

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: December 1, 2015 **Approx Start Time:** 10:30 am **Approx Length:** 1.0 hours

Presentation Title: Performance Clackamas Update

Department: Admin

Presenters: Dan Chandler, Strategic Policy Administrator

Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Review and discussion of progress on Performance Clackamas, particularly as to development of departmental Strategic Business Plans.

EXECUTIVE SUMMARY:

Background and Strategic Plan Alignment.

Performance Clackamas is a strategic plan and management system for Clackamas County which began in 2014.

This planning process uses a model called Managing for Results. MFR encourages elected officials, administrators and all employees of a jurisdiction to focus on achieving positive results for the jurisdiction's customers. The County's performance-based plan includes specific measurable outcomes across five strategic priorities:

- Build 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

To implement these Strategic Priorities, the Strategic Plan adopted 28 measurable strategic goals to be accomplished over the next several years. Those goals will be periodically reviewed and updated and, if needed, adjusted.

There are five basic components of the MFR process:

1. Identify the priorities the jurisdiction is trying to address on behalf of its customers;
2. Develop an overall plan for addressing those priorities;
3. Develop policies, programs, activities and services that align to those priority areas;
4. Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
5. Develop and track costs and performance data to allow the jurisdiction and its customers to gauge the organization's progress toward reaching its goals and objectives.

BCC Direction on Strategic Business Plans

In the Board of Commissioners' Performance Clackamas Plan, the Board adopted the following goals:

BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT

Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference, and measure our effectiveness in terms of results for our customers. We will be accountable and deliver what we promise. When we allocate resources they will be tied to results that matter.

- *By 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.*
- *By 2018, 100 percent of the County Budget will be attached to measurable customer results.*
- *By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.*

We are on track to meeting these goals.

Status of Department Strategic Business Plans

Completed and reviewed

Department of Transportation and Development
Business and Community Services
Finance

Completed and awaiting final review

Water Environment Services
Public and Government Affairs
Technology Services
County Administration
Office of the Assessor

In Process

County Counsel
County Clerk
Resolution Services

To come in FY16/17

Employee Services

Additional Trainings Completed

MFR for Managers – using data to improve performance (approximately 25 managers)

MFR Live Training – Use of the MFR Live Dashboard software (approximately 80 employees)

MFR Connect – Senior County staff attended training with other jurisdictions using advanced performance management.

Performance Clackamas Website

PGA has developed a website for Performance Clackamas:

<http://www.clackamas.us/performance/>

The web site will house all Strategic Business Plans, an Annual Reports, and selected dashboards for public data.

FINANCIAL IMPLICATIONS (current year and ongoing):

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Is this item in your current budget? X YES NO

What is the cost?

Consulting Budget for FY 15/16 \$203,000

MFR Live Software, training and support first year \$ 64,000

What is the funding source? General Fund

LEGAL/POLICY REQUIREMENTS:

N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

In developing the plan, the County conducted a citizen outreach program through surveys, public meetings and emails in order to determine what our citizens believed were the most important issues facing Clackamas County over the next two to five years.

OPTIONS AND RECOMMENDATIONS:

This session is an update for the Commission.

ATTACHMENTS:

1. 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

County Strategic Plan

Board's Plan

- The plan is focused on specific measurable outcomes across five strategic priorities:
 - Grow a vibrant economy
 - Build a strong infrastructure
 - Ensure safe, healthy and secure communities
 - Honor, utilize, promote and invest in our natural resources
 - Build trust through good government
- Under these areas of focus, the Board approved 28 strategic goals to be accomplished over the next 5 or 6 years. These goals will be periodically revisited and updated.

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Producing the Strategic Business Plan

Initial Retreat

1. Assessment of the Future
2. Issue Statements
3. Strategic Results
4. Mission Statement
5. Inventory of Services
6. Program Structure

Interim (PSPM) Retreat

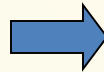
7. Purpose Statements
8. Performance Measures

Final Retreat

9. Lines of Business
10. Key Results Confirmation & Alignment

Initial SBP

- Mission Statement
- Issue Statements
- Strategic Results
- Program A
 - Services A
- Program B
 - Services B



PSPM Sessions

- Program A
 - Purpose A
 - Services A
 - Measures A
- Program B
 - Purpose B
 - Services B
 - Measures B



Final SBP

- Mission Statement
- Issue Statements
- Strategic Goals
- Line of Business A
 - Key Results
 - Programs
 - Services
 - Measures
- Line of Business B

Status of Department Strategic Business Plans

- Completed and reviewed
- Department of Transportation and Development
- Business and Community Services
- Finance
-
- Completed and awaiting final review
- Water Environment Services
- Public and Government Affairs
- Technology Services
- County Administration
- Office of the Assessor
-

Status

- In Process
- County Counsel
- County Clerk
- Resolution Services
-
- To come in FY16/17
- Employee Services

Status

- By the end of the year, 12 departments will have completed the process.
- Departments representing over 600 employees.
- Over 50 sessions with departments and program staff.

Challenges

- Work Load
- Selecting the right measures, programs and structure
 - Enthusiasm meeting reality
- Dashboard
 - New version of software coming.
- Making budget, accounting and resources line up.