

CLATSOP COUNTY STRATEGIC PLANNING

OCTOBER 2020

SOCIAL SERVICES FOCUS GROUP

Introduction

Clatsop County is developing a Strategic Plan to serve as the cornerstone of an annual process to link planning, budgeting, implementation, monitoring and evaluation. To this end, the Board of Commissioners retained Portland State University, Center for Public Service, to facilitate and guide the planning process. Through a coproduction methodology, the County has 1) defined a Vision, Mission, and Values; 2) assessed past, current, and likely future conditions that suggest special attention of actions in the Plan; and 3) evaluated and selected the most important areas for the Plan to address in FY 2021-22 (Focus Group areas).

In August, 2020 the Board of Commissioners identified five focus areas for the development of action for the Plan:

- Governance
- Infrastructure
- Economic Development
- Environmental Quality
- Social Services

In September - October, 2020 the Social Services Focus Group convened to discuss areas for focus/improvement over the next 12-18 months and prepare a short report. The members of the group included:

Sarah Nebeker, District 2 Commissioner

Mike McNickle, Public Health Director

Monica Steele, Assistant County Manager

Kelly Braaten, Juvenile Director

Lauren Wilson, Social Services Coordinator

Viviana Matthews, Clatsop Community Action, Executive Director

Amy Baker, Clatsop Behavioral Healthcare, Executive Director

Elizabeth Kotaich, Helping Hands Reentry Outreach Centers, Development Director

Description of Focus Area

From a social services perspective there are a variety of issues county-wide that intersect with one another and lead to the ongoing need for increased services around mental health, addiction and treatment services, homelessness, housing in a variety of types including sober as well as no-barrier, and a pro-active approach to trauma particularly in our youth. From a public perspective if we can stop looking at some of these issues as individual

matters but interrelated, then we can take a wholistic approach to addressing the individual needs.

Some of the biggest challenges that addressing these issues continue to encounter are finding stable funding streams as well as oversight agencies that are best suited to provide the services in a non-duplicative manner.

When working towards a resolution on these issues it might not always be in the best interest for the recipient of these services to have the county be the provider given that many of these issues are outside the county's area of expertise, for the majority of these issues the county would most likely have a role not as the provider of the services but as a convener to facilitate work groups and identifying the necessary partners to find a resolution.

Recommended Actions

Overview

The Work Group focused on solutions that could be addressed in the short-term as well as some that will require longer term solutions. As previously mentioned the Actions prioritized by the group identify issues that intersect with one another and as a group there was mutual consensus that for long term success for any of the individuals experiencing the issues identified they require an integrated approach. Tier 1 refers to items that are either currently being worked on and will continue to be a primary focus during FY 2021-22 or will be a primary focus during FY 2021-22, while recognizing select actions will be multi-year engagements. Tier 2 refers to items that will be worked on as time and resources are available; if not completed in the FY 2021-22 cycle, they will roll over as part of FY 2022-23 considerations.

Summary of Recommended Actions by Tier

Tier 1 - Foundational	Tier 2 - Next Step Aspirational
<ul style="list-style-type: none"> Develop with the cooperation of community partners a Navigation/Drop-In Center 	<ul style="list-style-type: none"> Identify sober housing options that work in conjunction with community partners to provide an intensive level of care – Reference Infrastructure – Housing Action Items
<ul style="list-style-type: none"> Identify a variety of housing options that allows individuals to be able to transition from one environment to the next as their situation allows or warrants a change Reference Infrastructure – Housing Action Items 	<ul style="list-style-type: none"> Strengthen the Mobile Crisis Intervention Teams ability to respond to mental health crisis’; looking at a CAHOOTS model approach
<ul style="list-style-type: none"> Apply a proactive approach to trauma, particularly in youth by expanding the Resource Development Team 	

The work group developed the details for Tier 1 actions only, which follow. As the County begins to engage in Tier 2 actions, it would begin by developing a similar description of each action.

Details of Tier 1 Recommendations:

1. Develop with the cooperation of community partners a Navigation/Drop-In Center that would be a single location that an individual can drop into throughout the day to be able to access a variety of services such as: showers, laundry facilities, meals, Public Health services, Mental Health services, foot care, art therapy, Social Security, ID’s, housing, Veteran Services, employment services, etc.

How the action will address an issue of importance

There needs to be an overall focus of various types of housing to address the on-going housing issue. Even if there was an abundance of low-income affordable housing options it won’t meet the need for the variety of needs within the county. Some of the unsheltered population are not able to go from living outside to being in an indoor living environment; some have mental health crisis’ that make living in a single location long-term difficult due to the interactions they may have with other residents; some populations cannot meet certain requirements of the living conditions such as being clean and sober, while some populations need to make sure that there aren’t opportunities to use within the living environment they are in. Making sure that there is a variety of housing options allows individuals to be able

to transition from one environment to the next as their situation allows or warrants a change.

Alternatively, for those who are not ready to move into transitional, PSH, or low income affordable there was also conversation of a year-round homeless shelter. Conversations included allowing mixed populations for both adults and juveniles who were not part of a family dynamic. Currently there is a temporary/seasonal homeless shelter in Astoria but it only operates certain hours for less than 6 months out of the year.

How the action fits with other current policies and activities

Being able to provide a variety of housing options not only goes back to improving the overall livability of our community but it also would potentially help decrease the amount of law enforcement calls either because of individuals sleeping at businesses store fronts or having to respond to disturbance calls in housing complexes due to someone being in a mental health crisis.

Who does what, and how

The County Manager’s Office will convene a working group of community representatives including CBH, CCA, and potentially a non-profit or faith-based organization. The Plan will be presented to the Board of Commissioners with detail on first-year implementation goals and objectives. The full integration of all elements will be approximately a two-year process.

Timeline

A preliminary project plan will be prepared by March of 2021. The draft will be shared with the Board of Commissioners and community partners for comments and suggestions. Implementation will begin in earnest during the last quarter of FY 21 into the first quarter of FY 22.

Funding requirement

Description	One-time Expense	Annual/Ongoing	Total
Site location	TBD		
Survey consulting	\$20,000	TBD - Minimal	\$20,000
Staff time (.25)- Ongoing work to work with consultant on surveying as well as identifying a location and service provider needs based on survey results.	\$ 20,000	TBD	\$20,000
Programming/Operations		TBD	
Total	\$40,000		\$40,000

Monitoring progress

Prepare a timeline of tasks to be completed; host regular meetings among the community partners; provide regular Board briefings/updates.

2. Identify a variety of housing options that allows individuals to be able to transition from one environment to the next as their situation allows or warrants a change

How the action will address an issue of importance

There needs to be an overall focus of various types of housing to address the on-going housing issue. Even if there was an abundance of low-income affordable housing options it won't meet the need for the variety of needs within the county. Some of the unsheltered population are not able to go from living outside to being in an indoor living environment; some have mental health crisis' that make living in a single location long-term difficult due to the interactions they may have with other residents; some populations cannot meet certain requirements of the living conditions such as being clean and sober, while some populations need to make sure that there aren't opportunities to use within the living environment they are in. Making sure that there is a variety of housing options allows individuals to be able to transition from one environment to the next as their situation allows or warrants a change.

Alternatively, for those who are not ready to move into transitional, PSH, or low income affordable there was also conversation of a year-round homeless shelter. Conversations included allowing mixed populations for both adults and juveniles who were not part of a family dynamic. Currently there is a temporary/seasonal homeless shelter in Astoria but it only operates certain hours for less than 6 months out of the year.

How the action fits with other current policies and activities

Being able to provide a variety of housing options not only goes back to improving the overall livability of our community but it also would potentially help decrease the amount of law enforcement calls either because of individuals sleeping at businesses store fronts or having to respond to disturbance calls in housing complexes due to someone being in a mental health crisis.

Who does what, and how

This is a coordinated effort with several community partners including the Northwest Oregon Housing Authority, CCA, CBH, Clatsop County adult Parole & Probation, non-profit housing developers, and a planning consultant firm. The county would take the lead on this as a convener to bring the various partners to the table and gather data for types of housing needs. In coordination with the community partners, work would be done to identify the existing housing options as well as the amount of need and range for specific types.

Timeline

Some of this work has already been taking place by staff and a consultant for this work was budgeted for during the current 2020-2021 FY.

Initiate work with consulting firm – November 2020

Complete project with recommendations to Board of Commissioners May, 2021

Funding requirement

Funding to review the existing types of housing was budgeted for \$20,000 in consultant services. Existing staff time of approximately .25 FTE will be utilized to support the ongoing analysis.

Description	One-Time Expense	Annual/Ongoing	Total
Consultant – Housing	\$20,000	N/A	\$ 20,000
Staff time (.25)– Ongoing work to work with consultant on surveying as well as identifying a location and service provider needs based on survey results.	N/A	\$35,000	\$ 35,000
Total	\$20,000	\$35,000	\$55,000

Monitoring progress

Prepare a timeline of tasks to be completed; host regular meetings among the community partners; provide regular Board briefings/updates.

3. Apply a proactive approach to trauma, particularly in youth by expanding the Resource Development Team

How the action will address an issue of importance

Supports the mission of the Resource Development Team to include all youth through collaboration with schools, and relevant community partners in an effort to reduce the number of youths engaged in court services.

How the action fits with other current policies and activities

This model is active in most regions around the state; CBH, schools, DHS, OYA, defense consortium, family members and any other potential touchpoints or referral sources. This model expands on what is currently being done for the youth engaged in court services to those who aren't yet involved but could potentially be going down this path and will look at every potential option for the youth. If the youth is court involved this generates a report for the judge and lets them know all the relevant community partners and services engaged to help guide whether state or

local resources are needed for programming. Makes sure any potential option has been explored.

Who does what, and how

Collaboration between the County Juvenile Dept., CBH, schools, OYA, defense consortium, DHS, and family members. As a youth is identified by one of the touchpoints the Resource Development Team would work in collaboration to identify the services needed and how to go about supporting the youth in receiving those services.

Timeline

January 2021 - This program had started to be implemented pre-Covid. In the new environment the team will have to work on new ways to identify at risk youth since they are not currently participating in person for school. Additionally, the team will need to learn how to meet and collaborate in the most effective way given the current Covid environment.

Funding requirements

This is work already being done and no funding is needed just a commitment to participate.

Monitoring progress

Regular Board briefings/updates.

Tier 1 Summary Estimated Expenses

Task	One-time Expense	Annual/Ongoing	Total FY 21-22
1	\$40,000	TBD	\$40,000
2	\$20,000	\$35,000	\$55,000
3	\$0	\$0	\$0
	\$60,000	\$35,000	\$95,000