



ISSUE STATEMENTS



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Assessment and Taxation

1. The Assessment & Taxation Department has an aging legacy software system which, if not addressed, may result in:
 - The inability to fully implement modern appraisal technologies such as Geographic Information System (GIS) software and aerial imagery causing inaccurate property inventory records, valuations, and increased tax roll corrections.
 - An increase in errors and the need for tax roll corrections caused by additional manual work flow processes and workaround solutions.
 - Lost tax revenue and value not at 100% of real market value.
 - The inability to produce a timely tax roll.
 - Lack of resources and support by the software vendor due to recent acquisition.
 - Increased reliance on antiquated systems and work flows.

2. Property not included on the tax roll (omitted property), a growing issue, if not addressed, may result in:
 - The inability to meet the statutory requirement to value all property at 100% of real market value.
 - Loss of revenue to districts.
 - Increased inequities in valuation and corresponding taxes.
 - Decreased customer confidence in fair and equitable valuations.

3. Commercial and Industrial Property inventory and appraisals are not captured electronically in the Assessment & Taxation system, which, if not addressed, may result in:
 - Delayed response time to customer inquiries and lack of ability to meet customer expectations.
 - The inability to adequately and completely identify property types, provide information, and timely assist customers.
 - Cumbersome and lengthy manual work processing and potential errors that adversely impact the customer experience.
 - Customer confidence is undermined by the inability to access and understand Assessment and Taxation valuations.
 - The inability to identify property by use creates inaccurate real market value adjustments potentially leading to valuation errors or appeals.

4. Increasing customer expectations for online access to additional data, if not addressed, may result in:
 - A decline in customer satisfaction based on numerous requests for additional information and expectations to be able to manage their account online.
 - A lack of data directly available to consumers and inefficient use of staff resources, which are needed on projects furthering our strategic results.

5. A continued lack of collaboration, system sharing and data distribution with internal and external stakeholders, if not addressed, may result in:
 - Loss of revenue to taxing districts.
 - Duplication of workload and unnecessary drain on resources.
 - Failure to discover and accurately reflect new construction and other property improvements.
 - Increased property tax appeals and tax roll corrections.
 - Customer frustration and a lack of confidence in the accuracy, consistency, and completeness of County records. The lack of a streamlined customer experience.

6. A lack of stakeholder understanding of Oregon's complex property tax system if not addressed, may result in:
 - Taxpayers' difficulty to understand their values and the resulting taxes they pay.
 - The erosion of customer confidence in local government and the delivery of services.
 - An adverse impact to customer understanding of local ballot measures and informed legislative decisions made by local officials and State lawmakers.
 - Decisions that have adverse impacts to services provided by taxing districts.

Business & Community Services

1. The size and complexity of Business and Community Services (BCS) has led to a lack of understanding by employees, decision makers, and the community as to the role of BCS in providing essential services, which if not properly addressed, will result in:
 - Lack of clear identity
 - Missed opportunities to collaborate with other County departments and partner agencies
 - Lack of support by decision makers and the community
 - Potential decrease in services provided over time
 - Reduced effectiveness as a Department
 - Potential decrease in business investment and jobs within the community
 - Loss of confidence in the Department and County Government.

2. The increasing challenge of balancing public engagement efforts with good governance and sound financial management principles if not properly addressed, will result in:
 - Project delays
 - Inconsistent public engagement
 - Loss of diversity of viewpoints
 - Inefficient use of taxpayer dollars
 - Reduction of public trust

3. A historical lack of prioritization of service delivery has led to an inability to focus on those essential services that align with the mission of our Department, which if not properly addressed, will result in:
 - Decreased capacity for proactive planning and management
 - Reduced quality and effectiveness in the delivery of public services
 - Increased risk of liability
 - Customer and public partner dissatisfaction

4. Increased demand for services coupled with the increasing gap between revenue and expenses, and the limited flexibility and challenges to increase revenue over time, will if not properly addressed, result in:
 - A reduction of service levels/closure of facilities (with a disproportionate impact on vulnerable populations)
 - Decreased community livability
 - Decreased ability to attract new residents and new business investment
 - Decreased property values

5. Aging facilities and infrastructure, coupled with competing priorities at the county level has led to a gap between growing customer needs and expectations and current facilities, which if not properly addressed, will result in:
 - Lack of funding available to complete capital improvement plans
 - Decreased level of services/closure of facilities
 - Increased safety/liability issues
 - Decreased property values
 - Dissatisfaction of community partners and residents

Clackamas 911

1. The critically low staffing of the existing Clackamas 911 (CCOM) operations along with the challenge of recruiting, training and retaining the next generation workforce, if not properly addressed, can result in:
 - Near misses or loss of life due to workplace errors
 - Extended time required to provide dispatch and resources to community
 - Inability to train employees effectively
 - Inability to provide surge coverage during major events
 - Low morale & mental health impacts due to overwork while on duty
 - Lack of capacity to pursue agency accreditation

2. Differing expectations of service delivery among Clackamas County residents and Public Safety User Agencies, if not properly addressed, can result in:
 - Increased risk for first responders and residents due to response delays
 - Inefficient and costly response models
 - Implementation of individualized solutions and technology
 - Concerns and trust issues with how tax dollars are spent

3. The lack of adequate space and infrastructure within the 9-1-1 facility, if not properly addressed, can result in:
 - Inability to expand operations based on growth or technology needs
 - Inadequate training environment
 - Migration of User agencies to other dispatch centers
 - Increased maintenance costs and facility upkeep vs. improvement

4. The increased pace and use of technology by citizens and public safety user agencies along with the lack of industry standards for integrating that technology with Public Safety response systems, if not properly addressed, can result in:
 - Difficulty in training and also supporting the technology
 - Loss of staff due to complexity of new and additional technology
 - Increased risk to first responder and citizen safety
 - Multiple and/or competing agency-based solutions
 - Potential confusion by citizens, user agencies and dispatch staff about the use of various technology systems

Clerk's Office

1. Decreasing public trust in government and election systems, if not addressed will result in:
 - Decreased public participation and representation in government
 - Increased susceptibility to misinformation
 - Increased voter agitation

2. Employee turnover, including retirements, within the Clerk's Office, coupled with the lack of succession plans, and expected loss of institutional knowledge if not addressed will result in:
 - Loss of confidence in Clerk staff
 - Susceptibility to errors
 - Longer wait for services
 - Not keeping costs under control

3. Continued lack of engagement with centralized, County-wide records management system, if not addressed will result in:
 - Continued non-compliance with state and federal records laws
 - Continued inability to properly respond to public records requests
 - Allocated cost increases to participating departments and programs

Community Corrections

1. Failure to fully operationalize, implement, and analyze services that adhere to the principles of evidence-based practices, if not addressed will result in:
 - A failure to effectively reduce crime & drug use in the community
 - Loss of funding for Community Corrections services
 - An increase in incarceration and the related costs of incarceration
2. The lack of knowledge and understanding about the role of Community Corrections and its services and results, including services provided to victims, if not addressed, will result in:
 - Lack of public support/funding for services critical to community safety
 - Increased risk of continued and unmitigated victim trauma
 - Victims not able to access essential services related to the crime perpetrated against them, including restitution
3. Workplace trauma for Community Corrections staff and the subsequent risks to their health, if not addressed will result in:
 - Staff experiencing Post Traumatic Stress Disorder and the accompanying impact on them and their families
 - Increased staff turnover and lost productivity
 - Increased liability risk for the County
4. The lack of integrated workflow between Community Corrections' Residential Services, Field Services, Pretrial Services, and Community Service, if left unaddressed will result in:
 - Missed teamwork opportunities
 - A failure to successfully reintegrate Community Corrections clients back into the community
 - Failure to identify needs that will impact future criminal activity & drug use
5. People under community supervision or being released from incarceration have multiple barriers, as a result of their criminal conviction, to access housing, employment & social services, which if not addressed collaboratively, will result in:
 - Diminished ability of the corrections client to become a productive member of society and contribute to a safe community
 - Instability of client families leading to intergenerational cycles of crime & victimization
6. Individuals with mental illness who are under community supervision or who are released from incarceration without community supervision are not being prioritized by providers for treatment, housing & resources in the community, which if not addressed will continue to result in:
 - Increased incarceration as a method of mental health treatment
 - Further criminalization of mental illness
 - Increased emergency room usage for treatment of mental health conditions

7. Insufficient expansion of intervention and treatment programs that ensure a comprehensive, evidence-based system of recovery to all our opiate-addicted clients in need, if not addressed, will result in:
 - Increased risk of death
 - Increased financial burden to the community including incarceration, health care, consumer costs & business impact.
 - Lack of performance data about what is working

County Administration

1. The continuing resistance to fully implementing Performance Clackamas, including reporting, budgeting and managing service delivery and customer experience, if not corrected will result in:
 - Board of County Commissioners (BCC) loss of trust in staff
 - Public loss of trust in County
 - Less effective service to the public
 - Wasted public funds

2. The lack of measurable customer results related to Equity Diversity & Inclusion, if not addressed will result in:
 - Public not being served by diverse workforce
 - Legal consequences including loss of funds
 - Compromised access to services
 - Low employee engagement and satisfaction

3. The lack of Department budget discipline, transparent financial oversight, and accountability if not addressed will result in:
 - Over expenditures
 - Declining public trust
 - Financial audit findings and/or penalties
 - BCC loss of confidence in staff
 - Reversion to line items budgeting

4. A lack of teamwork, role discipline and accountability in the County Administration Office, if not addressed will result in:
 - Duplication of staff efforts
 - Low morale
 - Lack of consistent messages/information to public
 - Employee turnover
 - BCC priorities not met
 - Poor or lacking leadership

5. County Departments continuing to operate independently regarding policies, operation and finances, and lacking interdepartmental cooperation, if not addressed will result in:
 - Service delays for customers
 - Increased costs for customers and County
 - Waste of public funds
 - BCC loss of confidence that staff is able to implement their policy directives
 - Duplication of services

6. The current organizational culture of disregarding the governing body and County Administrator's direction, if not corrected will result in:
 - Mistrust between elected officials and departments
 - Departments taking action not in accordance with the BCC direction
 - Delays in implementing BCC policy

County Counsel

1. The continued growth of the County population and economy, combined with the parallel growth in the demand for services from County departments, will create a predictable increase in the demand for legal services, which if not addressed, will result in:
 - Decreased accessibility to legal services for County departments and the Board of County Commissioners
 - Decreased delivery of legal services
 - Significantly increased costs for outside counsel

2. The continued escalation of labor and employment litigation, combined with increasingly sophisticated employment claims brought by attorneys focused on public sector employers, will, if not addressed, result in:
 - Decreased accessibility to legal services for County departments and the Board of County Commissioners
 - Increased exposure to adverse outcomes and legal penalties for the County
 - Significantly increased costs for outside counsel

3. Increases in the complexity of transactions and litigation in specific areas such as large scale construction, data security, cable franchise and telecom, pay-equity legislation, privacy issues, inter-jurisdictional negotiations with federal and state entities, coupled with a corresponding demand for specialized resources in those areas, will, if not addressed, result in:
 - Increased expense to the County to retain outside counsel
 - Decreased accessibility and delayed responses to legal queries from County departments and the Board of County Commissioners
 - Increased risk of liability for non-compliance with federal and state requirements, which could result in sanctions or litigation
 - Unfavorable terms shifting more risk to the County
 - Increased exposure to adverse outcomes and legal penalties for the County
 - Decreased accessibility to legal services and delayed responses to legal queries from County departments and the Board of County Commissioners
 - Potential failure to seek legal advice which increases risk to the County

4. Initially it would appear that the advent of software resources to support law office functionality, including document production, increases productivity. However, it is also creating a significant opportunity cost in that our attorneys are spending time on support staff tasks that would be better put toward litigation, advice and other legal services for departments, which, if not addressed, will result in:
 - Reduced efficiencies and increased costs to deliver legal services
 - Lack of internal coordination of processes
 - Decreased accessibility and delayed responses to legal queries from County departments and the Board of County Commissioners

Department of Transportation

1. Failure to identify service barriers experienced by customers, if not addressed, could result in:
 - Lost credibility with residents, customers and regional partners
 - Result in inequitable distribution of services to residents and customers
 - Reduced performance related to service delivery
 - Not having a work culture that values equity, diversity and inclusion when interacting with customers
 - The public not availing themselves of needed services

2. Failure to increase our understanding of communities served within Clackamas County, could result in:
 - A lack of effective engagement of the community
 - A lack of community knowledge and understanding of services available to them
 - Community members being uninformed about a possible risk or opportunity
 - Decreased ability to gain support for projects and initiatives with significant benefits for all
 - Reactive engagement by the county with the community, rather than proactive information-sharing and education
 - Decreased continuity in service delivery and access to resources in the County
 - Customers not having an understanding of the services they are paying for

3. Failure to analyze our customer feedback could result in a decline in customer service levels, without continually improving and enhancing our customer service, the lack of follow through may result in:
 - Inability to improve the customer experience for those customer groups
 - Increased complaints to the BCC regarding department-managed services
 - Frustration and mistrust; customers reporting that they were not valued, heard or respected
 - Inefficient use of time and money
 - Customers not able to achieve their desired results

4. The inability to retain employees and recruit to achieve adequate staffing will make it difficult to meet customer needs and maintain customer service levels; if not addressed, these issues may result in:
 - Project delays that cause an increase in consumer costs; customers not able to achieve their desired results
 - Decreased focus on customer service paired with a loss of knowledge of business expertise and people involved in customer service delivery
 - Increased staff burn-out and poor morale as remaining staff attempt to fill the service gap
 - Increase in the cost of staff replacement and staff integration; increased cost of training and decreased productivity of staff providing the training

5. The public's increasing expectation that the transportation system will be safer and support a healthier community, if not met, will result in:
 - Serious injuries and death; Increased use of emergency services
 - Increasing pollution leads to an increased demand for social services and rising health care costs
 - Longer travel times which increases greenhouse gas emissions
 - Increased commutes will result in a loss of economic opportunity

6. The lack of fully developed plans to help respond to a regional- or national-level disaster (such as the Cascadia earthquake) or to respond to a localized event (such as the 1996 flood), if not addressed, will result in:
 - Hindered ability to deliver services; insufficient supplies and reduced staffing could cause a delay in assessing or repairing damaged infrastructure or restoring services
 - Longer recovery period for the community; prolonged suffering in the event of an emergency
 - Lack of executed contracts or agency agreements allowing for recovery assistance from contractors or outside agencies
 - Inability to request state/federal reimbursement
 - Regional disconnection

7. Since Transportation Maintenance is an important countywide emergency service provider that provides road access for all other emergency services, failure to relocate the Transportation Maintenance facilities out of the flood plain, will result in:
 - Reduced ability for Transportation Maintenance crews to respond quickly, anywhere in the county, to provide safe passage to the public
 - Inadequate space for current and future equipment and materials, staff and operational needs
 - Loss of trust due to a prolonged recovery period for the community in case of an emergency; delayed response to community needs, while Transportation Maintenance focuses on flooding, embankment destabilization and the possible release of pollutants at its own site

8. Unchecked climate change combined with a lack of department action, if not addressed, will result in:
 - Wildfires, reduced snowpack, increased vulnerability to pests, and increased summer temperatures, which have a direct impact on a variety of businesses.
 - Infrastructure designs that are less energy efficient and not built or retrofitted to withstand the amplified hazards and stresses of a changing climate.
 - Health impacts, and other threats that can undermine the safety and security of our communities.
 - Risk to our natural resources from climate change with increased greenhouse gases.
 - Impacts to environments supporting pollinators.
 - Inability to provide leadership in the County-wide goal of carbon neutrality by 2050.

Disaster Management

1. The increasing changes in population due to migration, cultural shifts, and social and economic instability has led to an increase in residents with additional needs, health sensitivities, and cultural and language barriers, which if not addressed properly will result in:
 - Increased vulnerability of the population;
 - Increased death toll in the event of a disaster;
 - Decrease in the number of businesses, homes, and individuals with access to services;
 - Reduction in the quality of medical examiner services to families, and increased potential for improperly investigated deaths;
 - Negative perceptions of the county government;
 - Reduced capacity to achieve resilience.

2. The continued dependency and decreasing capacity of partners and stakeholders to participate in and support the delivery of departmental programs and services has led to decreasing effectiveness, and a reduction in trained personnel and County preparedness, which if not properly addressed will result in:
 - Negative public perception of governmental agencies;
 - Reduced effectiveness of disaster and/or emergency responses;
 - Increased risk of death, injury and loss of property in the event of a disaster and/or emergency;
 - Increased liability to the County;
 - Reduced effectiveness in day to day operations;
 - Increase at risk quantitative and qualitative data necessary for informed decision making and funding justifications;
 - Decreasing ability to support and/or develop risk reduction policies and plans;
 - Decreased capacity of staff to meet program and service demands;
 - Reduced capacity to achieve resilience.

3. The increasing complexity of communication pathways due to rapidly changing technology, evolving diversity and increasing expectation of instant access to information has led to diminished effectiveness of communications, and a lack of public understanding of department's roles and responsibilities, which if not addressed properly will result in:
 - Decreased ability to issue alerts and warnings effectively;
 - Increased risk of death, injury and loss of property in the event of a disaster and/or emergency;
 - Increased likelihood residents and visitors will rely on false information;
 - Increased liability to the County;
 - Negative perception of the County's credibility and reliability;
 - Lack of public's ability to access critical resources.

4. The ongoing lack of centralized approach and understanding around resilience has led to an increasing need for context, clarification, definition and leadership, which if not addressed properly will result in:
- Decrease in individual responsibility and preparedness;
 - Failure to maximize efficiencies and effectiveness through coordination and collaboration of resources, partnerships and stakeholder relationships;
 - Increased vulnerability of population;
 - Increased risk of redundancy of efforts and resources;
 - Increased reliance on short-term solutions to address long-term problems;
 - Increased risk of death, injury and loss of property in the event of a disaster and/or emergency.

District Attorney

1. A weak statutory definition of “evidence based practices”* and a lack of rigorous scientific evaluations of programs that claim to reduce crime through evidence based practices, unless addressed will result in:
 - A waste of taxpayer money on programs that are not scientifically proven to reduce crime or change criminal behavior.
 - Increased crime rates and recidivism.
 - Increased victimization.
 - Lack of public trust and confidence.
 - Lack of sense of safety in communities.
 - Increased fear in the community and in victims.
2. The criminal justice* system is failing to meet public expectations in regards to reducing recidivism and crime, and if not addressed this will result in:
 - Continuing to invest criminal justice dollars in programs that do not work.
 - Less funding for programs that effectively reduce recidivism and crime.
 - Lack of public trust/confidence in the system especially among victims of crime.
 - The public does not understand the need for a balance for incarceration*.
 - Repeat offenders prematurely returned to the community.
 - Potential for increasing the risk for victimization.
3. The erosion of ‘Truth in Sentencing’ through Earned Time Credit*, Short Term Transitional Leave and Alternative Imprisonment Programs, if not addressed will result in:
 - Diminished public trust and confidence in the Criminal Justice System.
 - Victims feeling betrayed and/or lack of justice.
 - Misleading outcomes when the court issues a sentence to a defendant.
4. The lack of a communication strategy and plan to educate and inform the public on the criminal justice system, if not addressed will result in:
 - Legislators continuing to generate policy that produces unjust laws and creates unintended outcomes/consequences.
 - Erosion of public trust.
 - Reduced funding for necessary services.
 - Unrealistic expectations outside of our influence or control.
 - Increased trauma to victims.
 - Limited understanding about the role and impact the DA’s office has on public safety.
5. The lack of operational infrastructure to support direct services, if not addressed will result in:
 - Financial risk that affects public services and prosecutorial functions, and victim advocacy.
 - Erosion of trust by public, community partners and law enforcement.
 - Delays in providing justice.
 - Misaligned resource allocation that is not the best use of public dollars.
 - Decline in work quality and efficiency.
 - Lack of operational resiliency.

6. Crime victims often come from vulnerable populations where accessing information is often made difficult by circumstances, which then make it difficult to deliver important information affecting them or their case, which if not addressed will result in:
 - Victims may not have timely access to information they are constitutionally entitled to receive.
 - Victims can receive misinformation that can increase their levels of fear and trauma.
 - Erosion of trust that leads to lack of participation in the criminal justice system.
 - Justice not served.
7. State Criminal Justice Policies are driving the rising crime and recidivism rates, placing increased demands and pressure on the system, if not properly addressed will result in:
 - Increased workloads on police, prosecutors, courts, advocates, jails and prisons
 - Unsafe communities
 - Reduced sense of justice by the public
 - Increased financial and operational pressure, which erodes confidence in the criminal justice
 - More victimization
8. The courthouse size and design is inadequate to address the modern needs of Clackamas County and the public, which if not addressed will result in:
 - Delays in resolving cases, untimely justice, and prolonged danger to victims and to the community.
 - An increase in the number of defendants who fail to appear for hearings.
 - An increased cost to law enforcement agencies and the judicial system*.
 - Erosion in public trust in the criminal justice systems.
 - A potential for catastrophic injury and cessation of services.
9. The direction of the State's Child Support Program, including implementation of a new computer system and culture shift to remove data accessibility for District Attorney offices who provide services on its behalf, if not addressed this will result in:
 - Diminished services including the delivery of much needed dollars to the families in our county who rely on child support to support their children.
 - Inaccurate performance information related to our collection rates that directly tie to the amount of federal dollars we receive to support the program and may negatively affect our federal funding dollars.
 - The State sending out inaccurate information under the District Attorney's name without consent or authorization.
 - Obligees and Obligors losing confidence and trust that they will receive support payments due to them and the system as a whole.

10. The lack of focus on identifying and tracking performance goals and outcomes that accurately reflect what we do and what we seek to achieve, if not addressed will result in:

- Office culture that does not focus on the people we serve.
- Public not getting the public safety outcomes they want.
- Inability to maintain a culture of constant improvement.
- Inability to advocate effectively for better criminal justice policies in the county.

Finance

1. The Finance Department and County's historical culture of accommodation has led to unclear standards and policies over time and inconsistencies in service delivery, which if not properly addressed, will result in:
 - Inconsistent policy application and service delivery
 - Increased liability risk and non-compliance
 - Unrealistic customer expectations
 - Continued inefficient use of resources
 - Continued staff and customer frustration

2. The Finance Departments and County's outdated, non-existent and/or inconsistent application of policies and procedures has made it challenging for other County Departments to properly execute transactions and make informed financial decisions which, if not properly addressed, will result in:
 - Continued inconsistent communications and service delivery
 - Continued confusion and frustration of both Finance staff and our customers
 - Increased risk of non-compliance through continued use and application of varying financial practices across the County
 - Diminished confidence and trust in the Finance Department and the County government.

3. Changing and increasing expectations in terms of what we do and how we do it, combined with a lack of communication and collaboration within the Department of Finance, will if not properly addressed, result in:
 - An unprepared workforce leading to a decrease in employee engagement and an increase in employee turnover
 - The inability to support the County's strategic plan
 - The deterioration of working relationships and collaboration with our customers in support of them achieving their results
 - Failed or poorly implemented projects
 - Continued inconsistent service delivery

Health, Housing and Human Services

1. The population of older, vulnerable adults in Clackamas County continues to increase at a substantial rate. If not strategically addressed, this will result in:
 - Increase in older adults who are unable to remain in their homes
 - Increased physical health issues including falls and hypertension
 - Increase in family members missing work to care for their loved ones
 - Decrease in contributions to the community, volunteering, etc.
 - Increased mental health issues including depression and substance abuse due to isolation
 - Increase in costs to other systems like Medicaid, Fire and Rescue response, etc.

2. The widespread incidences of infectious diseases, coupled with population growth, inadequate means to monitor the spread of disease, and increasingly less effective treatments, if not addressed will result in:
 - Increased fatalities among children and the elderly
 - Increased exposure and outbreaks
 - Increased healthcare costs
 - Increased drug resistant diseases
 - Increased impact on small businesses and unemployment
 - Inadequate response

3. The most vulnerable populations in our community do not enjoy equitable access to Health, Housing, and Human Services (H3S) programming. If not addressed this will result in:
 - Increased homelessness
 - Lack of access to healthcare
 - Decline in emotional wellness
 - Increase in addiction
 - Continual decline in high school graduation rates
 - Increase incidence of poor health and bad outcomes for vulnerable individuals
 - Children who are permanently behind their school peers
 - Entrenched generational poverty
 - Entrenched urban and rural divide

4. The continued lack of understanding that mental health is part of an individual's overall health and wellness if not addressed, will result in:
 - Fewer individuals accessing mental health and addiction and dependency (A&D) treatment services than the number who are struggling with these conditions
 - Stigma regarding mental health and A&D conditions is perpetuated
 - Clackamas County residents will continue to die of suicide
 - Individuals and families will continue to be isolated and alone in their distress
 - Funding not directed to mental health and A&D as it appears we have a "healthy" community
 - Increase in missed work days, job loss, and family stress

5. There is an extreme shortage of housing affordable to low- and moderate-income residents. If unaddressed, this will lead to:
 - Increase in homelessness
 - Increased cost in delivery of other county services
 - Increase in mental and physical health issues (including addictions)
 - Poor educational results for children
 - Increase in unemployment and/or people living paycheck to paycheck with no savings
 - Increase in people living long distances from transportation, jobs, and food
 - Increase in rent-burdened individuals who struggle with stress and affording basic needs

6. Changes in federal, state, and local policies and budgets may severely limit the ability to maintain or build upon Clackamas County's healthcare safety net. If not anticipated and effectively addressed, this will result in:
 - Increase in illnesses resulting in missed days at school and work
 - Decline in oral health resulting in increased health risks
 - Loss of prevention services – we become a reactive rather than proactive system
 - Bigger demand on crisis side of health care and corrections system
 - Increase in risk of infectious disease

7. H3S services are not always planned and delivered in a systematically cooperative, integrated manner. If continued, this will result in:
 - Increased incidence of housing instability
 - Increased incidence of poor health outcomes
 - Increased incidence of unstable families
 - Increased incidence of unstable employment relationships for vulnerable populations
 - Increased incidence of addictive behaviors in vulnerable populations
 - Missed opportunities for success in serving customers
 - Perpetuation of siloed line staff perspectives
 - Increase in unnecessary costs

8. During this time of extraordinary changes, H3S's resiliency will allow us to:
 - Continue to provide quality service
 - Maintain and support a strong and stable workforce
 - Deliver programs efficiently
 - Continue to develop collaborative relationships in service delivery
 - Fulfill the promise of Performance Clackamas

Human Resources

1. Failure to adopt systems to support full implementation of the Equal Pay Act, if not addressed will result in:
 - Decreased employee satisfaction
 - Unsupported and inconsistent compensation decision
 - Increased financial and legal liability
 - Increased union activity
 - Increased challenges filling vacancies

2. Human Resources' systems, policies, processes and tools continue to be outdated or non-existent, which if not addressed, will result in:
 - An inability to comply with the Equal Pay Act and other employment laws
 - Customers not having tools they need to conduct their businesses
 - Inefficient, inconsistent and time consuming workflow
 - Lack of transparency
 - Human Resources being viewed as an impediment rather than a strategic partner
 - Continued manipulation of classification system to address compensation issues

3. Increasing and unmet customer demand for workforce data to make business decisions, e.g. bi-lingual, skill sets & competencies, certificates, licensing, continuing education, labor relations history, development and performance, which if not addressed, will result in:
 - Inability to plan for future staffing needs and create comprehensive workforce plans
 - Lack of consistent employee development and performance management
 - Potential liability of adverse actions related to inconsistent employment practices, e.g. grievances, complaints, law suits & claims
 - Inability to capture and analyze timely data; and lack of inventory of employee skills and competencies

4. Continuing focus by Human Resources on transactional services rather than a more strategic partnership approach, if not addressed, will result in:
 - Inability to partner with County leadership to achieve Strategic Results
 - Human Resources unable to proactively meet department's business objectives;
 - County departments making decisions without the benefit of early Human Resources consultation,
 - Potentially violating laws & bargaining agreements
 - A lack of trust in Human Resources' competence and ability, understanding of the County departments' business and willingness to focus on their strategic results.

5. Increasing medical claims costs and increased absenteeism, if not addressed, will result in:
 - Increased cost of labor
 - Decreased productivity for County operations
 - Difficulty competing for talent in the labor pool
 - Difficulty bargaining union contracts

Justice Court

1. The continued advancement of technology combined with the public's increasing expectation of online access to court services and the increasing adoption of advanced technology by partner agencies if not adequately addressed will lead to:
 - Increased frustration of partner agencies and cited persons seeking to access services to enter a plea in a violation case
 - Increased frustration of partner agencies and civil litigants seeking to access services or connect electronically
 - Decreased satisfaction of civil litigants seeking access to court forms online
 - Increased labor, supply, and postage costs
 - Increased risk of errors inherent in manual processing of documents
 - Increased delay in case processing
 - Increased delay in case processing

Juvenile

1. The families of youth involved in the juvenile justice system are not consistently valued as an expert on their child and not engaged to contribute to the reformation process of their child. If not addressed, this will result in:
 - Families less willing to participate in their child's reformation process.
 - Higher likelihood that youth will continue to participate in criminal activity.
 - A lack of information that makes it difficult for families to understand how to fully support their child.
 - A lost opportunity to obtain important information from the family to support services that meet the individual needs of the youth.

2. Continued lack of access to prevention services for youth and families. If not addressed, this will result in:
 - Youth and families will experience unnecessary crisis.
 - Missed opportunities for early access to services resulting in isolation for youth and families.
 - Increased likelihood that youth will be less successful in school/peer relations/family functioning.
 - Youth will continue to engage in at-risk behavior, increasing the likelihood that the youth will commit crimes and become involved with the juvenile justice system.

3. The juvenile justice system* struggles to understand that youth are not simply miniature adults. If not addressed, this will result in:
 - Services that do not match or meet the needs of youth.
 - Disconnections between Juvenile Department goals and goals of other agencies in the juvenile justice system – a misalignment of missions, wasted resources and poor results for our youth.
 - Youth not afforded community-based resources.
 - Fewer youth successfully transitioning to adulthood.
 - Youth disconnected from their family.
 - More youth continuing to participate in criminal activity.
 - More youth incarcerated in the adult corrections system.

4. Community partners' lack of understanding of what the Juvenile Department does, why we do it, and how we do it. If not addressed this will continue to result in:
 - Youth miss the opportunity to be screened to identify and treat issues such as suicide risk, drug and alcohol use, mental health, etc.
 - Youth being placed in detention* prematurely.
 - Youth will not receive prevention and early intervention services.
 - Youth and families miss an opportunity for community-based services.

5. Youth and families are facing increasingly complex challenges, such as involvement in multiple systems, school safety, impact of trauma and unmet behavioral health needs. If not addressed, will result in:
 - Increased criminal activity.
 - Increased victimization of community members.
 - Increased suicide risk and mental health issues.
 - Increased substance use.
 - Increased family disruption and stress.
 - Negative impact on youth's success in schools.
 - Misdirection of resources.
 - A lack of equity of services.

6. The specific needs of increasingly diverse youth and families, such as youth and families of color, immigrant and LGBTQ+ individuals. If not addressed, will result in:
 - A lack of culturally and gender responsive services to meet the specific needs of youth and families.
 - Youth not feeling safe and respected.
 - Higher likelihood of incarceration.
 - A lack of equity of services.

Public & Government Affairs

1. If the lack of clarity that the public is the customer continues and is not addressed, it will result in:
 - Public loss of essential information, understanding and engagement due to lack of consistency and message
 - Diminished public trust
 - The belief that government is not accountable or responsive to community needs
 - The public receiving piecemeal, rather than comprehensive information

2. Current staff structure and funding, if allowed to continue and if not addressed, will result in:
 - Inequity of communications services to and among performance partners (County Departments)
 - Inability to deliver services and direct resources to achieve the County's Strategic Priorities
 - Giving performance partners control over communications based on their funding
 - Making it more difficult to strategically guide communications at the County level
 - Divided loyalties and direction
 - Impeding PGA staff professional development

3. The continued and historic indifference to inequities and rapidly changing demographics, if not addressed, will result in:
 - Erosion of trust between the County and the community
 - Possible discrimination in delivery of services
 - Systemically inadequate and inequitable delivery of services
 - Services provided by the County that do not reflect the values and needs of the community
 - Physical and social isolation and alienation of residents
 - Limited public engagement

4. Lack of clarity of PGA's role, combined with increased demand for services, if not addressed, will result in:
 - Public receiving reactive and ineffective information due to PGA not being brought in early in decision-making
 - Confusion among performance partners with how PGA can support their needs leading to reluctance to use PGA's services
 - PGA not being viewed and valued as communication experts
 - PGA under-delivering on services and communication plans
 - Poor morale among PGA staff

5. The increased demand for County services due to population growth, if not addressed, will result in:
 - Inadequate funding available for County services
 - Services beyond those for health, life and safety being diminished or eliminated

6. Continued reluctance to rapidly evolve County technological platforms and tools, if not addressed, will lead to:
 - Limited access and participation for residents
 - Gaps in service delivery
 - Slowdown in productivity and County services
 - Eroded County credibility
 - County's diminished ability to competitively recruit and hire staff

7. The continued lack of a unique, coordinated County Brand Identity, together with inconsistent messaging, if not addressed will result in:
 - Lack of trust and accountability in the County's relationship with the community
 - Ineffective and inaccessible communications for the public
 - Transactional, rather than real, two-way engagement with residents and partners that leads to the failure of Clackamas County initiatives
 - Reduction in use of County services
 - Others will define who the County is and is not
 - Diminished sense of loyalty to the County

8. Diminishing trust in County government, if not addressed, will lead to:
 - Disengagement of our community and lack of public involvement
 - Reduced access to needed services for vulnerable populations
 - Weakened pipeline of good leaders in the community
 - Reluctance to support public initiatives

9. The continued lack of engagement between the County and its communities to create lasting relationships and involve them in decision-making, if not addressed, will result in:
 - Decreased public trust and diminished accountability
 - Diminished public interest and participation in County government
 - The public feeling disenfranchised
 - A negative image of County government
 - Weakened pipeline of effective leaders in the community
 - Policies and programs that do not reflect community values

Resolution Services

1. Rapidly changing demographics, including an increase in overall population, if not addressed, will result in:
 - Increased conflict between neighbors with differing lifestyles and expectations around what defines community
 - Increased conflict between individuals who misunderstand one another due to language barriers or cultural differences
 - Increased conflict within communities as new businesses, services, and housing units are developed within their boundaries
 - Increased lack of sufficient conflict resolution services
2. The public and County organization's continued lack of awareness about the availability of conflict resolution services, if not addressed, will result in:
 - People who would otherwise learn mediation skills to address conflict early and do not
 - More conflict overall resulting in violence
 - More unresolved conflict in a less civil society
 - Increased demands on law enforcement and on the courts
 - Greater cost in the ultimate resolution of conflict
 - More stress and strife in families, schools, neighborhoods, and our County organization
3. The lack of an implemented policy for conflict resolution inside Clackamas County government, if not addressed, will result in:
 - Conflicts that escalate well beyond the first opportunity for resolution because involved staff are not practicing conflict resolution skills
 - Leaders and employees being uneven and inconsistent in their approach to resolving conflicts internally
 - Conflicts experienced by the County often resolved primarily using more costly approaches, such as grievances and employee discipline
 - Increased emotional trauma to involved parties
4. The continued uncertain, inconsistent, and disparate funding for Resolution Services, if not addressed, will result in:
 - County Departments not utilizing conflict resolution practices or bringing Resolution Services in to help with conflicts early, when they are more likely to be resolved
 - Ultimately far greater expense for the resolution of conflict across the county (e.g. litigation, incarceration)
 - Efficiency of resolution service delivery is diminished when chasing funding
5. The lack of technological resources, if not addressed, will result in:
 - Inability to provide services to the community online
 - Our services and resources being less accessible for clients and less efficient for staff
 - Inability to integrate data across systems

6. Continued lack of services to meet the increased complexity of family structure and family separations, if not addressed, will result in:
 - Couples with children dissolving their relationship without knowledge or use of conflict resolution services that can encourage collaborative problem-solving and constructive co-parenting after the dissolution
 - Children experiencing ongoing and unresolved conflicts between their parents which can result in greater negative impacts later
 - Children and families experiencing trauma from abrupt separation resulting in increasing needs for behavioral health and social service support
 - Children needing to be relocated to alternative homes or shelters in systems that are already underfunded and limited

7. The anxiety experienced by our residents due to environmental factors like terrorism and global threats, divisive political climate, recession and economic uncertainty, foreclosures and the housing crisis, increased traffic and commute times, under-employment, cost of college and student loan burdens, among other things, if not anticipated and addressed, will result in:
 - More conflict and more disputes
 - More fear-based, protective behavior and less resolution-oriented behavior
 - Increased demand for conflict resolution services

Sheriff's Office

1. The increased demand for services driven by population growth, increased urbanization, traffic congestion, homelessness, drug use and addiction, a growing mental health crisis, and increased complexity of the criminal justice system, if not properly addressed, will result in:
 - Diminished community safety and quality of life
 - An increased number of unsolved and uninvestigated crimes
 - An increased risk of victimization
 - An increased number of traffic fatalities and injuries
 - A decreased ability to deliver justice and hold offenders accountable

2. The rapidly increasing demand for jail space and the inability to meet current demand, combined with an aging and out-of-date facility with an insufficient number of jail beds based upon the current and growing population, if not properly addressed, will result in:
 - An increased risk to the safety of staff and inmates
 - Forced releases of offenders into the community, causing an increased risk to public safety
 - A diminished ability to remove criminals from the community
 - An increased rate of failures to appear in court and a corresponding increased demand on resources to re-apprehend those offenders who fail to comply with court orders

3. The expectation to hold offenders accountable, combined with the increasing instances of offenders with addiction issues and/or a mental health diagnosis and the demand for specialized, innovative treatment, if not properly addressed, will result in:
 - Diminished public trust
 - An increased number of repeat offenders in the criminal justice system
 - An increased rate of victimization by repeat offenders
 - An increased workload on first responders to address repeat offenders

4. The continued lack of overall direction and integration of services across Clackamas County's criminal justice system, if not properly addressed, will result in:
 - A limited understanding of the range of Sheriff's Office functions and services
 - Sheriff's Office receiving calls for service in lieu of other County departments
 - A drain on Sheriff's Office human and financial resources
 - A lack of coordination among providers of wrap-around services to reduce recidivism (mental health, housing, victim services, etc.)

5. The aging workforce, combined with the increased regional demand and competition for qualified line-level applicants, if not properly addressed, will result in:
 - Unanswered calls for service, increased response times, and uninvestigated crimes
 - Increased crime rates and risk of victimization
 - Increased citizen complaints and negative deputy-citizen interactions
 - An inability to meet customer demands and the demands of our contract cities
 - Insufficient technical knowledge, reducing the ability to perform effectively
 - Negative impacts on staff morale and wellness

6. The increasing difficulty utilizing County core services, which negatively impacts the ability of the Sheriff's Office to effectively deliver services to Clackamas County residents, if not properly addressed, will result in:
 - Duplication of services and inefficient service delivery
 - Inconsistent direction and a lack of adequate representation
 - Cumbersome processes that negatively impact efficiency and business needs
 - Rising costs, project delays, and a lack of transparency related to the cost of services

7. A lack of strong, consistent, and clear leadership at every level within the organization, if not properly addressed, will result in:
 - A lack of performance measures achieved
 - A lack of emerging leaders
 - Diminished staff morale
 - A lack of internal trust between different levels of the organization
 - A diminished ability to deliver the quantity and quality of desired services to the public

8. The job of law enforcement becoming more professionally complex and personally demanding, requiring additional ongoing training, maintenance, and certifications, if not properly addressed, will result in:
 - A decrease in professionalism leading to public dissatisfaction
 - Diminished morale causing lower efficiency and productivity in delivering services to the public
 - An increased risk of Use of Force incidents
 - An increased risk of injuries to employees and the public
 - Increased costs related to the loss of experienced employees due to medical issues and early attrition
 - An increased risk of work-related stress, potentially resulting in employee suicide

9. The community's lack of understanding of the functions of Clackamas County Sheriff's Office and the services it provides, if not properly addressed, will result in:
 - Unmet expectations of the public
 - Delayed delivery of services to the public
 - Individuals not seeking available services
 - A lack of overall confidence in and support for law enforcement

Technology Services

1. Sustaining a diverse workforce at all levels in the Technology Services Department, which if addressed, will result in:
 - Increased accessibility and enhanced relationships with departments
 - Innovative and nimble workforce to better meet customer needs
 - Improved communication throughout the organization
2. The increasing demand for secure always-on access to systems and applications, if not addressed, will result in:
 - Inconsistent access to resources leading to reduced productivity
 - Unauthorized copying, transfer, or retrieval of data
 - Increasing security risks by using unapproved solutions as a work around
 - Exposes departments to financial penalties, litigation, or loss of access to data
3. The lack of Technology Services' understanding of customer department business needs, if not properly addressed, will result in:
 - Procurement or development of duplicate or poorly matched systems
 - Departments deploying technology solutions incompatible with county systems which result in less efficient and less effective service delivery to their customers
 - Departments using their resources for unaligned technology instead of department initiatives
 - Missed opportunities for finding efficiencies and workflow improvements
 - Diminished ability to share data and integrate with other Department systems
 - Departments not satisfied with Technology Service services
4. The county's continued lack of clear and enforceable policies regarding technology and its use by departments, if not addressed, will result in County Departments experiencing:
 - Inconsistent technology deployment and decision making processes
 - Unplanned disruption of services
 - Increased risk of non-compliance with required practices, which could result in sanctions or litigation
 - Reduced efficiencies and increased costs to delivering services to customers
5. The continuing lack of consistent, timely, thorough communication between Department of Technology Services and county departments if not addressed, will result in:
 - Inefficient utilization of technology resources causing increased cost
 - Departments being uninformed of technology issues, trends, and training
 - Unplanned disruption in services
 - Reduction in strategic collaboration between Technology Services and other departments
 - Reduction in the utilization of technology services to support county department business needs

6. The increasing scope and dependency on technology by the county along with the lack of authority by the CIO to enforce policy, if not properly addressed, will result in:
 - Increasing number of department-specific solutions versus enterprise solutions
 - Increasing and unnecessary costs of technology solutions
 - Exposure of the county to security risks and violation of Federal/State regulations
 - Higher level of risk for project/technology failures
 - Lack of technology project prioritization
 - Lack of consistent County Technology Strategic Plans
 - Underutilization of technology services in the effective support of county business

7. The lack of Technology strategic planning, if not addressed, will result in:
 - Difficulty developing multi-year budgeting for strategic technology investments
 - Department expenditure for technology will not align with a county technology strategic plan and budget
 - County technology strategic plan will not be in alignment with individual department strategic technology plans
 - Reduction in the ability of Department of Technology Services to support customer success including MFR objectives, which will result in dissatisfied department customers
 - Increased duplicative systems
 - Increased costs and reduced inter-operability
 - Reduction of coordinated solutions

Treasurer

1. Safety is the Treasurer's Office number one priority. As technology continues to advance, there is a growing desire and need to become increasingly paperless - processing payments via Electronic Fund Transfer (EFT), online or credit card, with less handling of cash and checks. If not properly controlled and addressed, this shift could result in:
 - Increased potential for loss of public funds,
 - Increased potential for theft of personal information,
 - Reputation risk,
 - Risk that the public of Clackamas County will work around the County, and
 - Increased risk of improperly recorded payments.

2. Compliance with statutory requirements is a vital obligation of County Departments and the Treasurer's Office. If compliance is not carefully maintained, the results could include:
 - Loss of funding sources (e.g. grants, state funding, federal funding, etc.),
 - Loss of public trust,
 - Loss of funds (i.e. theft), and
 - Possible fines and penalties.

3. An overall lack of written policies and/or procedures throughout the County has resulted in:
 - Lack of criteria when auditing,
 - Lack of department awareness of how they should operate,
 - Inefficiencies and lack of consistency,
 - Increased need for formal and informal training, and
 - Increased risk for the County.

4. Audit resources are very limited when compared to similar jurisdictions. If not addressed, this will continue to result in:
 - Less capacity to perform assurance and consulting services,
 - Limited ability to respond to emerging issues, and
 - Fewer opportunities to demonstrate transparency and accountability.

5. County Departments are increasingly dependent on consistent and efficient flow of revenue. If not continually monitored this could lead to:
 - Cash and revenue being posted timely,
 - Inability to provide key services to the public of Clackamas County,
 - Inability to perform timely tax distribution with the appropriate amount of revenue
 - Inability to forecast and budget timely.