

# ***Performance Clackamas: Clackamas County Strategic Plan***

January 2015



**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.

## 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

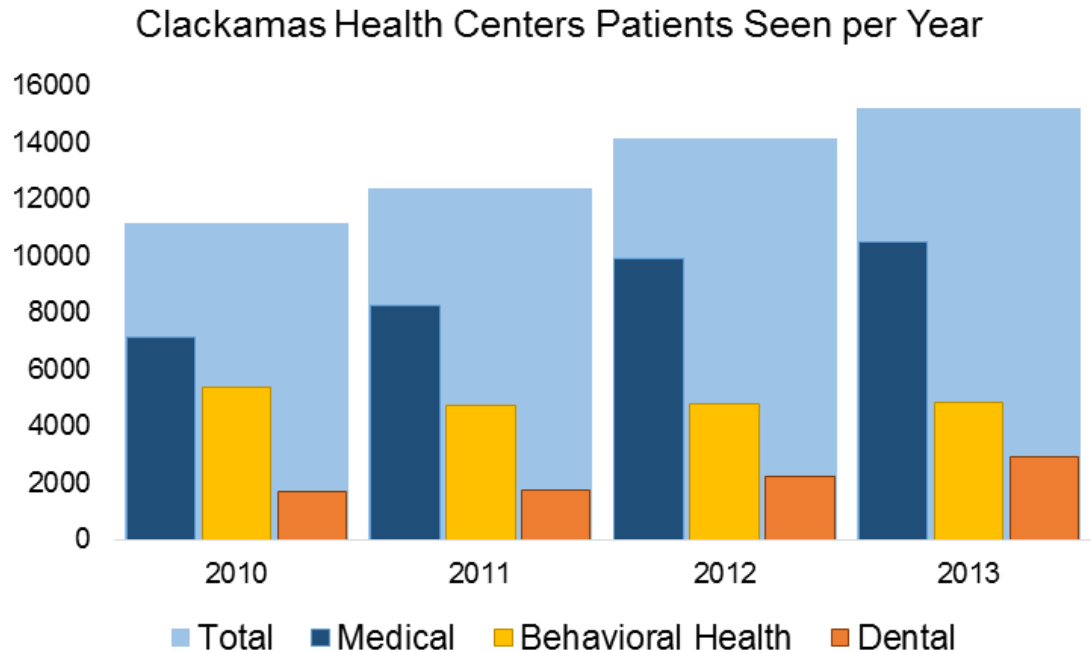
### Why this is important:

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

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***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:

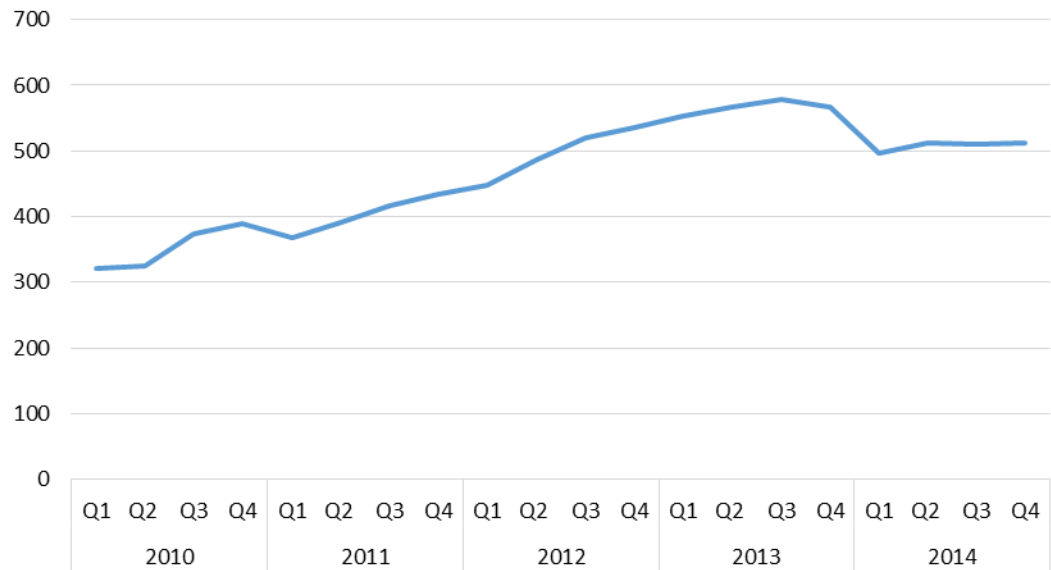
A child is placed into foster care as result of Abuse, Neglect, Abandonment, or other factors which render the family unable to care for the child. Reduction in rate of foster care placement indicates strengthening of Clackamas families

### 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



**Breaker slide**

## 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:

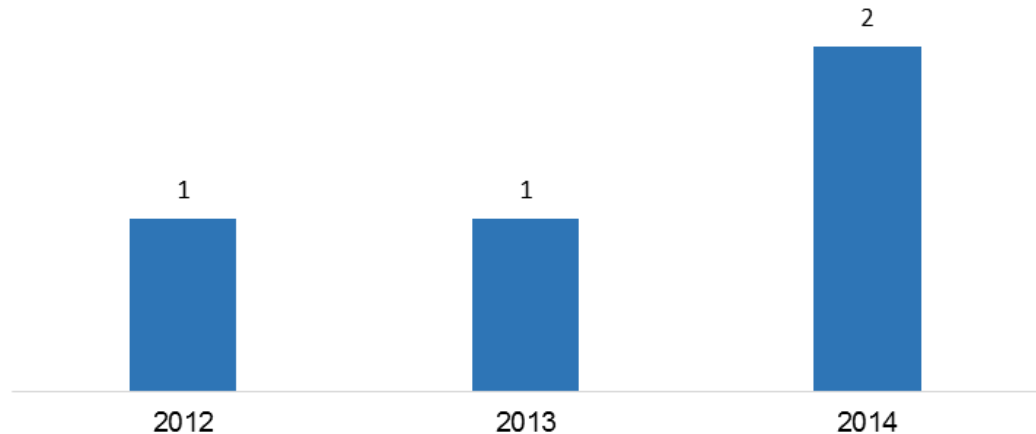
Domestic Violence is a contributing factor in many societal problems: homelessness, mental health disorders, childhood development with the crime of homicide being the ultimate inhumanity.

### 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 Residents killed by an intimate partner (Sherriff's Office: Crime Analysis Unit)



## 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 16<sup>th</sup> year
- Coordinate the national Annual Family Violence Apprehension Detail, now in its 12<sup>th</sup> 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 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:

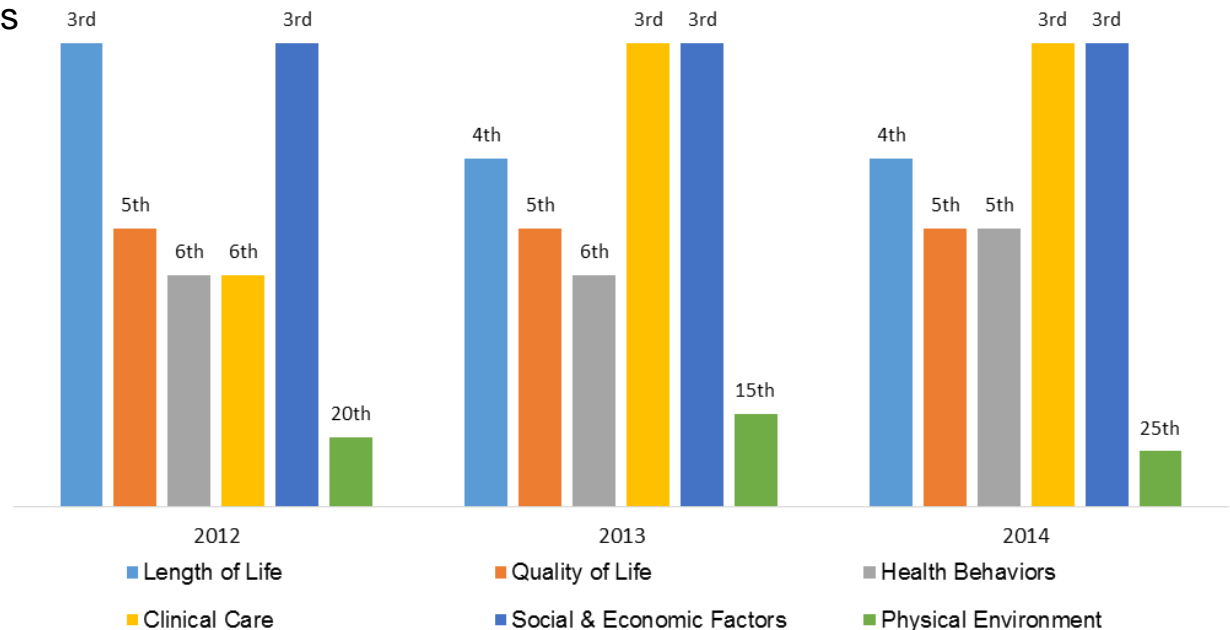
County Health rankings are based on a model of population health that emphasizes factors that, if improved, can make communities healthier places to live and increase years of life

### 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

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## 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

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## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

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

### Why this is important:

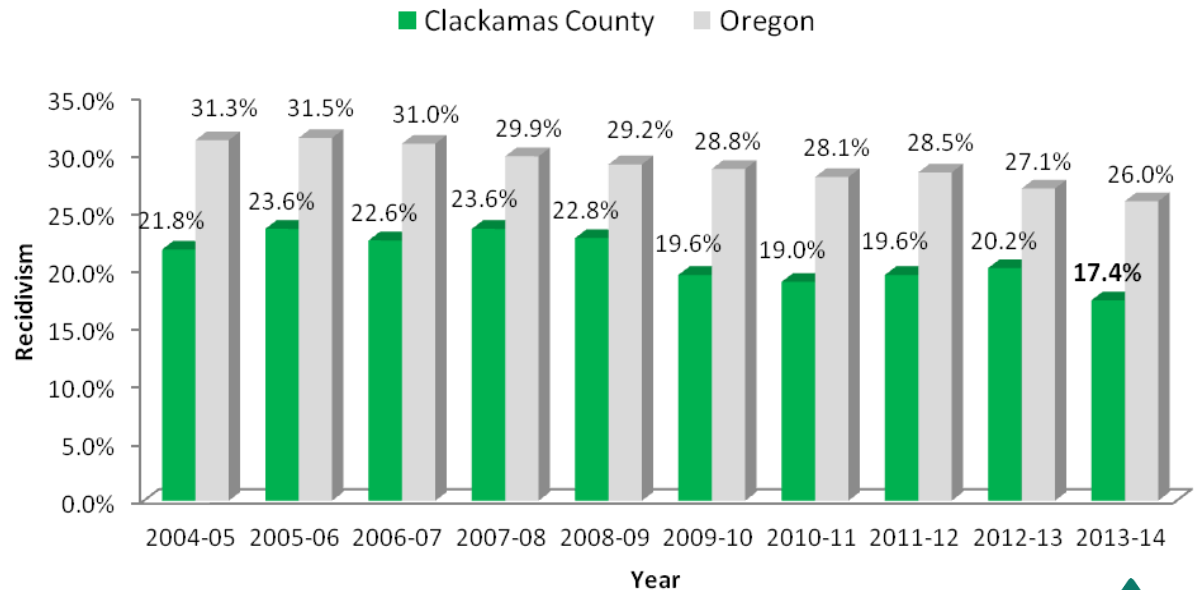
Tracking repeat offenders (recidivism) is a core measure of how well juvenile departments are at maintaining community safety. Having low recidivism demonstrates success at identifying High Risk youth and providing the most effective interventions.

### 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.

### Where are we now:

## Clackamas County Juvenile Department Recidivism Compared to All Oregon Counties



# Ensure Safe, Healthy and Secure Communities

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

Where are we now: Prevention

- **Prevent Net**
  - Collaborative service for schools; involves Juvenile, H3S, private non-profits
  - Number of sites reduced in 2014 due to State reductions in Juvenile Crime Prevention
- **Cognitive Skills Curriculum in Schools**
  - Girls Circle; Boys Council
    - 22 Schools with Trained Personnel
    - 429 At-Risk Youth Receiving Services
- **Commitment to Community Collaboration**
  - Threat of Harm Protocol
  - Restorative Justice Trainings
  - 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 by 17%***

**Where are we now: Intervention and Accountability**

- **Juvenile Intake and Assessment Center**
- **City Diversion Panels**
  - Contracts with 10 Cities
  - Recidivism averages under 10%
- **Informal Supervision**
- **Court Ordered Probation**
- **Specialized Caseloads**
  - Sex Offender, Latino, Mental Health, Drug Court, DUII and Minor in Possession
- **Shelter Care – 16 Contracted Beds**
- **Detention – 14 Contracted Beds**



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

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

## County Partnerships

### Training

#### **Juvenile/Comm. Corrections/ Sheriff's Office**

- Orientation for new Law Enforcement Officers
- Cultural Responsiveness to Clients
- Home Visit Safety

#### **Juvenile/H3S**

- Mental Health First Aid
- Crisis Intervention Training
- Trauma Informed Care
- Insurance Obligations/Enrollment
- Threat of Harm

#### **Juvenile/H3s/Comm. Corrections/Wellness Program**

- Trauma Stewardship

### 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

# Ensure Safe, Healthy and Secure Communities

## *Gaps in services*

- **Family Services Needed**
  - Parenting Classes
  - Family Therapy
- **Early Identification Of Mental Health Issues**
- **Individualized Service Needs**
  - Overcoming Education Barriers
  - Transportation
  - Alcohol And Drug Treatment

**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:**

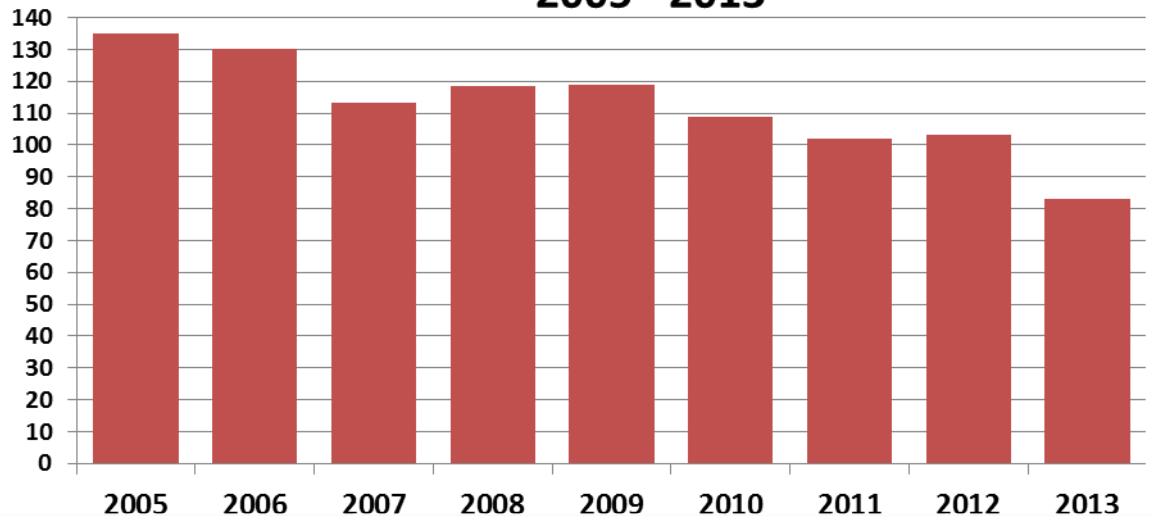
One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

**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 - 2013**



Rate per 100,000 Population:	135.0	130.0	113.4	118.6	118.7	108.8	101.8	103.0	82.9
% Rate Change:		-3.7%	-12.8%	4.6%	0.1%	-8.4%	-6.4%	-5.3%	-18.5%

## 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.
- Implemented County Wide Lethality Assessment Protocol
- Provided County Wide Strangulation Training
- Worked with Judge Steele to establish firearms dispossession protocol
- Coordinated the national Annual Family Violence Apprehension Detail, now in its 12th year.
- Worked with Lake Oswego Police Department on legislation creating Temporary Restraining Order that can be issued by law enforcement immediately
- Committed to funding 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:**

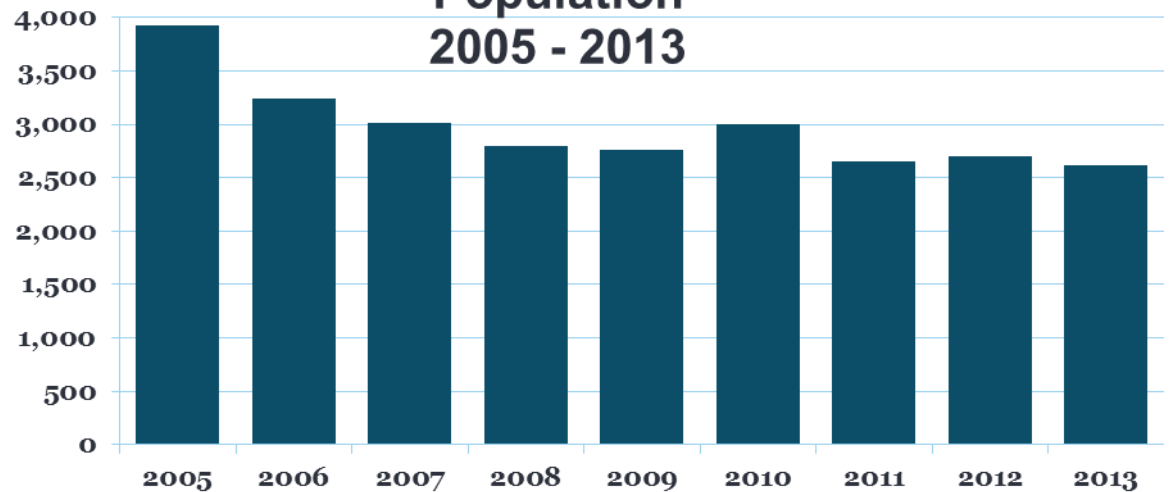
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While the crime rate is affected by a number of factors, one of the most significant is a strong law enforcement presence. The County provides the financial resources for the Sheriff to handle all aspects of law enforcement to the unincorporated areas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

**Where are we now:**

**Property Crimes Rate per 100,000 Population  
2005 - 2013**



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
% Rate Change:		-17.5%	-6.9%	-7.5%	-0.9%	8.4%	-3.0%	-9.9%	-3.3%

## 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



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## 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***

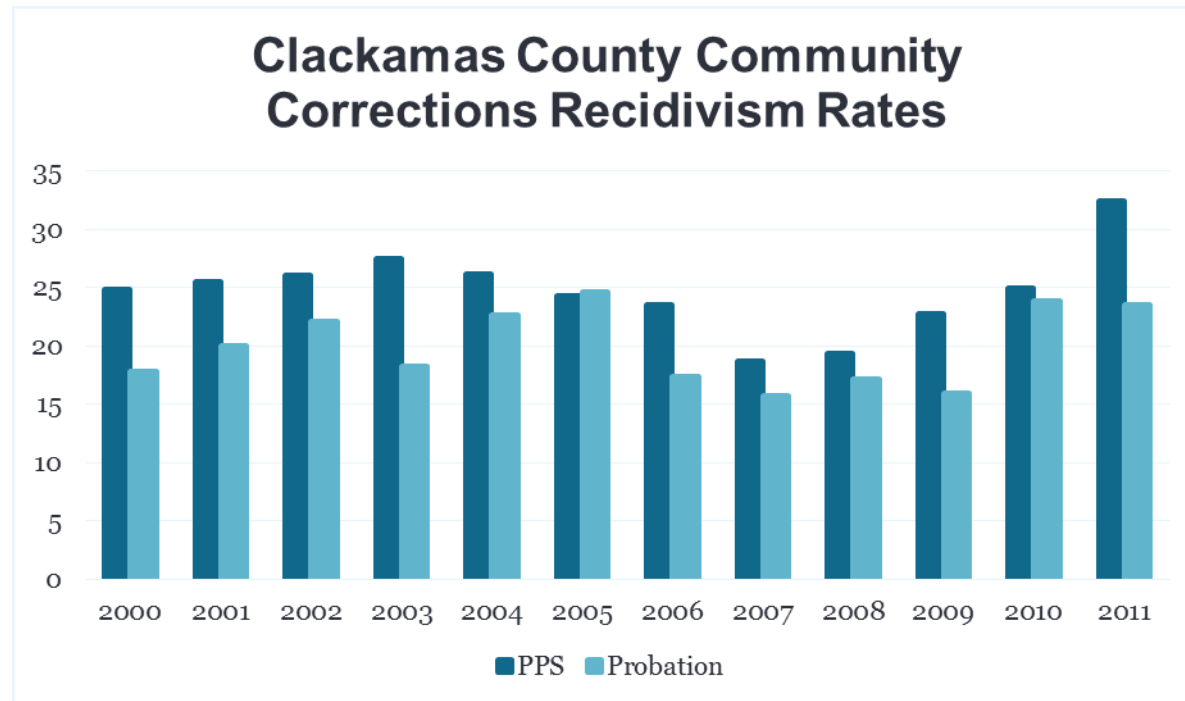
### Why this is important:

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:



## 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**