

2020

Department of Public and
Government Affairs



Performance

Clackamas

Strategic Business Plan

Revised

July 2020



Department of Public and Government Affairs

PERFORMANCE CLACKAMAS: Strategic Business Plan

Revised July 2020

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INTRODUCTION

During the Fall of 2019, the Department of Public and Government Affairs (PGA) revised its Managing for Results (MFR) Strategic Business Plan to clarify its role as supporting the Board of County Commissioners (BCC), other countywide elected officials and the people of Clackamas County. The major steps were as follows:

- All staff input collected: September
- Initial retreat (10 participants): September 23-25
- Purpose Statement and Performance Measures [PSPM] sessions (24 participants): September 30-October 1
- Final Retreat (10 participants): October 2
- All Staff Retreat: October 23
- MFR Workshops (For all PGA Staff): November 6 and 13

As a result of the process, Public and Government Affairs will add value to County priorities and initiatives in the following ways:

- Focusing on serving the people of Clackamas County as the primary audience.
- Becoming performance partners with departments to carry out the Board of County Commissioners Strategic Results.
- Developing and implementing a consistent County Brand Identity to build trust with the people and define ourselves rather than be defined by others.

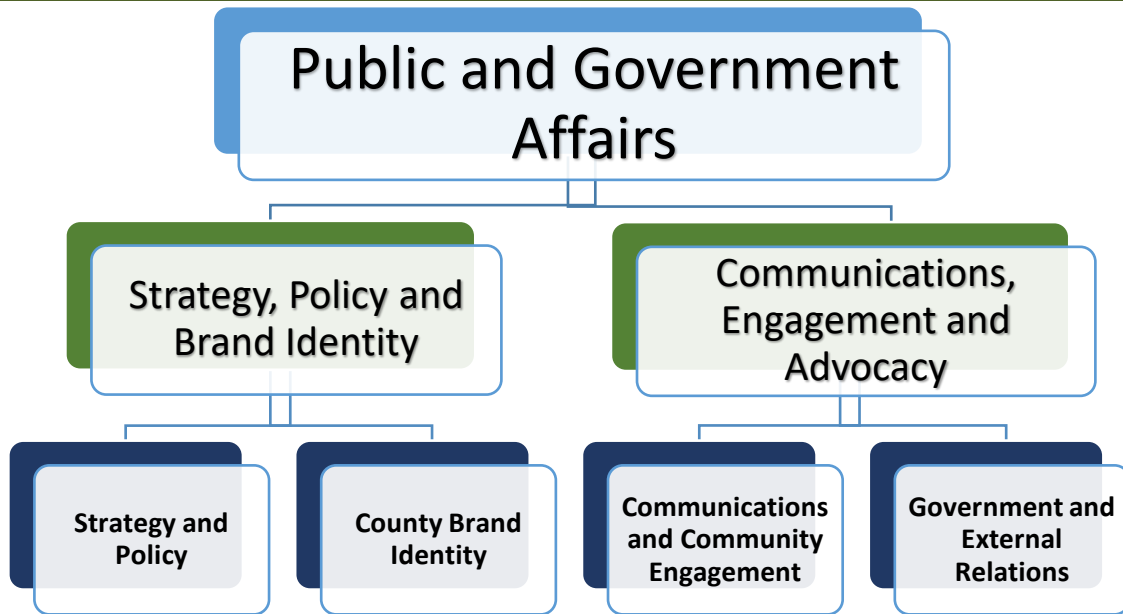
Public and Government Affairs plays a unique role in Clackamas County government as empowered and experienced strategic consultants and communication and government relations professionals who partner with our performance partners (County Departments) to serve the people of Clackamas County and elected officials to achieve their strategic objectives and results; and vital consultation and coordination activities between the County and other agencies and the County and the community.

The intent of this plan is to realign our department priorities, increase the efficiency and effectiveness of the services PGA offers to all County elected officials and performance partners, and to ensure that PGA adds value to vital programs and services provided by the County to the community and its community partners.

MISSION STATEMENT

The mission of the Department of Public and Government Affairs is to provide timely and reliable information, equitable public engagement, strategy, and advocacy services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can thrive, build connection and trust with their government, and impact the future of their community.

STRUCTURE



ISSUE STATEMENTS

- 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

- I. **To ensure that PGA is able to deliver services strategically aligned to the BCC’s Strategic Plan, the following will be achieved by way of a consolidated service delivery model:**
 - a. By 2021, PGA will align its structure, and centralize all County communications and government relations staff, strategy, and budget to optimize our ability to achieve results and clarify lines of authority and responsibility. *(Addresses issues 1, 4, 7, 8) (Strategy and Policy) (This is a milestone)*
 - b. By 2024, Engagement (increased partnership and alignment) with cities and agencies within Clackamas County will improve by 50%. *(Addresses issues 1, 4, 7, 8) (Government and External Relations)*

- II. **Equity, Diversity, and Inclusion is a long-standing priority of the County and is a lens through which the County makes strategic decisions. To ensure that communications conducted by the County are consistent with the BCC’s Equity, Diversity and Inclusion commitment, the following will be achieved:**
 - a. By 2021, the County will partner with the Coalition of Communities of Color to produce a comprehensive report on the lived realities of people of color in Clackamas County as a starting point to better understand our audiences in partnership with the Office of Equity and Inclusion. *(Addresses issues 3, 5, 6, 8, 9) (Strategy and Policy)*
 - b. By 2024, in partnership with the Office of Equity and Inclusion, establish standards for creating diverse and inclusive advisory boards and commission based on the County’s established equity lens. *(Addresses issues 3, 5, 6, 8, 9) (Communications and Community Engagement)*

- III. **By surfacing the DNA of the County’s unique identity and communicating effectively, more Oregonians will view Clackamas County in a positive way, as evidenced by:**
 - a. By 2022, 75% of County staff will be able to articulate the County’s identity. *(Addresses issues 7, 8, 9) (County Brand Identity)*
 - b. By 2023, a random survey of Oregonians is conducted to get a baseline perception of the County. *(Addresses issues 7, 8, 9) (County Brand Identity)*
 - c. By 2024, 25% more of those surveyed confirm they have positive feelings toward the County. *(Addresses issues 7, 8, 9) (County Brand Identity)*

- IV. **By meeting our community where they live, in other words by going to them rather than asking them to come to us, the County will improve its engagement with communities as evidenced by the following:**
 - a. By 2021, establish a long-term partnership with a community-based organization through a competitive RFP process that supports and promotes the County’s engagement with all communities within the County. *(Addresses Issues 1, 3, 4, 8, 9) (Communications and Community Engagement)*
 - b. By 2021, create a countywide framework for youth to engage in a meaningful way that establishes trust and transparent engagement that includes their voice and demonstrates how that voice informs the County’s decisions. *(Addresses Issues 8, 9) (Communications and Community Engagement)*

c. By 2022, PGA has provided training to 50% of all County departments in community engagement standards based on established guidelines. (*Addresses Issues 2, 4*)
(*Communications and Community Engagement*)

V. By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or local regional funding sources. (*County Plan Result 2020*)

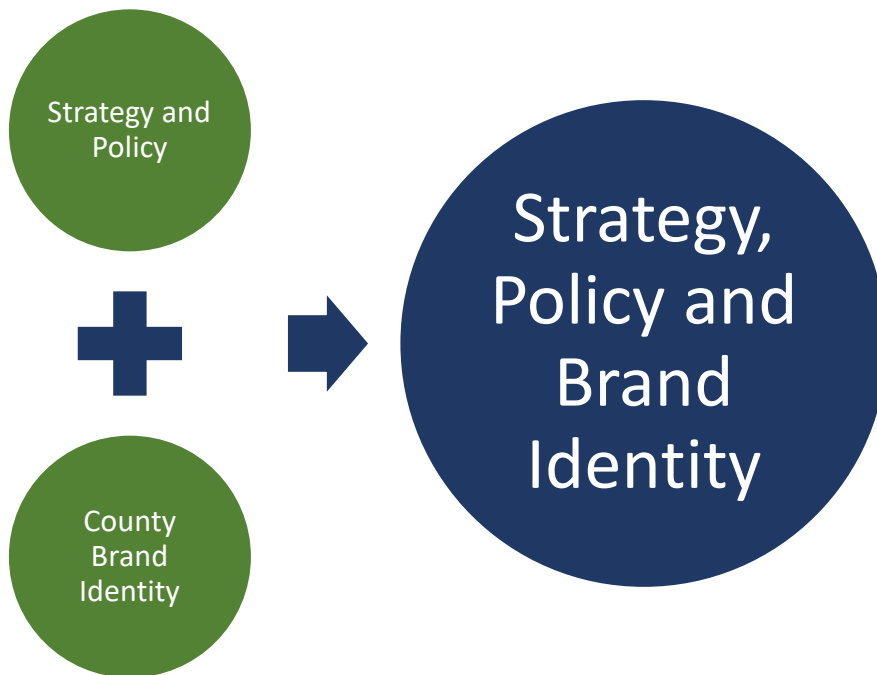
LINES OF BUSINESS AND PROGRAM PURPOSE STATEMENT

STRATEGY, POLICY AND BRAND IDENTITY LINE OF BUSINESS

Line of Business Purpose: The purpose of the Strategy, Policy and Brand Identity Line of Business is to provide strategic planning and messaging, policy analysis, and support services to the people of Clackamas County, their Board of County Commissioners, other countywide elected officials, and Public and Government Affairs staff so they can have equitable access, make informed decisions, and achieve results.

Key Result Measure and Milestone:

- By 2021, PGA will align its structure, and centralize all County communications and government relations staff, strategy, and budget to optimize our ability to achieve results and clarify lines of authority and responsibility. *(Addresses issues 1, 4, 7, 8) (Strategy and Policy) (This is a milestone) (Strategic Result 1.a pg 6)*



STRATEGY AND POLICY PROGRAM

Purpose: The purpose of the Strategy and Policy Program is to provide strategic planning, policy analysis, and support services to the people of Clackamas County, their Board of County Commissioners, other countywide elected officials and Public and Government Affairs staff so they can have equitable access, make informed decisions and achieve results.

Performance Measures

Strategic Results:

- By 2021, the County will partner with the Coalition of Communities of Color to produce a comprehensive report on the lived realities of people of color in Clackamas County as a starting point to better understand our audiences in partnership with the Office of Equity and Inclusion. *(Strategic Result II.a pg 6)*

Results:

- % PGA employees receive Equity, Diversity and Inclusion training annually

Output:

- # of Equity and Diversity trainings made available to PGA Staff annually

STRATEGY AND POLICY: SERVICES

- Board of Commissioners and Elected Officials Consultations
- Cable Annual Reports
- Government Channel
- Cable Franchise Agreements
- Director Liaison in Communities
- Equity, Diversity and Inclusion Partnership Collaborations and Consultations
- Equity, Diversity and Inclusion Analysis and Reports
- Employee Performance Evaluations
- Public, Educational and Government Access Channel Budget Preparation and Forecasts
- Policies and Procedures
- Project Management Consultations
- Staff Training and Management Consultations
- Staff Equity and Diversity Trainings

COUNTY BRAND IDENTITY PROGRAM

Purpose: The purpose of the County Identity Brand Identity Program is to provide unified strategic messaging and consistent visual identity services to the people of Clackamas County, their Board of County Commissioners, and countywide elected officials so they can realize the value of their investment and engagement with the County and its vision for the future.

Performance Measures

Strategic Results:

- By 2022, 75% of County staff will be able to articulate the County's Brand Identity. *(Strategic Result III.a pg 6)*
- By 2023, a random survey of Oregonians is conducted to get a baseline perception of the County. *(Strategic Result III.b pg 6)*
- By 2024, 25% more of those surveyed confirm they have positive feelings toward the County. *(Strategic Result III.c pg 6)*

Results:

- % Core Products will be consistent with the County Brand Identity
- % County employees can articulate the County Brand Identity

Output:

- # Performance Partner Brand reviews performed

COUNTY BRAND IDENTITY: SERVICES

- Brand Audits and Reviews
- Brand Guides
- Brand Strategies
- Core Products
 - ClackCo Monthly Email
 - ClackCo Semi-annual publication
 - ClackCo TV

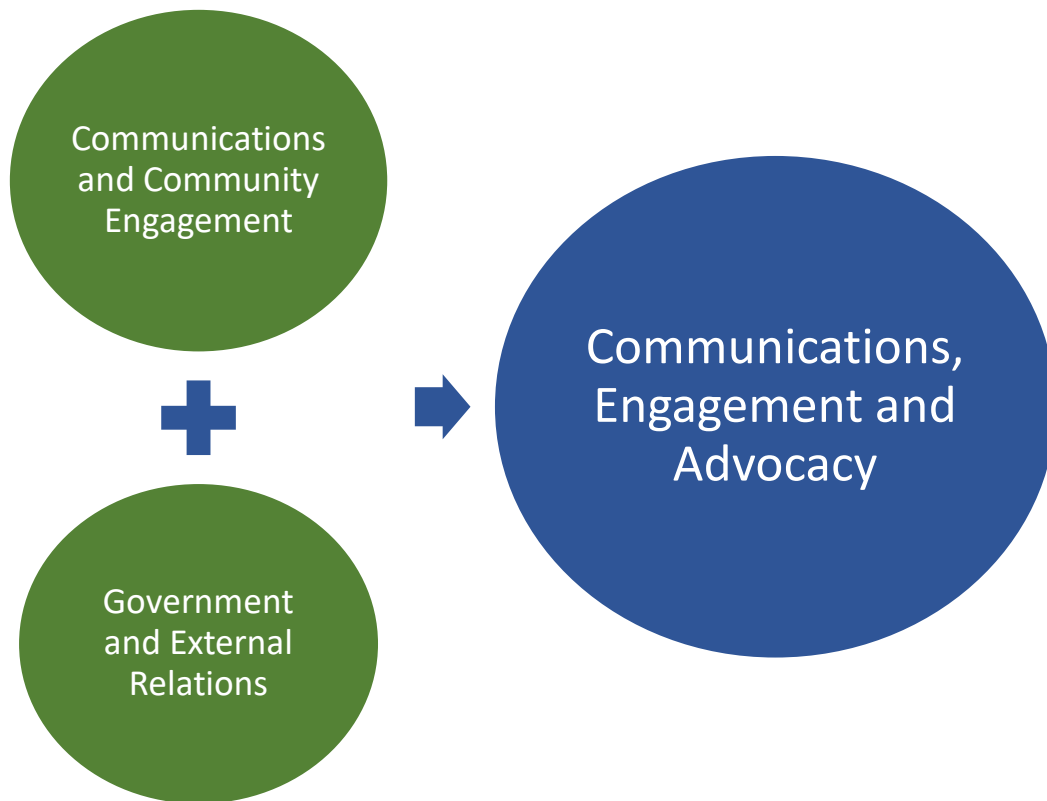
COMMUNICATIONS, ENGAGEMENT AND ADVOCACY LINE OF BUSINESS

Line of Business Purpose:

The purpose of the Communications, Engagement and Advocacy Line of Business is to provide information, consultation, coordination, and advocacy services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can develop and strengthen relationships, achieve their policy priorities, and the people of Clackamas County can thrive.

Key Result Measures:

- By 2021, create a countywide framework for youth to engage in a meaningful way that establishes trust and transparent engagement that includes their voice and demonstrates how that voice informs the County's decisions. *(Strategic Result IV. b pg 6)*



COMMUNICATIONS AND COMMUNITY ENGAGEMENT PROGRAM

Purpose: The purpose of the Communication and Community Engagement Program is to provide multimedia outreach, information, consultation, and coordination services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can equitably access services, influence public policy, build connection and trust with their government, and impact the future of their community.

Performance Measures

Strategic Results:

- By 2021, establish a long-term partnership with a community-based organization through a competitive RFP process that supports and promotes the County’s engagement with all communities within the County. *(Strategic Result IV. a pg 6)*
- By 2021 create a countywide framework for youth to engage in a meaningful way that establishes trust and transparent engagement that includes their voice and demonstrates how that voice informs the County’s decisions. *(Strategic Result IV. b pg 6)*
- By 2022, PGA has provided training to 50% of all County departments in community engagement standards based on established guidelines. *(Strategic Result IV. c pg 7)*
- By 2024, in partnership with the Office of Equity and Inclusion, establish standards for creating diverse and inclusive advisory boards and commission based on the County’s established equity lens. *(Strategic Result II. A pg 6)*

Results:

- % Communication plans include public engagement input consistent with community engagement standards
- % Core products will be provided in multiple languages
- % Increase in the total number of ClackCo Monthly email subscribers annually

Outputs:

- # communication plans produced
- # web pages converted to reflect plain language and ADA accessibility standards annually

COMMUNICATIONS AND COMMUNITY ENGAGEMENT: SERVICES

- ABC Recruitments/Appointments
- All-County Internal Communications
- Brand Managements
- Public Involvement Strategies
- Communication Plans
- Communication Training Sessions
- Communication Contract Management Consultations (with Performance Partners)
- Community Partnerships
- Crisis Communications Plans
- Emergency Notifications
- Equity, Diversity and Inclusion Strategies
- Outreach Event Coordinations
- Creative Consultations (Graphic Design)
- Media Relations Contacts and Plans
- Publications and Surveys
- Social Media Content Plans and Updates
- Speaking Points/Talking Points/Speeches
- Strategic Communication Consultations
- Translation Services Vendors
- Videos and Photographs
- Website Content Plans and Updates
- Spokespersons

GOVERNMENT AND EXTERNAL RELATIONS PROGRAM

Purpose: The purpose of the Government and External Relations Program is to provide public policy analysis, development, coordination, and advocacy services to the Board of County Commissioners, and other countywide elected officials, in collaboration with Performance Partners, so they can achieve their policy priorities and the people of Clackamas County can thrive.

Performance Measures

Strategic Results:

- By 2024, Engagement (increased partnership and alignment) with cities and agencies within Clackamas County will improve by 50%. *(Strategic Result I. b pg 6)*
- **By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or local regional funding sources.** *(County Plan Result 2020) (Strategic Result V pg 7)*

Results:

- % state policy objectives achieved
- % improvement in federal, state, regional, and local partners in identifying the County as a key strategic business partner
- % strategic partners have an annual touchpoint

Outputs:

- # short session bills tracked
- # long sessions bills tracked

GOVERNMENT AND EXTERNAL RELATIONS: SERVICES

- Clackamas County Coordinating Committee (C4) Managements and Coordinations
- Governor's Office and State Agency Relationships and Partnerships
- Governor's Office and State Agency Strategies, Coordinations and Information Consultations
- Local and Regional Governmental Relationships and Partnerships
- Local and Regional Governmental Strategies, Coordinations and Information Consultations
- County Policy Positions
- State and Federal Legislative Relationships and Partnerships
- State and Federal Legislative Strategies, Managements, Coordinations and Information Consultations
- State and Federal Contract Lobbying Management Services
- State Legislative Bill Review Coordinations and Trackings
- Strategic Relationships and Partnerships Contacts (i.e., Associations, Business Groups, Non-Profits)
- Talking Points/Testimonies
- Tribal Government Relationships and Partnerships
- Tribal Government Strategies, Managements, Coordinations, and Information Consultations
- Willamette Falls Locks Project Management Coordinations and Consultations

MFR GLOSSARY 1

To help participants and observers better understand the general work program, definitions of a number of key words and phrases used throughout the process are listed below.

- Consultation:** A meeting, email, phone call or other communication to provide professional or expert information, advice or feedback.
- Customer:** The people of Clackamas County whether an individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.
- Issue:** A circumstance that will have a major impact on the customers served by the department.
- Issue Statement:** A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.
- Key Result Measures:** A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.
- Lines of Business:** A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.
- Managing for Results:** An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.
- Mission Statement:** A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.
- Performance Measures:** A balanced "family of measures" that includes at least one of the following:
Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.
Output: measures the amount of service provided or number of units produced or processed.
Demand: total units of a service expected to be demanded, requested or required by the customer.
Efficiency: expenditure/cost per output or result.
- Program:** A set of services that have a common purpose or result.
- Program Purpose Statement:** Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.
- Services:** Tangible and intangible "things" or deliverables that the program provides to customers.
- Strategic Result:** The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.
- Surveys:** An instrument asking a series of question to gather information about performance or services. This can include questionnaires, scientifically based canvassing or survey monkey polls.

PGA - MFR GLOSSARY 2

To help participants and observers better understand the work program specific to the department, definitions of a number of key words and phrases used throughout the process are listed below.

Brand Identity: Unified and consistent strategic messaging and visual identity services to the people of Clackamas County.

Community Engagement Standards: A guide for Clackamas County departments and employees outlining public engagement practices and strategies to engage the community in the most effective way, allowing for equitable and inclusive participation in decisions that impact the community and influence public policy.

Core Products: #ClackCo branded suite of communication products and events produced by PGA.

Equity, Diversity and Inclusion: Equity, diversity, and inclusion at Clackamas County is about creating and maintaining a welcoming and inclusive place for the public and County employees to live, work, and feel safe. We are committed to removing barriers to fairness in representation, opportunity, and access in Clackamas County.

Performance Partners: County departments who will work with PGA to meet the priority goals of the BCC.

Policy Objectives: Identified goals intended to advance the public policy priorities of the Board of County Commissioners.

Public Engagement: A process that brings people together to address issues of common importance, to solve shared problems and to bring about social change.

Public Involvement: A process that brings people together to address issues of common importance, to solve shared problems and to bring about social change.

Strategic Partners: Cities, community, County advisory boards and committees, governmental, business, and non-profit entities that share the priority goals of the BCC and work closely with PGA to achieve the goals.

Thrive: Achieving all of the Board of Commissions Strategic Results impacting the quality of life in Clackamas County.

Touchpoint: A meaningful interaction, preferably conducted as a face-to-face meeting that is non-transactional in nature.

Trust: Assured reliance on the responsiveness, effectiveness, accountability and transparency of the PGA to the people of Clackamas County, its BCC, and its performance partners.