

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Study Session Worksheet

**Presentation Date:** February 14, 2017    **Approx Start Time:** 11:00 am    **Approx Length:** 30 Min.

**Presentation Title:** Performance Clackamas Update and Schedule

**Department:** Admin

**Presenters:** Dan Chandler

**Other Invitees:**

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is a status report on the Performance Clackamas Goals and Program adopted by the Board of Commissioners in September, 2014, related to Good Government and an update on the process for revising the County Plan.

### 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.**

It has now been almost three years since the initial BCC retreat, and it is time to update the plan and program. A few highlights to date:

- By the end of this fiscal year all BCC-managed department will have completed strategic business plans.
- Many departments can demonstrate noticeable performance improvements
- By next fiscal year, the majority of the County Budget will be tied to measurable results.

The attached Power Point presentation describes the County's progress on the overall program, and sets out the process and schedule for revising the overall County Plan.

**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, and touches the entire program.

**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
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# Performance Clackamas

Update and Schedule

# History

- ▶ **1998 Clackamas Business Plan**

*“Clackamas County is the county of choice in which to live, work and play.”*

- ▶ **2003 Economic Development Plan**

*“Clackamas County is a great place to visit and raise a family and is open for business.”*

- ▶ **2009 Economic Development Plan**

*“Clackamas County thrives as a great place to operate a business, raise a family and visit sites and attractions.”*


- ▶ **2010 Strategic Plan**

*“A vibrant network of people working together towards innovation and resilience through bold leadership”*

# Goals for the Plan:

## Assist the County in becoming a government which increasingly:

- ▶ Creates customer-oriented, outcomes-based performance measurement.
- ▶ Streamlines County Government.
- ▶ Creates a concrete vision that survives changes in governance.
- ▶ Allow BCC to evaluate budget choices against results.

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- ▶ **Public:** What results are they getting for their money?
  - ▶ **Board:** Are the Board's priorities being implemented?
  - ▶ **Staff:** Are we doing what is expected of us?

# Performance Clackamas

## Delivering Results for Our Community.

**Performance Clackamas** is a strategic planning process that ensures the County generates measureable results for its customers. We have five priority areas:



Honoring our treasured resources by securing them for generations to come.



Growing prosperity through supporting job growth, affordable housing, business investment and employment lands.



Ensuring community well-being by providing medical care, addressing homelessness and preventing crime.



Building roads and facilities that enhance commercial enterprise and deliver services to all customers.



Building public trust through accountability and transparency by detailing our goals and results.

For more information, visit  
[PerformanceClackamas.us](https://www.clackamas.gov/PerformanceClackamas.us)

# PERFORMANCE CLACKAMAS CLACKAMAS COUNTY STRATEGIC PLAN

ADOPTED SEPTEMBER 18, 2014





# 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 for 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.

# Updates by Department

As of January, 2017

fifteen County departments have developed strategic business plans around collaboratively established goals. All Commission-managed departments will have plans in place by early 2017, and the County budget will be tied to the establishment of these goals by 2018.

## Approved Plans

- Finance
- Business & Community Services
- Public & Government Affairs
- Technology Services
- Transportation & Development
- Water Environment Services
- County Counsel
- Assessment & Taxation
- Office of the County Administrator
- Resolution Services
- Disaster Management

## In Process

- County Clerk
- Employee Services
- Juvenile

- Community Corrections
- C-COM (Communications/9-1-1)
- Health, Housing and Human Services (H3S)

## Plans Expected for FY 17/18

- Tourism and Cultural Affairs
- Treasurer
- Justice Court

*Additional departments managed by independently-elected officials will decide whether and when to implement Performance Clackamas based on the needs of the public and their departmental priorities.*

Completed plans are available online at <http://www.clackamas.us/performance/>. Enhanced tracking measures, including a dynamic dashboard for tracking departmental progress, will be available to the public in the coming months.

# Departmental Strategic Business Plans

- The purpose of \_\_\_\_\_ is to provide \_\_\_\_\_ to \_\_\_\_\_ so they can \_\_\_\_\_.
- Who is the customer?
- What do we do for them?
- What will they experience as a result?

## AREA OF STRATEGIC FOCUS

# Build Public Trust Through Good Government

***Goal: By 2018, 100 percent of the County budget will be attached to measurable customer results.***

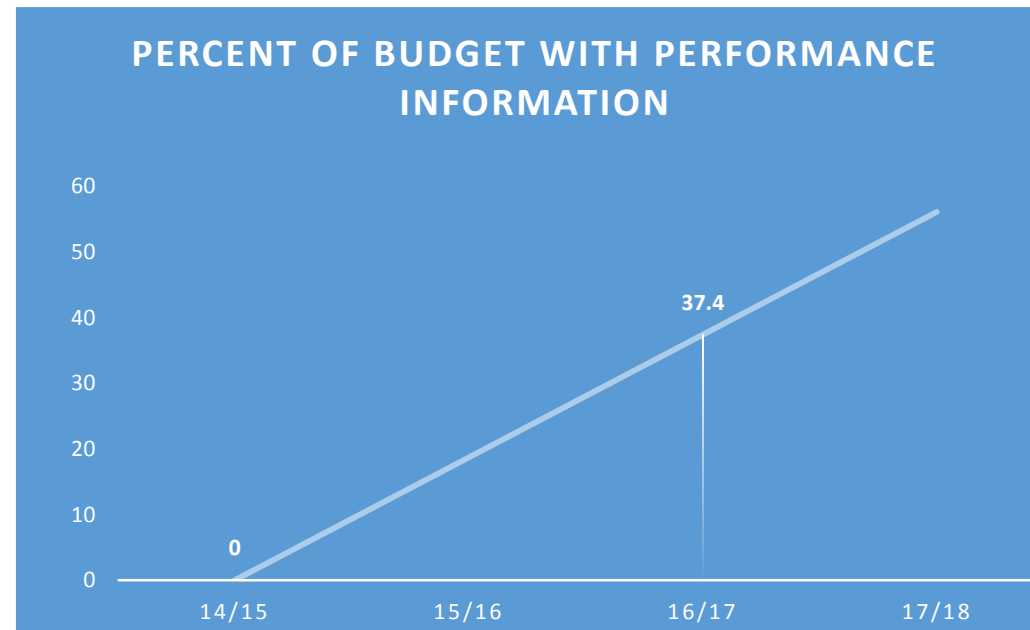
### Why this is important:

Performance based budgets tie resources to results for customers, providing greater transparency and accountability.

### How much does the County influence this?

Significantly. Within the parameters of legal and financial guidelines, it is up to the County to determine the structure of the budget and measurement of its effectiveness.

### Where are we now:



Including Water Environment Services, 37.4% of the County Budget is tied to measurable results.

# Ongoing Efforts

- ▶ Quarterly “Stat” meetings with County Administrator.
  - ▶ Review data and performance.
- ▶ Web Presence Project.
- ▶ Customer Service and Satisfaction Project
- ▶ Management tool to drive change through the organization.
  - ▶ “What gets measured gets improved.”
  - ▶ Workers compensation claims.
  - ▶ Performance reviews for employees.

# Objective and Subjective Customer Service and Satisfaction Measures

Customer service can, and should be measured both objectively and subjectively. Some customer results lend themselves to objective measurements:

- 90% of commercial, industrial and multi-family (design review) land use decisions issued within 45 days of application submittal.
- % of streams that meet or exceed water quality standards.
- Wait times to see a health provider.

**Customer Service**  
is what public agencies  
strive to provide...

vs.

**Customer Satisfaction**  
is how consumers grade you  
for service delivery.



# Customer Service and Satisfaction

- ▶ Consistent Methods
  - ▶ Customer Comment Cards
  - ▶ Surveys
  - ▶ Complaint Forms
- ▶ Consistent Measures
  - ▶ Four-point scale
    - ▶ Timeliness
    - ▶ Courtesy
    - ▶ Information
    - ▶ Overall Satisfaction



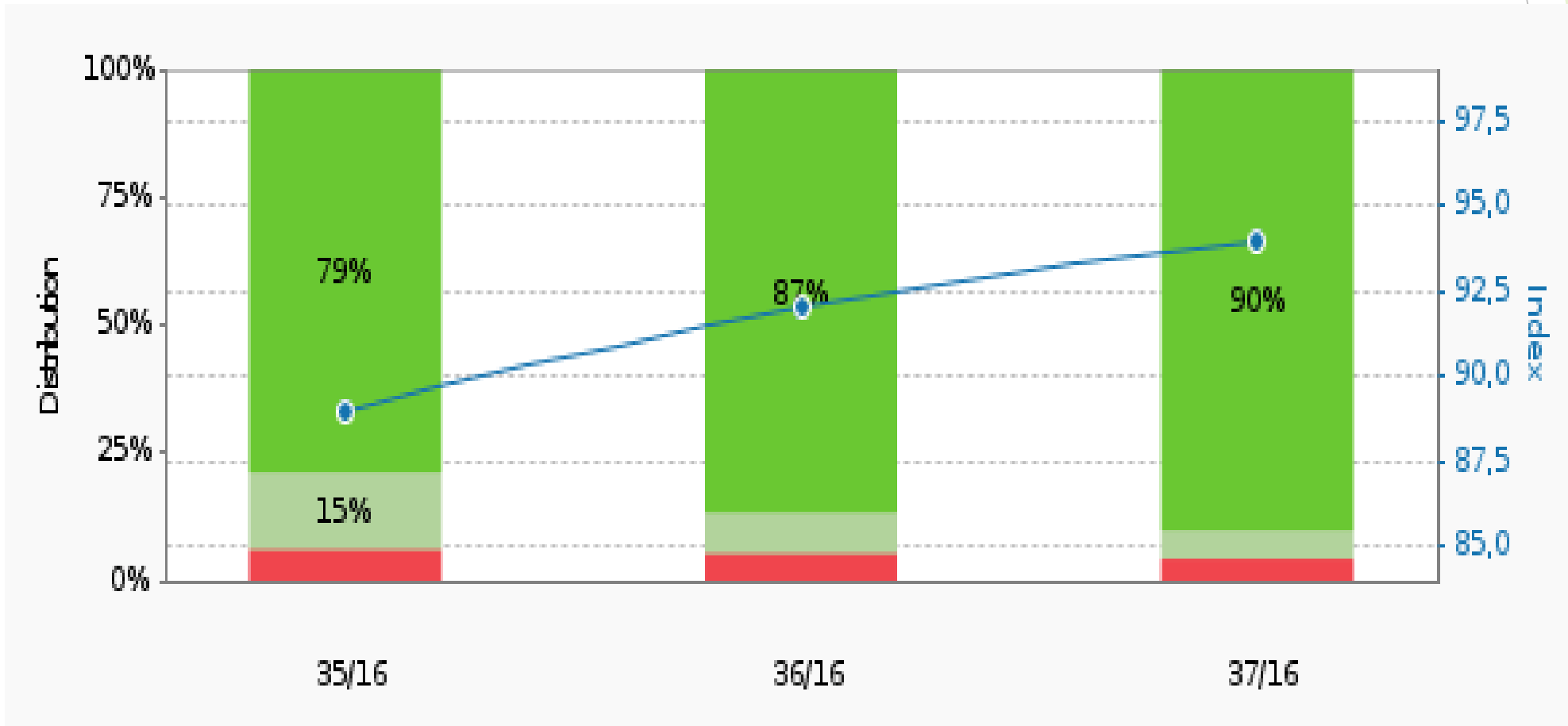
**Please rate  
our service  
today**

HAPPY<sup>😊</sup>NOT  
[www.happy-or-not.com](http://www.happy-or-not.com)



# People care that you care:

Were you happy with the service you received today?



Do you feel you were valued, heard and respected today?



**90% Positive**

Total feedback: 107

# Process for Update

- ▶ Know that some measures need to be revised.
- ▶ Updated
- ▶ New Priorities
- ▶ Community Indicators
  - ▶ Jobs
  - ▶ Wages
  - ▶ Home Ownership
  - ▶ Health
- ▶ Strategic Goals
  - ▶ Items of greater County influence

# Schedule

- ▶ February 14<sup>th</sup> Update on Good Government goals.
- ▶ February 22<sup>nd</sup> Annual update on Infrastructure, Economy and Natural Resources goals.
- ▶ March 8<sup>th</sup> Annual update on Public Health and Safety Goals.
- ▶ March 13-14<sup>th</sup> BCC Interviews, Joint health and safety goal session
- ▶ March 20<sup>th</sup> Retreat on updating Countywide Strategic Goals.
- ▶ March 21<sup>st</sup> Retreat on Operational and Team Building issues.