

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: May 1, 2012 **Start Time:** 2:00 pm **Approx Length:** 30 min.

Presentation Title: PGA Performance Audit Final Report

Department: County Administration

Presenters: Laurel Butman

Other Invitees: Brad Rafish, Anne Nottingham, Patsy Dunn: Talbot, Korvola & Warwick (TKW), LLP

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Review and accept the final report of the performance audit of the Public and Government Affairs (PGA) department.

EXECUTIVE SUMMARY:

One of County Administration's strategic goals for the current fiscal year was to evaluate the effectiveness of community outreach via a targeted performance audit of the Public and Government Affairs (PGA) department by June 30, 2012. After a formal bid process, Talbot, Korvola & Warwick (TKW), LLP was chosen to conduct the performance audit. Today, TKW will present the final report of the PGA performance audit and answer any Board questions.

FINANCIAL IMPLICATIONS:

The total one-time cost for the performance audit was \$29,980. The cost was included in the current fiscal year budget. The recommended changes outlined in the performance audit will not incur any additional financial resources to the PGA budget for the current or next fiscal year.

LEGAL/POLICY REQUIREMENTS:

None

PUBLIC/GOVERNMENTAL PARTICIPATION:

None

OPTIONS:

1. Review and accept the final report.
2. Seek more information and request the consultant complete further review.

RECOMMENDATION:

Staff respectfully recommends the Board review and accept the final report.

ATTACHMENTS:

1. Performance audit final report is attached.

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval _____
County Administrator Approval _____ **LSB** _____

For information on this issue or copies of attachments, please contact Laurel Butman @ 503-655-8893

Fiscal Impact Form

RESOURCES:

Is this item in your current work plan and budget?

YES

NO

START-UP EXPENSES AND STAFFING (if applicable): N/A

ONGOING OPERATING EXPENSES/SAVINGS AND STAFFING (if applicable): N/A

ANTICIPATED RESULTS: See "Costs & Benefits"

COSTS & BENEFITS:

The total one-time cost for the performance audit was \$29,980. The cost was included in the current fiscal year budget. The recommended changes outlined in the performance audit will not incur any additional financial resources to the PGA budget for the current or next fiscal year.



Clackamas County Public and Government Affairs Department Performance Evaluation

April 13, 2012



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April 13, 2012

Ms. Laurel Butman
Deputy County Administrator
Public Services Building
2051 Kaen Road
Oregon City, OR 97045

Dear Ms. Butman:

We have completed our performance evaluation of the Clackamas County Public and Government Affairs Department. This report contains our detailed analysis and conclusions based on our review.

We wish to express our appreciation to County personnel we spoke with for their cooperation and assistance during this review.

Sincerely,

Talbot, Korvola & Warwick, LLP

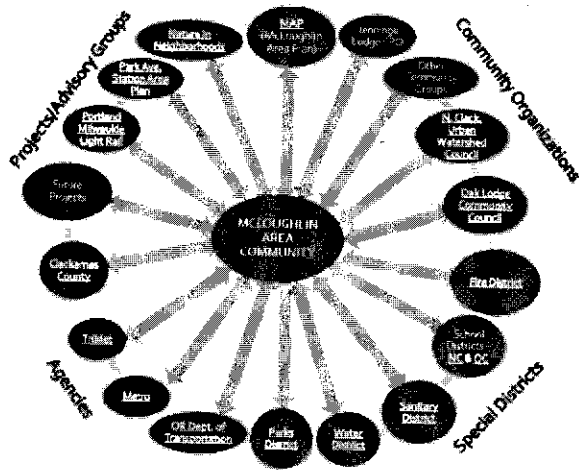
Talbot, Korvola & Warwick, LLP



Clackamas County Public and Government Affairs Performance Evaluation

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Report Summary

Report Summary

The Clackamas County Board of County Commissioners requested bids to conduct a performance evaluation of the Public and Government Affairs Department (PGA) as a component of its efforts to continuously review and assess the efficiencies and effectiveness of County departments. Talbot, Korvola & Warwick, LLP (TKW) was selected to examine the operations and policies of the Department.

Objectives

This evaluation focused on addressing the following objectives:

- Identify processes to be audited in collaboration with PGA staff.
- Identify statutory, regulatory, and ordinance requirements that impact those processes.
- Identify and interview users of the processes – both internal and external.
- Prepare a report describing existing conditions with positive and negative comments.
- Prepare recommendations for improving processes and procedures.
- Review current performance measurement criteria and methods for current practices and recommend improvements.
- Prepare recommendations for staffing improvements.
- Provide a draft of the final audit report to County Administration and PGA Director for comment.

Results

Prior to 2008, Public Affairs, Government Affairs, and Cable Communications were divisions within PGA. In 2008, the function responsible for communications relating to state and city governments was split from PGA into a new department called Community and Legislative Affairs. The new department was tasked with maintaining productive communications, promoting positive relationships, and providing coordination between the County, the cities within the County, special districts, community organizers, the State Legislature, and other local, regional and state agencies.

Between 2008 and 2010, PGA included two divisions: Communications and Involvement, which provided communication support to County departments and various County-related committees, and the Cable Management and Access Center. In 2010, the Board combined the



three functions back into one Department. Community and Legislative Affairs again became known as Government Affairs and established as a separate division within PGA.

In the past four years, the Department faced multiple challenges: three leadership changes; the reacquiring of the lobbying function; budget cuts and hiring freezes; and evolvments in technology and communication methods. Through all of these changes, PGA has been charged with continuing to provide effective communication support for the County.

The current PGA Director was appointed to this position in October 2011 after serving as Interim Director for three months. Since assuming this role, the Director has initiated a number of changes including the promotion of staff into new positions, shifting resources, and improving communication and collaboration. The Department has also improved its efforts in promoting services offered to the County and the community. Technologically, the Department has increased digital communications outreach and two-way communication strategies such as social and web-based media.

Remerging Government Affairs into PGA has allowed the streamlining of efforts in communicating the County's position on key issues to other departments, elected officials, the community, and regional, state, and federal partners. Our review found that given the resources available for implementing these functions, PGA appears to be executing its mission successfully. However, additional opportunities for the Department to "*promote communication, cooperation, and strong connections between County government and its citizens, the business community, and other government agencies...*" do exist.

Recommendations

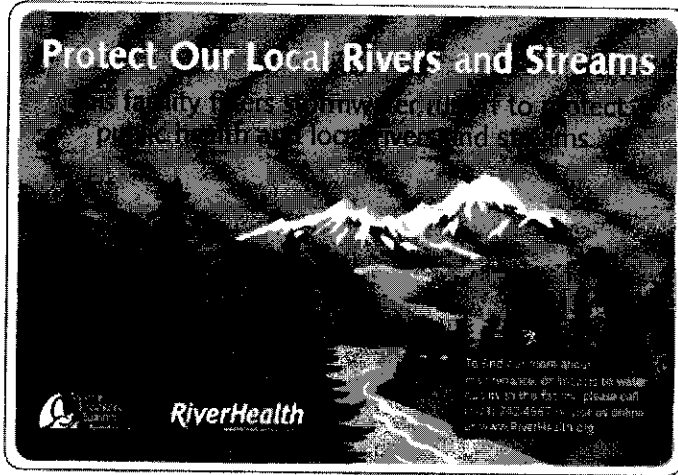
The following table lists a brief overview of areas where changes to current operations can improve efficiency and effectiveness.

Observation	Recommendation
1. Modifying PGA's organizational structure would result in better workload distribution and more efficient support to current users.	PGA should: a. reallocate the vacant supervisory position to a supervisory position within the Government Affairs division, and



Observation	Recommendation
	b. move the two Community Affairs Specialists under this new supervisory position.
2. No administrative assistant function exists to support the Department with various tasks.	PGA should: <ul style="list-style-type: none"> a. reallocate current resources to create an administrative position, b. have the new administrative position report directly to the new supervisory position created within Government Affairs, and c. reclassify the current administrative assistant within Cable Communications to Senior Administrative Analyst.
3. Increased activity by the County Coordinating Committee requires additional PGA support.	PGA should: <ul style="list-style-type: none"> a. shift C4 liaison responsibilities from the Senior Administrative Analyst position to one of the Community Affairs Specialists, and b. monitor and shift tasks as necessary to assure workloads are equitable.
4. Contracts with graphic designers, printers, etc., are underutilized.	Community Relations Specialists should look for ways to utilize vendor contracts to allow more time for collaboration and development of ideas.
5. The County's quarterly newsletter, <i>Citizen News</i> , has not been updated since it was developed.	PGA should update the <i>Citizen News Reference Document</i> to include current County policies, including digital policies.
6. Monthly <i>Communicators Meetings</i> could be used to enhance consistency in communications.	PGA should invite County department management to the Communicators Meeting quarterly, and County Commissioners at least annually, to assure messaging and communications are consistent throughout the County.
7. Portions of the County's current website that are maintained by PGA have numerous instances where information has not been updated and inactive links leading to pages that no longer exist. This includes the main County page, the Board of Commissioners pages, PGA/citizen involvement pages, and the Cable webpages.	PGA should: <ul style="list-style-type: none"> a. assign the newly created Administrative Assistant position the responsibility of website oversight, b. review its website to identify and correct broken links, outdated material, and assure information remains current, c. identify Department staff to be contacted for the various programs that each are responsible for implementing/overseeing, and their contact information, including phone number and email, d. implement its plan for offering <i>Citizen News</i> via email, and consider posting the newsletter on the County's website and Facebook page, and e. Post other publications produced by the Department that citizens and others visiting the site might find beneficial and interesting.





Introduction

Introduction

Objectives

Our evaluation of the Public and Government Affairs Department (PGA) focused on addressing the following objectives:

- Identify processes to be audited in collaboration with PGA staff.
- Identify statutory, regulatory, and ordinance requirements that impact those processes.
- Identify and interview users of the processes – both internal and external.
- Prepare a report describing existing conditions with positive and negative comments.
- Prepare recommendations for improving processes and procedures.
- Review current performance measurement criteria and methods for current practices and recommend improvements.
- Prepare recommendations for staffing improvements.
- Provide a draft of the final audit report to County Administration and PGA Director for comment.

In order to achieve the defined objectives, our review team compared actual operations, practices, and results against existing evaluation criteria and standards from County policies and procedures, ordinances, state records and meetings rules, and industry practices. In the absence of existing evaluation criteria, specific, measurable, and realistic criteria were formulated based on team members' experience working with governmental and private sector organizations and professional literature:

Public Accountability Criteria

The obligations of persons/authorities entrusted with public resources to report on the management of such resources and be answerable for the fiscal, managerial, and program responsibilities that they offer.

Efficiency, Effectiveness, and Economy Criteria

The efficiency, effectiveness, and economy of a governmental operation are inherent responsibilities of those charged with its management. The overall "effectiveness" of an organization is the determination of how well predetermined goals and objectives for a particular activity or program are achieved. Efficiency focuses on the maximization of output at minimal costs or the use of minimal input of resources for the achievable



output. Effectiveness signifies the result of effort rather than the effort itself. It is sometimes characterized as impact, results, or outcome. Economy signifies the acquisition of resources of appropriate quality and quantity at the lowest reasonable cost.

Legal Requirements

Any purpose or goals prescribed by law or regulation such as statutes, rules, and ordinances.

Prior Years' Performance

A historical baseline of accomplishments, services provided, timeframes, etc., against which to compare the results of a current program or activity.

Performance of Similar Organizations

Performance of similar organizations (e.g., operations, service delivery methods, results) can act as a basis for comparison. Although organizational differences may prohibit direct comparisons, information obtained can assist an audit team with identifying other effective methods to provide services. To identify other public and government affairs departments' methods of approaching operations, organizational structure, roles and responsibilities, etc., we conducted research on five jurisdictions including Metro and Tri-Met regional governments, Washington and Multnomah Counties, and the City of Wilsonville. Results can be found in Appendix 1.

For the purposes of this review, we did not audit or validate the data provided by these sources.

Methodology

Our team also evaluated numerous documents, files, and websites relevant to the PGA's operations including:

- Examples of publications produced by the Department:
 - *Citizen News* quarterly countywide publication.
 - *Insights* monthly publication internal to County staff.



- Facebook and Twitter posts.
 - Clackamas County website (although many departments are responsible for writing, updating, and maintaining their own content).
 - Reporting on County business, such as the Board of County Commissioners meetings and news releases from various departments and special districts.
 - Clackamas County Coordinating Committee (C4), Community Planning Organizations (CPOs), Hamlets and Villages meetings, agendas, minutes, vote counting, tracking funds, work with legal counsel as necessary.
 - Congressional and state legislative agendas.
 - Policy related talking points for both department directors and elected officials.
 - Letters to congressional delegation and legislators.
 - Technical reports.
 - Invitations to elected officials to a variety of events and functions.
- Position descriptions.
 - Organizational charts.
 - Financial information.
 - Performance indicators/standards.
 - Other applicable information.

We analyzed and reviewed information for fiscal years 2010 and 2011. Quantitative and qualitative analyses were undertaken as appropriate to understand issues being addressed. We also conducted a survey of PGA and County stakeholders. Results of this survey can be found in Appendix 2. In addition, information provided during interviews became one source for observations noted in this report. The information gained from these individuals and from other corroborative sources provided insight into the issues, needs, and expectations surrounding the audit and was invaluable in reaching the conclusions and recommendations presented within this report. However, not all of the issues raised by County employees fell within the scope of this project.

After our preliminary review and analysis of information, we provided all initial findings to the appropriate County representatives and finalized our findings and conclusions based on specific feedback. All information contained within the report was reviewed with applicable County personnel for accuracy and reasonableness.

Scope Limitations

This performance evaluation did not include the Cable Communications function, which is a division of the Public and Government Affairs Department.



The logo for Clackamas County Citizen News. It features a stylized graphic on the left consisting of a solid black triangle pointing upwards and to the right, with a white, curved shape resembling a stylized 'C' or a wave inside it. To the right of this graphic, the words "CLACKAMAS COUNTY" are written in a small, spaced-out, sans-serif font. Below this, the words "CITIZEN NEWS" are written in a large, bold, serif font.

Winter 2011 Edition

A Publication of Clackamas County

www.clackamas.us

Vol. 12 No. 1

**The Public and Government
Affairs Department**

The Public and Government Affairs Department

Clackamas County's Public and Government Affairs Department (PGA) is responsible for coordinating communication and strengthening relationships between the County and its citizens by providing consistent and relevant information about events and activities that affect County citizens and businesses. It provides information to increase County employee knowledge and involvement, and promotes public participation in the County's decision making process.

Mission

To promote communication, cooperation, and strong connections between County government and its citizens, the business community and other government agencies to provide information to respond to key issues and increase awareness of opportunities and resources.

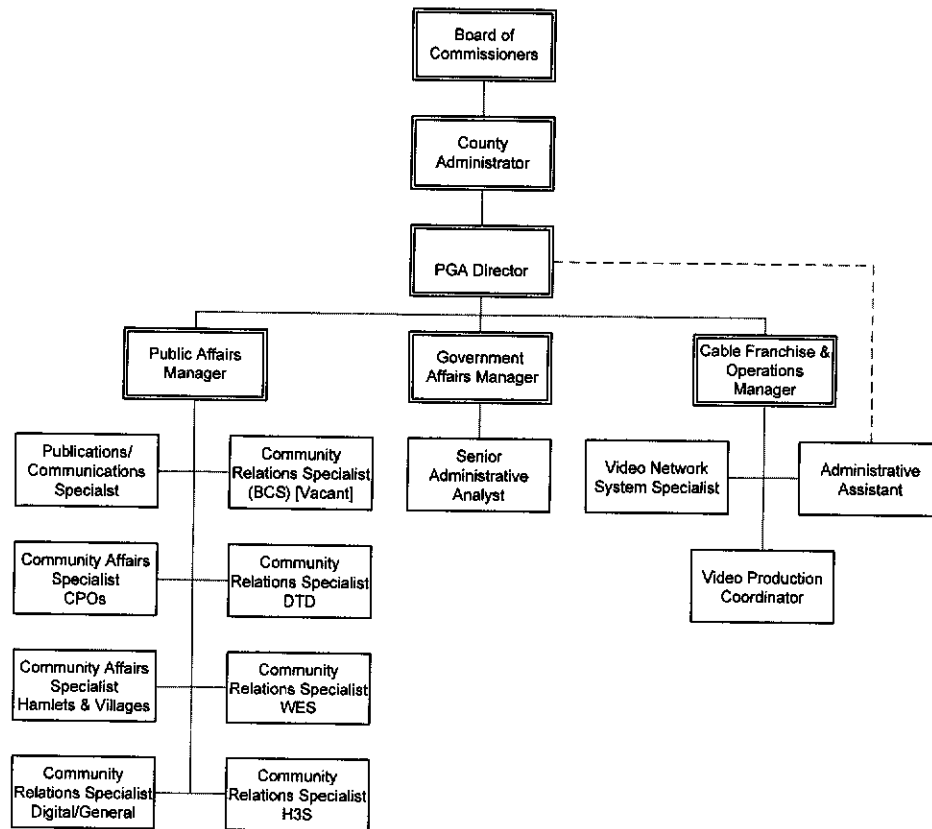
Prior to 2008, Public Affairs, Government Affairs, and Cable Communications were divisions within PGA. In 2008, the function responsible for communications relating to state and city governments was split from PGA into a new department called Community and Legislative Affairs. With 2.9 FTE and a budget of \$272,600, the department was tasked with maintaining productive communications, promoting positive relationships, and providing coordination between the County, the cities within the County, special districts, community organizers, the State Legislature, and other local, regional and state agencies. Responsibilities included the state lobbying function, as well as providing liaison support to the Clackamas County Coordinating Committee (C4). Management of the federal and regional government affairs duties remained with the PGA Director.

Between 2008 and 2010, PGA included two divisions: 1) Communications and Involvement, which provided communication support to County departments and various County-related committees, and 2) the Cable Management and Access Center. In 2010, the Board determined that it would be more efficient and effective to combine the three functions back into one Department. Community and Legislative Affairs again became known as Government Affairs and established as a separate division within PGA. When the function merged back into PGA, the funds and FTE allocated to the Community and Legislative Affairs were eliminated.



Most of the funding for operations is from reimbursements from other departments and special districts. Its \$1.4 million budget¹ funds 16 full-time employees that are organizationally located in three divisions: Public Affairs, Government Affairs, and Cable Communications.

PGA Organization Chart



Source: Clackamas County

PGA is led by a Director who oversees Department operations, works with the County Administrator, the Board of County Commissioners, and management from all departments to promote the County's views and priorities in major public policy decisions. The position reports directly to the County Administrator.

The Director supports and directs Department staff through a variety of means. Monthly staff meetings have been initiated to report on the status of projects, news about departments,

¹ 2011-2012



communities and committees, and sharing of ideas. In addition, management generally meets monthly and the Government Affairs team meets weekly. The Director meets with the departments² that have embedded Public Affairs employees at least twice annually to assure their needs are being met. In addition, this position is responsible for networking with external partners such as Metro Regional Government, other regional counties, and cities and community leaders throughout Clackamas County. The Director also leads the federal lobbying efforts on behalf of the County and visits Washington, D.C., at least annually. Additionally, a federal contract lobbyist is managed by the Director. To strengthen and enhance public involvement strategies and structures, the Director hired and currently manages a communications consultant.

An Administrative Assistant position within the Cable Communications Division spends approximately 40% of time on creating and developing budget information for planning and reporting purposes.

Government Affairs Division

This division coordinates the Board of County Commissioners principles, goals, and legislative priorities with key County personnel and legislative delegates to assure consistent communication on major public policy issues generated at the local, state, regional, and federal level. Personnel maintain a presence in Salem and serve as the County's lobbying team. In addition, *Annual Legislative Agendas* are developed with input from all County departments. This document represents the official statement of appropriations and policy positions conveyed to congressional, state, and other elected representatives. Training is provided to liaisons within each department to assure their legislative priorities are being tracked. Personnel within this division actively serve on various intergovernmental committees to represent the County's position on regional policy issues and priorities.

To stay connected with other governments and interest groups within the County, this division coordinates activities and records meeting minutes for the Clackamas County Coordinating Committee. Commonly known as "C4," this large group of stakeholders includes

² Business and Community Services (BCS), Health, Housing, and Human Services (H3S), and Water Environment Services (WES).



representatives from cities, special districts, villages, hamlets, Community Planning Organizations (CPOs), as well as representatives from the County. The C4 meets regularly to discuss common interests and concerns and promote partnerships throughout the County.

Government Affairs Manager

The Manager of Government Affairs is responsible for managing the State lobbying efforts on behalf of the County. This includes working with and representing the County Commissioners, County Administrator, other elected County officials and Directors of County departments when the legislature is in session during the interim. The Government Affairs Manager is in Salem full-time during the legislative session.

The Government Affairs Manager meets regularly with legislators and their staff, the governor and his staff, and regional partners to assure the County's priorities are communicated. This position also coordinates when a County department representative should visit a legislator or testify before a committee, organizes and implements an annual legislative dinner, on-site meetings for state legislative delegation, drafting talking points and press releases, and special events.

The Government Affairs Manager supervises and directs the Senior Administrative Analyst.

Senior Administrative Analyst

Working as an assistant to the Government Affairs Manager, this position is responsible for supporting lobbying efforts of the Director and the Government Affairs Manager. This includes providing training and support to personnel of other departments to track state bills their departments are interested in. On the job training has allowed the Senior Administrative Analyst to attend meetings in Salem when the legislators are in session to increase this position's lobbying role. The Analyst coordinates tours of the legislature and legislative dinners where elected officials meet and mingle. This position also assists with developing the *Annual Legislative Agenda*. Other duties include being the liaison for the Clackamas County Coordinating Committee (C4) meetings. This includes scheduling, planning, attending, supporting, and taking minutes of the meetings.



Public Affairs Division

The Public Affairs Division is responsible for keeping citizens informed on important County issues that could have an impact on their daily lives. A variety of methods are used to keep the public informed, including publications, media interviews and releases, the Internet, social and other electronic media, public presentations, and cable video productions.

Four of the County's largest departments³ have an "embedded" Community Relations Specialist that provides direct communications support to the department assigned. The remaining County departments and functions share the resources of one Community Relations Specialist, who is also responsible for digital media/website implementation. Public Affairs serves as the County's *public spokesperson* during disasters and emergencies.

Other tasks include supporting the Board of County Commissioners by providing outreach strategy and counsel, assisting with speechwriting, talking points, and presentations, maintaining websites for each of the five commissioners, and providing media training and support.

To assure citizen involvement in County decisions, Public Affairs also coordinates the County's Committee for Citizen Involvement, and serves as liaison to 32 recognized CPO's. Efforts include recruiting citizens to serve on various boards and committees that advise the Board of County Commissioners, coordinates meetings between community leaders and the Commissioners, and offers training to committees and interested citizens. In addition, this division provides support to the County's five hamlets and villages, by assisting with the application and approval process, and assuring annual requirements are met.

Public Affairs Manager

The Manager of Public Affairs is responsible for planning, organizing, evaluating, and monitoring programs including public and media relations, agency marketing, public outreach, education and involvement, internal communications, and website/electronic media. Responsibilities also include developing a strategic communication plan and

³ Business and Community Services (BCS), Department of Transportation and Development (DTD), Health, Housing & Human Services (H3S), and Water Environment Services (WES).



communicating it internally. The Public Affairs Manager assures that anything publicized by PGA reflects the policy goals and vision of the Board of County Commissioners and the County Administrator. The Manager also prepares speeches and talking points for County Commissioners.

This position supervises the Publications/Communications Specialist, the two Community Affairs Specialists, and the four Community Relations Specialists, as well as working with Department Directors with embedded staff to keep a consistent vision. The Public Affairs Manager is responsible for upholding the quality of the work product and productivity of those positions supervised.

Publications/Communications Specialist

This position is responsible for collecting, writing, and editing material from other departments, special districts, and non-profit agencies throughout the County for the quarterly newsletter, *Citizen News*. Topics range from policies and priorities of Clackamas County focusing on the three embedded County departments and public safety. The newspaper shares important news and events of the County to its citizens. This publication is mailed to every household within the County.

This Specialist collects, writes, and edits material onto the *Insights* intranet link. *Insights* is a monthly online newsletter published for County employees. Topics range from messages from the Commissioners, News You Can Use, Take a Bow (recognition for awards and kudos), Spotlights (highlighting a specific position or department), information from the Diversity Advisory Council about holidays and days of observance, Park Happenings, Bravo! (recognition of County staff for a job well done), Employee Milestones, and announcing retirements and anniversaries.

In addition, this position serves as a backup to the Community Relations Specialists by developing publications such as press releases, flyers, brochures, conducts outreach to departments to assure each understands the services offered by PGA, and is assigned other duties by the PGA Director.



Community Affairs Specialist - CPOs

This position is the County's liaison to the Committee for Citizen Involvement (CCI), 32 active Community Planning Organizations (CPOs) within the County, and provides support for other activities, such as leader training for community volunteers.

Committee for Citizen Involvement (CCI)

This five to seven member committee, appointed by the Board of County Commissioners, meets monthly. Its purpose is to advise the Board in developing and implementing citizen involvement programs and evaluating the process being used for citizen involvement in land use and transportation planning. The CCI works with CPOs, villages, hamlets, and other stakeholders to share information and answer questions as appropriate.

The Community Affairs Specialist - CPOs supports the interview process for new candidates for committee member positions, assures meetings are set up, prepares and makes copies of the agenda and any other materials needed for the attendees of the meetings, takes meeting minutes, and coordinates votes for recommendations to the Board.

These meetings are subject to the public meetings laws.

Community Planning Organizations (CPOs)

In the 1970s, the State of Oregon determined that citizens should be involved in the land use planning process. When developing the Statewide Planning Goals, citizen involvement was the first goal to be established. The County responded by adopting a citizen participation policy that established CPOs to involve citizens in the County's planning process.

Today, CPOs act as advisory bodies to the Planning Division, Planning Commission, and the Board of County Commissioners. Their focus is on land use matters that affect their unincorporated communities. CPO's review and analyze proposed land use



actions and legislative changes and provide input and recommendations to help with the decision making process.

Each CPO must meet at least two times a year, provide minutes of each meeting to the Community Affairs Specialist - CPOs, maintain current bylaws, and keep contact information current for its officers.

As the liaison, the Community Affairs Specialist - CPOs provides information, referral, and administrative support to these organizations by:

- assisting with formation or reactivation of CPOs,
- assuring bylaws, meeting minutes, and contact information is current,
- providing up to \$150 annual reimbursement for eligible expenses (Post Office Box rental, room rental, etc.),
- facilitating training sessions (four trainings annually), and
- acting as a resource and referral of information about the County.

The Community Affairs Specialist - CPOs evaluates each CPO annually to assure requirements for official recognition are met.

CPO meetings are subject to the Oregon Public Meeting laws (ORS 192) that requires meetings of advisory boards be open to the public.

The Community Affairs Specialist – CPOs is also the liaison for the Complete Communities Congress. This event began in 1999 when approximately 70 citizens, elected officials, and business and community leaders met to discuss best practices in citizen involvement. Since then, the Complete Communities Congress meets approximately every two years to engage and encourage citizen input on strategic directions for the County. These meetings are typically attended by the Commissioners and hundreds of people within the community.

This position also coordinates several programs including the Young Leaders Program and the Citizens Awards Program:



Young Leaders Program

This is a North Clackamas Chamber of Commerce program that is funded through the County and annually provides leadership training to 25 high school students. Activities include:

- monthly meetings,
- a one day leadership class,
- a government day in Salem meeting legislators and learning how laws are passed,
- a communications day listening to speakers, and visiting television, radio, and news/media companies to observe operations,
- a Clackamas County day where students learn about the County,
- a 20 hour internship with a local business,
- a \$200 stipend, and
- a certificate upon Program completion.

The Community Affairs Specialist acts as the liaison to the Chamber to assure County funds are appropriately expended through attendance at quarterly organizing committee meetings.

Citizens Awards Program

The Community Affairs Specialist accepts nominations, and coordinates the ceremony for the Dee Wescott Community Organization Award and the Darlene Hooley Citizen Award. These annual awards recognize County citizens for their dedication and leadership in making a difference in their communities.

Community Affairs Specialist – Hamlets and Villages

This Specialist is the liaison to the four hamlets and one village within the County and provides support for a variety of meetings including the C4.

Clackamas is unique in that it is the only Oregon county with recognized hamlets and villages. After a three year process of community discussions that included a 65 member committee representing all areas of the County, a decision was made to use hamlets and villages for improving connections between communities and the County.

Hamlets and villages are unincorporated areas of the County that are organized forums that allow citizens to express concerns about issues, prioritize activities, and coordinate



community-based activities. These activities may be subject to approval by the Board of County Commissioners. The major difference between a hamlet and a village is its funding source. Hamlets are financed primarily through voluntary contributions and fundraisers, whereas villages may be financed through a range of means such as special assessments or fees, as allowed by state law. Any tax levy must be approved at an election by a majority of registered voters within the boundaries of the village.

When a community petitions to become a hamlet or village, the Community Affairs Specialist provides written guidelines for implementation. Public meetings are held and the reason for the formation of the entity is identified. Boundaries are set and all property owners (and renters) within the area are identified. The Community Affairs Specialist mails announcements for meetings, verifies eligibility for voting, produces ballots, and tallies votes to determine if the hamlet or village will be created.

Hamlets and villages cannot make or enforce laws and are agents of the County. All applications for hamlets and villages received are reviewed and approved by the Board of County Commissioners, and the County will defend and protect each, as necessary.

This Community Affairs Specialist – Villages and Hamlets assures officers of the hamlet or village understand the Oregon Public Meetings and Records laws, and applicable County ordinances that each must adhere to. Hamlets and villages have monthly Town Hall meetings, in addition to community meetings as needed.

Once the hamlet or village has been established, the Community Affairs Specialist works with the Treasurer's Office to establish a trust account. County Counsel is often advised to assure all legal requirements are met. Checks are issued quarterly to the hamlets and villages to help support their efforts. The Community Affairs Specialist assures all accounts are balanced and funds are spent on allowable expenditures.

Monthly duties of the Specialist include preparing agendas and supervising meetings, assuring those voting on specific issues are eligible, and tallies any votes. This position



goes to every monthly meeting held by the hamlets and villages and reconciles checking/trust accounts on a monthly basis.

Other activities include acting as the liaison for the Rural Equity Area Committee on Transportation (REACT) and Area Committee on Transportation (ACT). Each advises the Oregon Department of Transportation and the Oregon Transportation Commission on long-term transportation plans.

In addition, this Specialist attends the Committee of Citizen Involvement (CCI) to report on hamlets and villages, and provides support for the C4 meetings.

Community Relations Specialists

Embedded

There are currently embedded PGA employees in three departments including the Department of Transportation and Development (DTD), Health, Housing & Human Services (H3S), and Water and Environment Services (WES). The Department of Business and Community Services (BCS) had an embedded employee until recently. Departments with embedded staff reimburse PGA for all employee costs related to the position. Although the departments require different types of support, each is provided with communication strategies that promote projects and programs to fit their needs.

Embedded employees attend meetings and work with program staff and management to develop flyers, news releases, publications, brochures, mailings, signage, bill inserts, graphics, etc. They are charged with marketing and branding efforts for their embedded departments. Embedded employees collaborate with staff to create strategic communication and messaging plans which often include outreach, research, collateral materials, and media relations. These positions coordinate graphic designers, printers, potential topic specific writers, and consultants to draft materials when needed, but often perform these tasks themselves. Tasks also include community outreach and support, receiving and responding to customer concerns, website management and content, online research, and attending meetings where communications support is needed. These Specialists often brainstorm with staff from the department in which they are embedded,



coming up with ideas for promoting programs and upcoming events. They attend Board and committee meetings on a regular basis as representatives of the embedded departments they serve.

Digital/General

This Community Relations Specialist is responsible for providing basic public affairs support to the County's non-embedded departments. This Specialist was recently assigned the task of developing the social media function. This position dedicates approximately 30% of time to social media and website development. Future plans include an option for County households to receive the quarterly newsletter *Citizen News* via email instead of hardcopy.

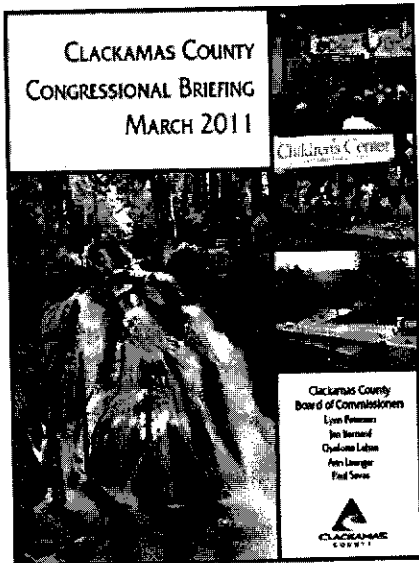
Cable Communications

This division, established in 1995, offers programming and information about County services, programs, activities and events, community life, and regional history, and covers public meetings to inform and educate citizens. In addition, this division monitors customer service standards for cable television in unincorporated areas of the County, including resolving customer complaints, reviewing certain cable rate changes, and approving franchise renewals and transfers whenever a cable company serving unincorporated Clackamas County meet acceptable standards.

The Clackamas County Government Channel (CCGC) provides documentaries, meetings, workshops, public service announcements, and original programming.

Cable Communications films and records all Commission business meetings and other major County events. This division has won multiple state, national, and international awards.





Results

Results

In the past four years, many changes have occurred in the Public and Government Affairs Department (PGA). The Department has been under the leadership of three different directors in this time span. The County's state lobbying function split from the Department for a two year period and then, in 2010, was again organizationally placed within the Department. The economic climate has forced budget cuts and hiring freezes. Technology and the way we communicate have, and continue to, evolve. Through all of these changes, PGA has been tasked with continuing to provide effective communication support for the County.

The current PGA Director was appointed to this position in October 2011 after serving as Interim Director for three months. Since taking the helm of the Department, the Director has promoted staff into new positions, shifted resources, and empowered and encouraged staff. Employees reported that the Director has established open communication throughout the Department and regularly provides positive feedback and constructive criticism. Monthly staff meetings, along with monthly management meetings and weekly Government Affairs team meetings have been established to further encourage collaboration.

The Department has also improved its efforts in promoting services offered to the County and the community. Technologically, the Department has increased digital communications outreach and two-way communication strategies such as social and web-based media. In addition, more Board and community meetings are filmed and aired on cable channels for public viewing.

Clackamas County uses a unique model for offering communication support. Having employees from one department fully embedded in other departments has provided a strong partnership between PGA and the departments being served in this capacity. These employees become very familiar and knowledgeable about the departments they serve, i.e., understanding transportation or environmental issues in order to notify the public of upcoming road closures or a hazardous spill has occurred, or effectively reaching out to the community on housing or health issues. Although these employees essentially report to the embedded department's management, the positions assure consistency in communications by having the supervision of the Public Affairs Manager who oversees communication strategies on behalf of the County.



Merging the state lobbying function back into PGA has allowed the County to streamline its efforts in communicating the County's position on key issues to other departments, elected officials, the community, and regional, state, and federal partners. In addition, the Department has been able to provide more communication support to these same interest groups. Our review found that given the resources available for implementing these functions, PGA appears to be executing its mission successfully. However, as the following sections identify, additional opportunities for the Department to *"promote communication, cooperation, and strong connections between County government and its citizens, the business community, and other government agencies..."* do exist.

Organizational Structure

Remerging Government Affairs into PGA has created an opportunity for the County to enhance communications with partners and citizens and engage citizens in the policymaking process. However, the divisions within PGA should become more integrated to increase efficiencies as well as sharing of information.

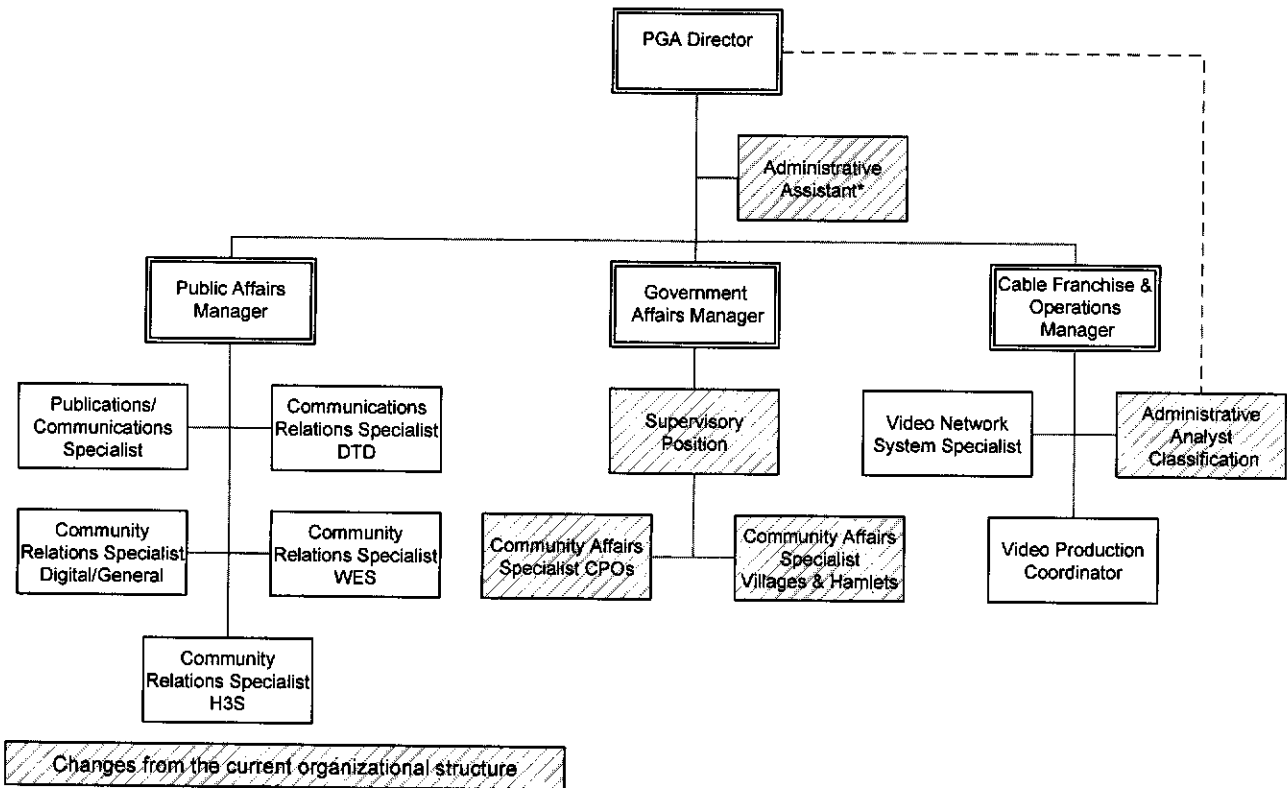
Based on interviews, a review of documentation and the County website, and a survey of interested stakeholders, we believe a change in the organizational structure would provide a better balance of workloads and allow the Department to better serve County departments, elected officials, committees, citizens, and businesses. Moving forward, the Department should consider filling a vacant supervisory position and reallocating responsibilities of those individuals working within these two functions.

Currently, PGA does not have a designated position to conduct administrative tasks for the Department. An Administrative Assistant supports PGA with budgetary responsibilities but spends the rest of the time assisting with tasks related to Cable Communications. Staff and management within Government Affairs and Public Affairs conduct a multitude of administrative tasks that are needed to support their areas of responsibility. The majority of staff within the Department report to the Public Affairs Manager, who focuses on assuring the internal strategic message is communicated, implemented consistently, and in line with County policies. Additionally, the Senior Administrative Analyst has become PGA's designated "receptionist." All incoming calls to the Department are routed through this position. The Analyst not only directs phone calls to appropriate



staff but often must redirect misdirected callers to the correct department. When the Senior Administrative Analyst is offsite, incoming calls are directed to voice mail.

The Department currently has a vacant supervisory position. We believe the Senior Administrative Analyst position should be reclassified as a supervisor. The Administrative Assistant position, which spends the majority of time on Cable Communications business, should also be reclassified to a position within the Administrative Analyst classification of County positions. This would allow the vacant position to become an administrative assistant function that supports the entire PGA Department. The two Community Affairs Specialists that currently report to the Public Affairs Manager and the new administrative assistant function should begin reporting to the new supervisory position to increase the integration of the Department. The following organization chart depicts these changes:



*Reports to the newly created Supervisory position but acts as assistant to entire Department.



Reallocate Supervisory Position

PGA currently has one vacant supervisory position. The Department of Business and Community Services (BCS) indicated that it would not be refilling the vacant embedded employee position within its department.

In an effort to make workloads more equitable and to increase the integration of the Government Affairs function into PGA, we believe the current Senior Administrative Analyst position should be moved to the vacant supervisory position but remain within Government Affairs. In addition to lobbying responsibilities, this position would be in charge of supervising the new administrative assistant function as well as the two Community Affairs Specialists. Having these positions report to the supervisory position would consolidate positions serving communities and committees and provide increased opportunities for sharing information between the lobbying function and the communities being served by the Community Affairs Specialists.

Currently, the Public Affairs Manager is the supervisor to the four Community Relations Specialists as well as the two Community Affairs Specialists and the Publications/Communications Specialist. In addition to providing guidance, this position is responsible for providing oversight of programs including public and media relations, agency marketing, public outreach, education and involvement, internal communications, and website/electronic media. This Manager also develops and communicates the internal strategic communication plan. Moving these positions under the Government Affairs division would allow the Public Affairs Manager to delegate work to staff and focus more on delivering communication support to PGA's customers and providing strategic vision to the Department.

Recommendation #1

PGA should:

- c. reallocate the vacant supervisory position to a supervisory position within the Government Affairs division, and**
 - d. move the two Community Affairs Specialists under this new supervisory position.**
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