



FINANCE

PERFORMANCE CLACKAMAS STRATEGIC PLAN

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TABLE OF CONTENTS

Table of Contents

Forward	1
Department Structure	4
Mission Statement	5
Issue Statements	6
Strategic Results	8
Lines of Business	10
FINANCIAL EXECUTIVE SUPPORT	10
FINANCIAL MANAGEMENT & ACCOUNTABILITY	10
ACCOUNTING SERVICES	11
COURIER & MAIL OPERATIONS SERVICES	11
FACILITIES MANAGEMENT	12
Programs	13
EXECUTIVE LEADERSHIP & ADMINISTRATION	13
FINANCIAL SYSTEMS SUPPORT	15
PROCUREMENT & CONTRACT SERVICES	16
FINANCIAL ACCOUNTING & REPORTING	17
BUDGET	18
PAYROLL	19
ACCOUNTS PAYABLE	20
ACCOUNTS RECEIVABLE	21
COURIER & MAIL OPERATIONS	22
FACILITIES ADMINISTRATIVE SERVICES	23
FACILITIES CONSTRUCTION	24
FACILITIES MAINTENANCE	25
Glossary	26
MFR Glossary	27
Organization / Contact Information	28

FORWARD

Forward

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FORWARD

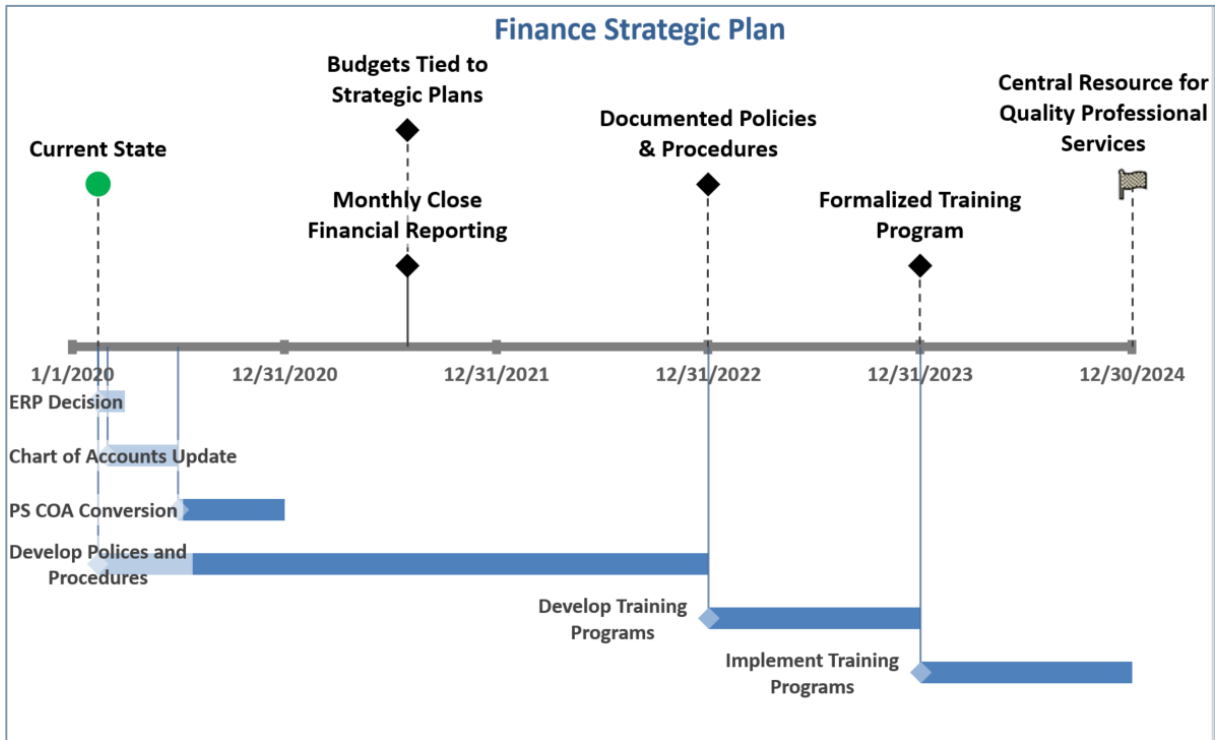
OPERATING HIGHLIGHTS

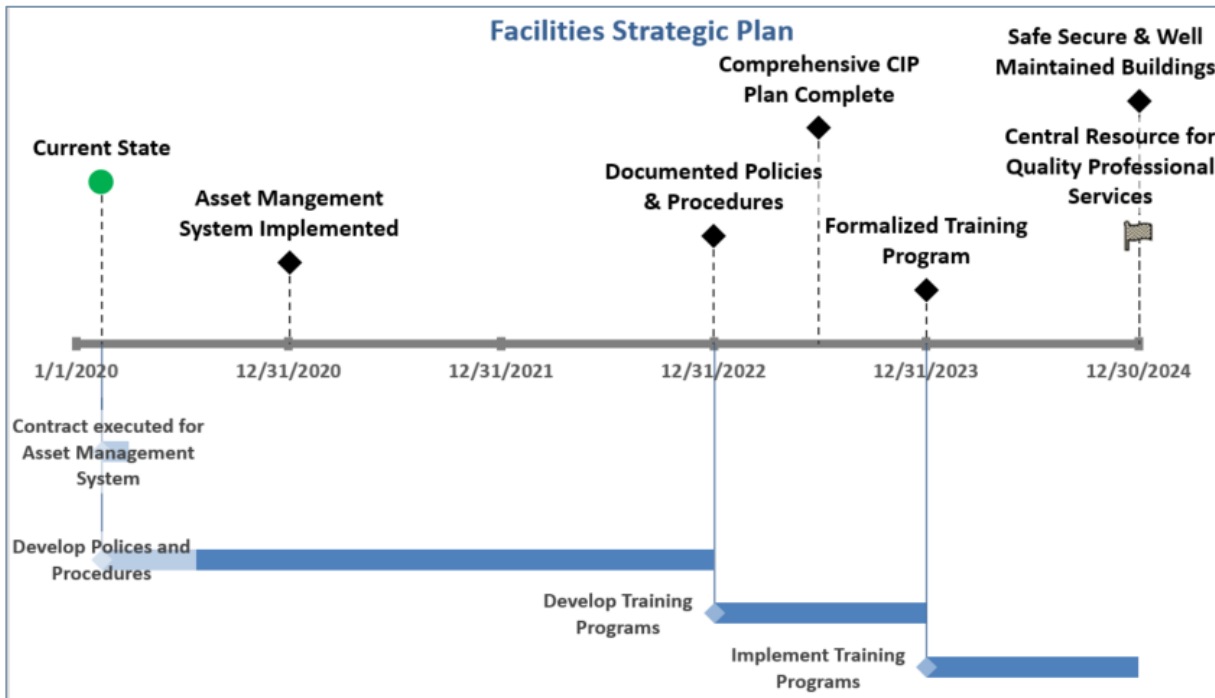
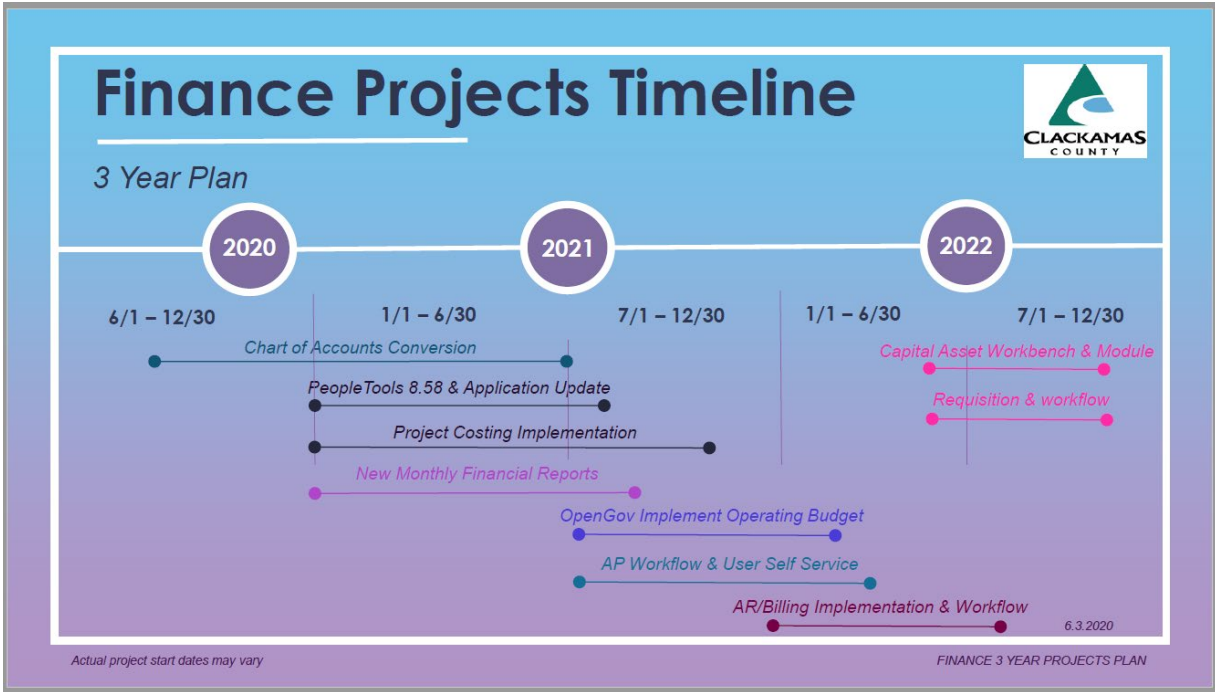
Finance and Facilities are changing how they operate. As we move towards efficiencies through paperless systems and streamlined work processes our customer service will improve and consistency and quality of output will increase.

In addition, monthly financial closings will provide timely data for management and shareholders to make informed decisions for the County.

LOOKING AHEAD

The road ahead is filled with change and as the saying goes, a picture is worth a thousand words. Below are infographics that demonstrates the Department's plan for the heavy lifts that we will be embarking on over the next several years.

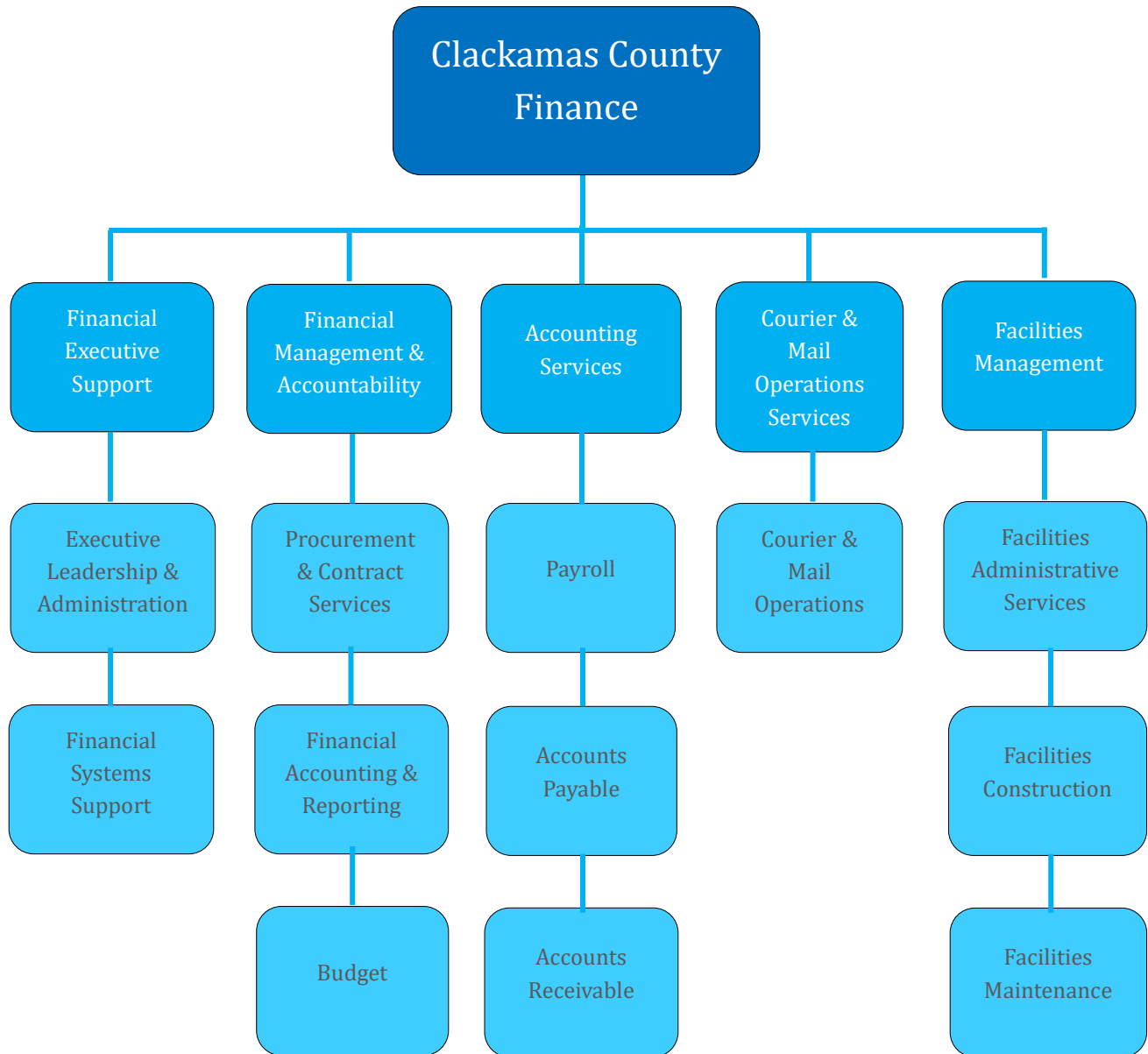




Elizabeth Comfort
 Finance Director, Interim
 July 16, 2020

DEPARTMENT STRUCTURE

Department Structure



MISSION STATEMENT

Mission Statement

MISSION

The mission of the Department of Finance is to provide financial and facilities management services to County departments so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds.

ISSUE STATEMENTS

Issue Statements

TECHNOLOGY

The County's lack of established centralized and integrated technology systems used by all departments and groups as a system of record, if not properly addressed, will result in:

- Continued use of shadow systems and work arounds
- Duplication of effort
- Continued dedication of (or increasing) workforce resources on inefficient systems instead of focusing resources on service delivery
- Inefficient use of taxpayer dollars
- Risk of inaccurate and/or contradictory information
- Inability to tie a level of funding with a level of service delivery to a level of results for customers.

CHART OF ACCOUNTS/PERFORMANCE BUDGETING**

The current configuration of the County Chart of Accounts and ERP (Enterprise Resource Planning)** system has led to an inability to tie a level of funding to a level of service delivery to a level of results for customers, which if not properly addressed, will result in:

- Inability to implement our strategic Plan
- Continued staff confusion and frustration
- Perpetuating manual non-dynamic forecasts that do not provide meaningful information for decision makers
- The continuation of manual and arbitrary presentation of MFR** budget documents, which invokes a lack of confidence
- Inefficient and inconsistent financial reporting
- The lack of discipline in focusing on strategic plans and priorities
- The inability to make performance-based decisions

ROLE CLARITY/LACK OF VISION

Lack of vision, direction and role clarity between Finance and other County Departments has led to conflict, lack of accountability and non-compliance and if not addressed will continue to result in:

- The lack of consistency necessary to provide high quality professional services
- Departments having to continue dedicating (or increasing) workforce resources to duplicate services in Finance
- Inability to enhance/strengthen internal controls to reduce the risk of fraud, waste and abuse.
- Potential financial loss due to lawsuits and regulatory action
- County staff will continue to be frustrated, demoralized and not empowered potentially resulting in high turnover

**denotes items defined in the glossary at the end of the document

ISSUE STATEMENTS

CULTURE OF ACCOMODATION

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

POLICIES AND PROCEDURES

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.

CHANGING EXPECTATIONS

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

STRATEGIC RESULTS

Strategic Results

1. Financial Transparency and Accountability

The County will experience increased financial transparency and accountability as evidenced by:

- By 2021, the County's budget will be 100% tied to results with transparency to the public. *(County Plan Result 2020) (Budget)*
Milestones
 - By December 31, 2020, new budgeting software will be in place for budget development. *(Budget)*
 - By 2021, the chart of accounts will be updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions. *(Executive Leadership & Admin)*
- By July 31, 2021, 95% department program managers will have access to budget to actual information on a monthly basis. *(Budget)*
- By June 30, 2022, 90% departments will stay within adopted budgets. *(Budget)*

2. Central Resource for Quality Professional Financial & Facilities Services

County Departments will experience a Finance Department that is a central resource for quality professional services, as evidenced by:

- By 2024, 85% department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs. *(Executive Leadership & Admin)*
Milestones
 - By 2022, 100% of the operational areas within the Finance Department will have documented County Administrator policies and procedures in place. *(Executive Leadership & Admin)*
 - By 2023, a formalized training program will be developed and implemented for Finance and other County Department employees. *(Executive Leadership & Admin)*

3. Engaged Workforce with Capability to Deliver Quality Customer-Focused Services

The County will experience a unified, empowered team of subject matter experts that exemplify the highest professional standards (and are dedicated to helping our customers achieve their results), as evidenced by:

- By 2022, 90% of Finance Department employees will say that they are empowered and have the tools they need to do their job. *(Executive Leadership & Admin)*
- By 2024, 85% County Department respondents will say that they "agree" or "strongly agree" that the services offered by Finance exemplify the highest professional standards. *(Executive Leadership & Admin)*

STRATEGIC RESULTS

4. Safe, Secure and Well-Maintained Buildings

The County will experience safe, secure, clean and well-maintained buildings and facilities as evidenced by:

- By 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. *(Facilities Administrative Services)*
- By June 30, 2023, a long-term maintenance plan for County facilities will be completed, including an assessment of County facilities and the funding requirements to meet the plan. *(Facilities Administrative Services)*
- By 2024, 80% facilities will be maintained in good to excellent condition. *(Facilities Administrative Services)*
- By 2024, 80% facilities will meet established maintenance and cleanliness standards. *(Facilities Administrative Services)*

LINES OF BUSINESS

Lines of Business

FINANCIAL EXECUTIVE SUPPORT

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the Financial Executive Support Line of Business is to provide leadership, and administrative support services to department employees and system users so they have the tools and the information to do their job in alignment with the department's and Board of County Commissioners' strategic priorities.

LINE OF BUSINESS KEY RESULT MEASURES

- 85% department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs. *(Executive Leadership and Administration)*
- 85% Systems users who "strongly agree" or "agree" that they can record, monitor, manage and report their financial information from the County's systems of record. *(Financial Systems Support)*

PROGRAMS:

- Executive Leadership & Administration
- Financial Systems Support

FINANCIAL MANAGEMENT & ACCOUNTABILITY

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the Financial Management & Accountability line of business is to provide strategic financial planning, sourcing, and reporting services to County Departments so they can manage resources in a fiscally responsible manner and make informed decisions that support the achievement of their strategic and operational results.

LINE OF BUSINESS KEY RESULT MEASURES

- 100% of grants without financial audit & monitoring findings *(Financial Accounting & Reporting)*
- 15% of County employees attending procurement trainings *(Procurement and Contract Services)*
- 75% of appropriation in which year-end actual is within 5% of final budget *(Budget)*

LINES OF BUSINESS

PROGRAMS:

- Procurement & Contract Services
- Financial Accounting & Reporting
- Budget

ACCOUNTING SERVICES

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the Accounting Services line of business is to provide accounting support services to County employees and departments so they can receive accurate and timely reporting.

LINE OF BUSINESS KEY RESULT MEASURES

- 99% employees paid accurately per pay period (*Payroll*)
- 100% payments issued within 7 days of Accounts Payable receiving properly completed payment request (*Account Payable*)
- Aging Accounts Receivable compared to timely receipts (*Accounts Receivable*)

PROGRAMS:

- Payroll
- Accounts Payable
- Accounts Receivable

COURIER & MAIL OPERATIONS SERVICES

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the Courier & Mail Operations Services line of business is to provide coordinated mail and package processing and distribution services to County Departments so they can conveniently receive and send mail and packages that support their business operations.

LINE OF BUSINESS KEY RESULT MEASURES

- 90% surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides services that support their business operations (*Courier and Mail Operations*)

PROGRAM:

- Courier & Mail Operations

LINES OF BUSINESS

FACILITIES MANAGEMENT

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the Facilities Management line of business is to provide preventative and corrective maintenance, construction and energy management services to the tenants of County managed facilities so they can conduct business in energy efficient, well-maintained, clean, safe and secure facilities.

LINE OF BUSINESS KEY RESULT MEASURES

- 75% work orders completed within 30 days or less (*Facilities Administrative Services*)

PROGRAMS:

- Facilities Administrative Services
- Facilities Construction
- Facilities Maintenance

PROGRAMS

Programs

EXECUTIVE LEADERSHIP & ADMINISTRATION

FINANCIAL EXECUTIVE SUPPORT LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Executive Leadership & Administration program is to provide leadership, administrative, financial, communications and strategic planning services to department employees and other County leadership so they can make informed decisions that further the achievement of both strategic and operational results.

PROGRAM PERFORMANCE MEASURES

Results

- 100% Department Strategic Results achieved
- By July 1, 2021 the chart of accounts** will be updated and implemented so departments can align their budgeting, accounting and reporting with strategic business plans to allow for performance-informed decisions. (Strategic Result #1)
- By 2022, 100% of the operational areas within the Finance Department will have documented County Administrator policies and procedures in place. (Strategic Result #2)
- By 2023, a formalized training program will be developed and implemented for Finance and other County Department employees. (Strategic Result #2)
- By 2024, 85% department respondents will “agree” or “strongly agree” that they receive quality professional services from the Finance Department that equip them to do their jobs. (Strategic Result #2)
- By 2022, 90% of Finance Department employees will say that they are empowered and have the tools they need to do their job. (Strategic Result #3)
- By 2024, 85% County department respondents that say they “agree” or “strongly” agree that services offered exemplify the highest professional standards (Strategic Result #3)

Outputs

- # Policies and Procedures developed

PROGRAM'S SERVICES

- Financial Policies
- Legislative Analysis Reports
- Legislative Bill Reviews
- Policies and Procedures

PROGRAMS

- Policy/Program Cost Impact Analysis Reports
- Program Review Sessions
- Public Records Request Responses
- Quarterly MFR Performance Reporting
- Staff Meetings, Agendas & Plans
- Vendor Contract Approvals
- Workforce Development Plans
- Database Entries/Updates

PROGRAMS

FINANCIAL SYSTEMS SUPPORT

FINANCIAL EXECUTIVE SUPPORT LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Financial Systems Support program is to provide systems implementations, updates, training and ongoing support services to System Users so they can record, monitor, manage and report their financial information from the County's systems of record.

PROGRAM PERFORMANCE MEASURES

Results

- 85% trainees who report that they have the knowledge and tools necessary to record, monitor, manage and report their financial information from the County's systems of record. (Survey)
- 85% Systems users who "strongly agree" or "agree" that they can record, monitor, manage and report their financial information from the County's systems of record. (Survey)

Outputs

- # Training Sessions delivered

PROGRAM'S SERVICES

- Finance System Project Facilitations
- Training Sessions
- Support Request Responses
- Training Materials (Handouts, Reference Guides, etc.)
- Financial Reports (New, Updates, etc.)
- Enterprise Resource Planning (ERP)** Policies and Procedures Manuals

PROGRAMS

PROCUREMENT & CONTRACT SERVICES

FINANCIAL MANAGEMENT & ACCOUNTABILITY LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Procurement & Contract Services Program is to provide policy training, and the acquisition of goods and contracted services to County Departments and agencies so they can acquire the goods and services needed within established timelines and in compliance with public procurement requirements.

PROGRAM PERFORMANCE MEASURES

Results

- 90% small contracts (under \$50,000) completed within 10 business days
- 85% of customers** surveyed after attending Procurement training indicated that they are more knowledgeable than they were prior to attending

Outputs

- # Training Sessions provided

PROGRAM'S SERVICES

- BCC Agenda Items (over \$150k contracts)
- Bid Result Protest Responses
- Business Strategy & Compliance Consultations
- Contract Negotiations
- Lease Agreements
- Procurement Training Sessions
- Strategic Enterprise Wide Contracts (set up and administration)
- Surplus Property Transactions
- Vendor Connections (Outreach)

PROGRAMS

FINANCIAL ACCOUNTING & REPORTING

FINANCIAL MANAGEMENT & ACCOUNTABILITY LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Financial Accounting & Reporting Program is to provide financial reporting, general ledger, and grants management services to the County and County Departments so they can have timely and accurate financial reports to make informed decisions.

PROGRAM PERFORMANCE MEASURES

Results

- 100% Month-end closings completed by the 20th (calendar) day of the following month
- 10% or less financial transactions requiring corrections
- 100% financial reports submitted timely

Outputs

- # financial reports submitted

PROGRAM'S SERVICES

- Audit Committee meeting facilitations
- Account Reconciliations
- Debt management services
- Financial reports: Monthly, grant related, and Comprehensive Annual Financial Reports (CAFRs)
- Grant financial reports
- General Ledger Maintenance Tasks: Journal Entries, Transfers,
- New Accounting Standards Implementations
- Training Sessions

PROGRAMS

BUDGET

FINANCIAL MANAGEMENT & ACCOUNTABILITY LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Budget Program is to provide financial planning, analysis, monitoring and support services to the County and County Departments, so they can effectively manage resources to achieve their strategic and operational results in a fiscally sustainable manner.

PROGRAM PERFORMANCE MEASURES

Results

- 80% future years forecasted with net operating income
- 100% MFR programs directly aligned with chart of accounts
- 90% appropriations in which year-end actual is within 5% of final budget
- By 2021, the County's budget will be 100% tied to results with complete transparency to the public. *(County Plan Result 2020 and Strategic Result #1)*
- By December 31, 2020, new budgeting software will be in place for budget development. *(Strategic Result #1)*
- By July 31, 2021, 95% department program managers will have access to budget to actual information on a monthly basis. *(Strategic Result #1)*
- By June 30, 2022, 90% departments will stay within amended final budgets. *(Strategic Result #1)*

Outputs

- # funds with financial forecasts

PROGRAM'S SERVICES

- Adopted Budgets
- Budget Committee Books
- Budget to Actual Reports
- Budget monitoring alerts
- Budget software user consultations / trainings
- Cost Allocation Plans
- Financial Analysis Reports
- Financial Forecasts
- Indirect Cost Rates
- Year-end Projections

PROGRAMS

PAYROLL

ACCOUNTING SERVICES LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of Payroll Program is to provide paychecks, training and support services to County employees and departments so they can receive accurate and timely compensation and information.

PROGRAM PERFORMANCE MEASURES

Results

- 99% employees paid accurately per pay period
- 100% employees paid on-time (*per BOLI) per pay period

** Bureau of Labor and Industry*

Outputs

- # Timesheet Amendments completed

PROGRAM'S SERVICES

- Employment verifications
- Paychecks
- Payroll liability reconciliations
- Payroll tax reports
- Timesheet training sessions
- PERS information sessions
- Paycheck consultations

PROGRAMS

ACCOUNTS PAYABLE

ACCOUNTING SERVICES LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Accounts Payable Program is to provide invoice processing and payment support services to County departments, so their vendors are paid timely and accurately.

PROGRAM PERFORMANCE MEASURES

Results

- 100% payments issued within 7 calendar days of Accounts Payable receiving properly completed payment request
- 85% payments issued within 10 calendar days of invoices received by the County department
- 50% total number of payments issued via electronic payment (ACH**)

Outputs

- # checks issued
- # ACH payments issued

PROGRAM'S SERVICES

- Vendor set ups and changes
- Inquiry responses
- Individual Accounts Payable training sessions
- 1099s
- Unclaimed check verifications
- Payment records

PROGRAMS

ACCOUNTS RECEIVABLE

ACCOUNTING SERVICES LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Accounts Receivable Program is to provide billing and collection support services to County departments so they can collect and accurately report revenue earned from the services they provide.

PROGRAM PERFORMANCE MEASURES

Results

- 75% of all accounts and billings collected within 60 days
- 100% of interfund settlements are completed within 10 days following the end of month
- 100% accounts receivable entered into the accounting system within 2 business days of invoicing

Outputs

- # Customer Billings generated

PROGRAM'S SERVICES

- Accounts Receivable reconciliations
- Cash deposits
- Customer Billings: invoices, interdepartmental / interfund, past due notices
- Payment receipts
- Transient lodging tax reports

PROGRAMS

COURIER & MAIL OPERATIONS

COURIER & MAIL OPERATIONS SERVICES LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Courier & Mail Operations Program is to provide timely delivery of delivered mail to the County to the respective departments and business centers and to reciprocate the mail process going out for processing externally.

PROGRAM PERFORMANCE MEASURES

Results

- 90% surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides quality customer services
- 90% surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides services that support their business operations

Outputs

- # Courier Pick-ups and Deliveries completed

PROGRAM'S SERVICES

- Courier Pick Ups and Deliveries
- Delivery Method Cost Analyses Reports
- Postage Billings

PROGRAMS

FACILITIES ADMINISTRATIVE SERVICES

FACILITIES MANAGEMENT LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Facilities Administrative Services program is to provide information, coordination, support, financial and asset tracking and analysis services to the Facilities Staff and Occupants of County Facilities so they can provide and receive timely resolution of service requests.

PROGRAM PERFORMANCE MEASURES

Results

- 100% service requests converted to work orders within 24 hours
- 75% of completed work orders closed within 2 weeks
- By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4)
- By June 30, 2023, a long-term maintenance plan for County facilities will be completed, including an assessment of County facilities and the funding requirements to meet the plan. (Strategic Result #4)
- By 2024, 80% facilities will be maintained in good to excellent condition. (Strategic Result #4)
- By 2024, 80% facilities will meet established maintenance and cleanliness standards. (Strategic Result #4)

Outputs

- # service requests converted to work orders

PROGRAM'S SERVICES

- ADA Compliance Reports
- Carpool Vehicle Permits
- Conference room reservations
- County Vehicle Reservations, Check-outs and Check-ins
- Customer inquiry responses
- Disaster Preparedness Inventory Reports
- Elevator flyer postings
- Energy usage analysis and reports
- Facilities Disaster Operations Center
- PSB and DSB Public Lobby Inquiry Responses and Referrals

PROGRAMS

- Service request assignments
- Work Order Confirmations

FACILITIES CONSTRUCTION

FACILITIES MANAGEMENT LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Facilities Construction program is to provide consultation, design, estimation, and project management services to County Departments and Agencies so they can serve their customers** in well-planned facilities.

PROGRAM PERFORMANCE MEASURES

Results

- 75% projects completed with 2 or fewer internal change orders
- 85% of surveyed customers** who rate communication with Facilities Construction Staff as “good” or “very good”
- 75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks
- 75% completed within timeline estimate determined at project meeting

Outputs

- # Projects completed

PROGRAM'S SERVICES

- Asbestos Testing
- AutoCAD design plans
- Emergency disaster responses
- Non-maintenance service responses
- Permits
- Project consultations
- Remodels
- Renovations
- Vendor contracts

PROGRAMS

FACILITIES MAINTENANCE

FACILITIES MANAGEMENT LINE OF BUSINESS

PROGRAM PURPOSE STATEMENT

The purpose of the Facilities Maintenance program is to provide preventive and corrective asset maintenance services to County departments so they can provide services to their customers** in a safe, secure and well-maintained environment.

PROGRAM PERFORMANCE MEASURES

Results

- 80% Facilities maintained in “good” or “excellent” condition using # completed preventative maintenance / scheduled preventative maintenance
- \$ Corrective repairs/ \$ preventive maintenance
- 100% Facilities where required fire evacuation drills are successfully conducted annually
- 100% Janitorial inspections that meet maintenance and cleanliness standards
- 100% Facilities with intrusion alarm systems
- 75% of work orders completed within 2 weeks

Outputs

- # Planned Corrective Actions completed

PROGRAM'S SERVICES

- Building Inspections
- County and Building Signs
- Elevators and lifts
- Emergency Responses
- Preventive Maintenance Services
- Janitorial Inspections
- Lighting Replacements
- Pest removals and mitigations
- Security Investigation reviews and Reports
- Window Cleanings
- Fire and life safety training sessions
- Hazardous materials responses
- Key Accountability Audits

Glossary

ACH (Automated Clearing House): Electronic payments that pull funds directly from your checking account. Instead of writing out a paper check or initiating a debit or credit card transaction, the money moves automatically.

Chart of Accounts: An index of all the financial *accounts* in the general ledger of a company. In short, it is an organizational tool that provides a digestible breakdown of all the financial transactions that a company conducted during a specific *accounting* period, broken down into subcategories.

CMS (Capital Management System): A comprehensive asset life-cycle-based management system, designed to help asset managers find ways to minimize capital expenditures and operating expenses by maximizing the useful life of an asset.

ERP (Enterprise Resource Planning): A process used by companies to manage and integrate the important parts of their businesses. An ERP software system can also integrate *planning*, purchasing inventory, sales, marketing, finance and human *resources*.

Financial Executive Support Customers: County department employees, financial system users (currently PeopleSoft Financials), and County Leadership (County Commissioners, County Administrator, County Executive Leadership and their management teams)

MFR (Managing for Results): An approach to public policy and administration that has the promise to improve how government is viewed and how it operates. ... MFR is a way to recast planning, budgeting, management, and reporting in direct relation to what government wants (or is expected) to accomplish.

MFR Glossary

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

Customer: 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.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: 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 (LOB): 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.

ORGANIZATION / CONTACT INFORMATION

Organization / Contact Information

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