health Assessments
- Mental Health Case Coordination
- Alcohol and Drug Assessments
- Crisis Mental Health Assessments
- Drug Court Treatment and Supervision

Clackamas County Resolution Services

- Victim Offender Dialogues

Business & Community Services

County Parks

- Youth service learning projects
Barton Parking Attendants

Water Environmental Services

- Youth service learning projects
Storm water rejuvenation
Native planting/invasive plant removal

Ensure Safe, Healthy and Secure Communities

Gaps in services

Update from 2014-15

- **Individualized Service Needs**
 - Transportation Barriers addressed through Juvenile Assistance grant
- **Family Services Policy Level Proposal funded 2015-16**
 - Implementation of two evidenced based Parenting Classes
 - Five cycles of parenting classes to be completed this fiscal year
 - Training up to 12 persons to facilitate parenting classes, including County and private non-profit staff, to develop sustainability of services

Continued Gaps in Services

- **Mental Health Services embedded in Juvenile Justice system**
- **Alcohol and Drug treatment resources**
- **Educational Advocate**
- **Gender specific services**

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, 95 percent of county residents will have access to routine health care

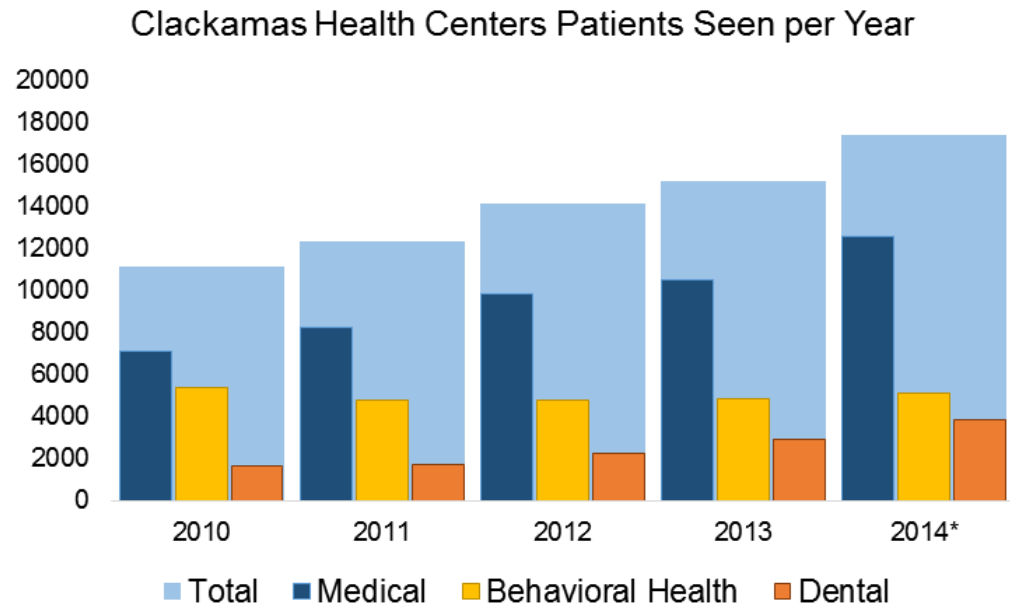
Why this is important:

Those people who access routine health care are far less likely to develop acute, chronic and life-threatening conditions than those who do not. Health insurance coverage is the greatest predictor of access to routine care

How much does the County influence this?

High. County clinics provide services to low income individuals and those without insurance. Additionally, the county has numerous contracts with behavioral health providers who serve children, families, and adults

Where are we now:



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, 95 percent of county residents will have access to routine health care

Physical and Dental Health

- Stabilized Health Centers funding through increased volume of patients, more insured patients, and higher provider productivity. Result – increase in timely access for care
- Between 10/2014 and 1/15/2015, our OHP eligibility screeners assisted with 2612 applications
- Expanded services with our Gladstone and Sunnyside Health Clinics
- Increased the number of school based health centers
- Participated in Homeless Veteran Stand Down, providing dental screening and appointments
- Improving dental access for patients leaving corrections
- Dental Fair (Saving Smiles) at our clinic - March 2015
- Possible Saturday Dental Services-Health Share grant proposal
- Non- traditional visit models (nurse visits, group visits) for primary care to create additional
- Added a nutritionist to primary care staff. Community access for nutritional counseling is limited
- Primary care clinics have dedicated patient slots for new uninsured patients
- Outreach calls to engage new patients

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, 95 percent of county residents will have access to routine health care

Behavioral Health

Prevention/Promotion Efforts

- Continued monthly Mental Health First Aid training to community members, school staff, providers, etc. Includes resources on how to access services. Includes minority/underserved communities
- Media campaign – Open Minds Open Doors

Expanding Access with Additional Providers

- Increased array and location of children and adult providers across county
- Invested incentive funds from Health Share metrics to expand timely access to services. We received 10 proposals and funded 5, for a total of \$200,000. Funding is for onboarding and loss of productivity for bringing new staff on. These five organizations will add over 16 FTE of providers to the system.

Process Improvement Strategies

- Established Regional Quality Management Committee which has prioritized the issue of access and has done a root cause analysis of what leads to poor access in the system. There is now work being done on best practices to remove barriers and improve access to routine and urgent mental health care.

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, the number of children needing placement in foster care will be reduced by 50 percent.

Why this is important:

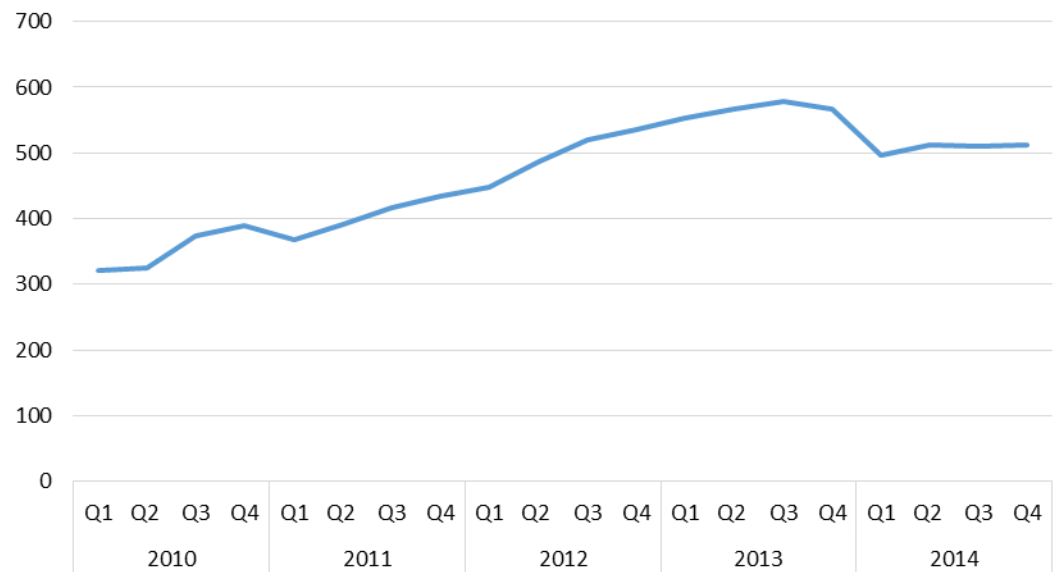
A child is placed into foster care as result of Abuse, Neglect, Abandonment, or other factors which render the family unable to care for the child. Reduction in rate of foster care placement indicates strengthening of Clackamas families

How much does the County influence this?

Moderate. The County has programs which support families in need, and partners with community and State agencies to strengthen families, but does not oversee child welfare and foster care placements

Where are we now:

Clackamas County Children in Foster Care



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2020, the number of children needing placement in foster care will be reduced by 50 percent.

Where are we now:

Focus on families receiving TANF and increase number of children served at home

- Strengthening, Preserving & Recruiting Families – Clackamas one of first in state to implement
- Domestic Violence, Mental Health and Employability Assessments in DHS offices
- JOBS contract with Community Solutions
- Re-entry grant with Corrections and Community Solutions
- Differential Response by DHS focusing on neglect cases

Prevention

- Early Learning Hubs
- PreventNet sites in multiple school districts
- Alcohol and Substance Abuse Curriculum in Schools
- Children of Incarcerated Parents
- Healthy Families
- Family Stepping Stones

Intervention

- Children's Center
- Multi-Disciplinary Team
- Fatality Review

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.

Why this is important:

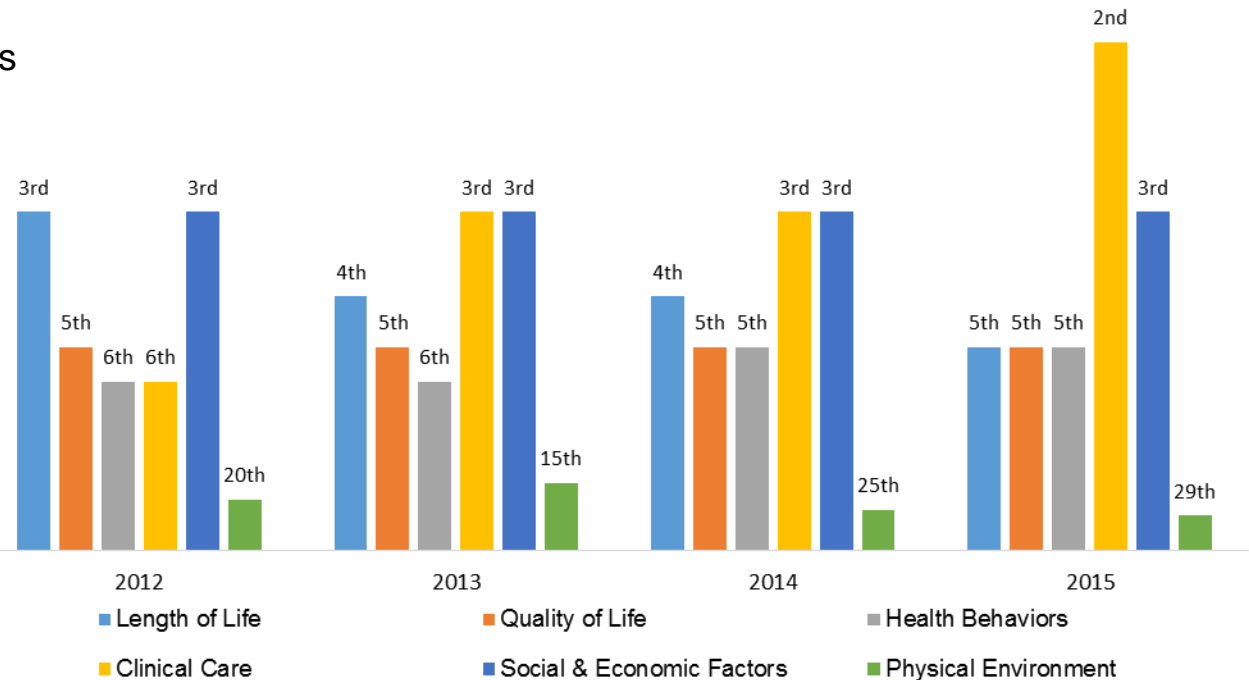
County Health rankings are based on a model of population health that emphasizes factors that, if improved, can make communities healthier places to live and increase years of life

How much does the County influence this?

Moderate. Clackamas County develops community health assessments to identify health issues and maintains the Community Health Improvement Plan to address these issues in coordination with community partners

Where are we now:

Clackamas Health Rankings



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.

Public Health Accreditation

Healthy Behaviors

- WIC Program-Assesses and provides Nutrition Education to prevent Childhood Obesity and counseling to increase physical activity
- HEAL Grants- Funds to support community activities to increase healthy food choices and increase physical activities
- Tobacco Prevention and Education Program- Works with businesses and governments on policies to support tobacco free environments
- Communicable Disease Team- Provides treatment and education to prevent the spread of sexually transmitted infections like Chlamydia, HIV, Gonorrhea and Syphilis

Physical Environment

- Drinking Water Program-Monitors water systems, provides education and technical assistance to operators
- Emergency Preparedness
- Transportation Safety Plan collaboration

Breaker slide

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

Why this is important:

Homeless individuals are at severe risk of harm and disadvantage. Sheltering those who have served their country demonstrates our values of service and respect

How much does the County influence this?

High. Clackamas County coordinates and funds services to assist homeless individuals in emergency, temporary, supported, and permanent housing

Where are we now:

Estimate of the number of homeless veterans living in Clackamas County.

- **We estimate that between 75 and 147 Veterans are homeless in Clackamas County.**
- This is based upon the findings in the Clackamas one night homeless count and three other data elements.
 - 36 of 619 homeless individuals counted in the 2013 homeless count, identified themselves as Veterans.
 - 8.14% of Clackamas Residents are Veterans
 - In Oregon 10.81% of homeless individuals are Veterans

AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

Where are we now:

- Waiting Lists for Public Housing:
 - 2013 Opening 4 waiting lists: 2,802 total households applied, 95 indicated they are veterans
 - 2014 Opening 8 waiting lists: 5,454 total households applied, 156 indicated they are veterans
- VASH vouchers (40 total)
- Homeless Veterans Outreach Project
- Veterans Media Strategy
- Stand Down and Stand Up events
- HOPE 2 – housing for 4 veterans families
- Supportive Services for Veterans Families
- Solutions for Veterans workforce program
- Continuum of Care grant – if awarded, will house 18 households
- Homeless Liaisons in Schools
- Working with Veterans' Advisory Council and TEAM Clackamas

Ensure Safe, Healthy and Secure Communities

Key Partnerships

- Board of County Commissioners
- Health, Housing & Human Services
 - Health Centers
 - Behavioral Health
 - Public Health
 - Social Services
 - Community Development
 - Children, Youth & Families
 - Public Health
- Sheriff
- Community Corrections
- Local Law Enforcement
- Juvenile Department
- District Attorney
- Non-Profit Providers
- State Depart. of Human Services

Ensure Safe, Healthy and Secure Communities

Gaps in services

▪ **Housing**

- Long Term rent assistance
- Shelters, especially for single men
- Transitional housing
- Permanent housing

▪ **Investment in Prevention, Education, and Awareness**

- Domestic Violence
- Addictions
- Healthy Behaviors

▪ **Employment**

- Veterans
- TANF recipients
- People with barriers to employment

– **Air Quality**

- Woodstove buyback program to reduce particulate matter.
- Ride share and mass transit options to reduce single occupant commutes

Breaker slide