

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

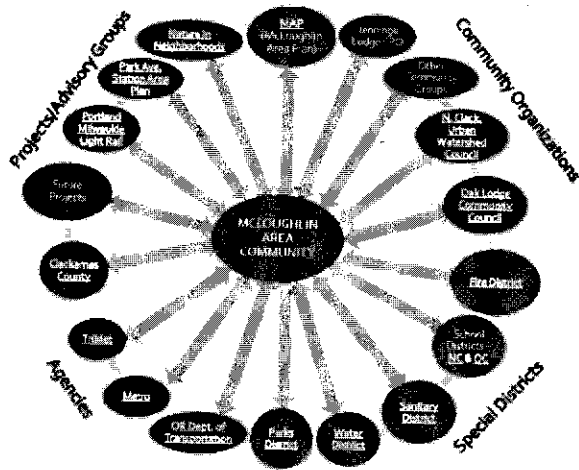
Talbot, Korvola & Warwick, LLP



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

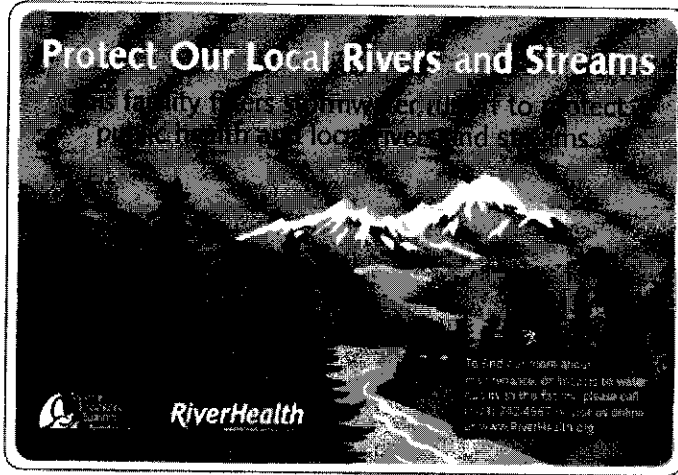
The following table lists a brief overview of areas where changes to current operations can improve efficiency and effectiveness.

Observation	Recommendation
1. Modifying PGA's organizational structure would result in better workload distribution and more efficient support to current users.	PGA should: <ul style="list-style-type: none"> a. reallocate the vacant supervisory position to a supervisory position within the Government Affairs division, and



Observation	Recommendation
	<ul style="list-style-type: none"> b. move the two Community Affairs Specialists under this new supervisory position.
<p>2. No administrative assistant function exists to support the Department with various tasks.</p>	<p>PGA should:</p> <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.
<p>3. Increased activity by the County Coordinating Committee requires additional PGA support.</p>	<p>PGA should:</p> <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.
<p>4. Contracts with graphic designers, printers, etc., are underutilized.</p>	<p>Community Relations Specialists should look for ways to utilize vendor contracts to allow more time for collaboration and development of ideas.</p>
<p>5. The County's quarterly newsletter, <i>Citizen News</i>, has not been updated since it was developed.</p>	<p>PGA should update the <i>Citizen News Reference Document</i> to include current County policies, including digital policies.</p>
<p>6. Monthly <i>Communicators Meetings</i> could be used to enhance consistency in communications.</p>	<p>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.</p>
<p>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.</p>	<p>PGA should:</p> <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 inside it that resembles a stylized 'C' or a wave. 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.

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**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.

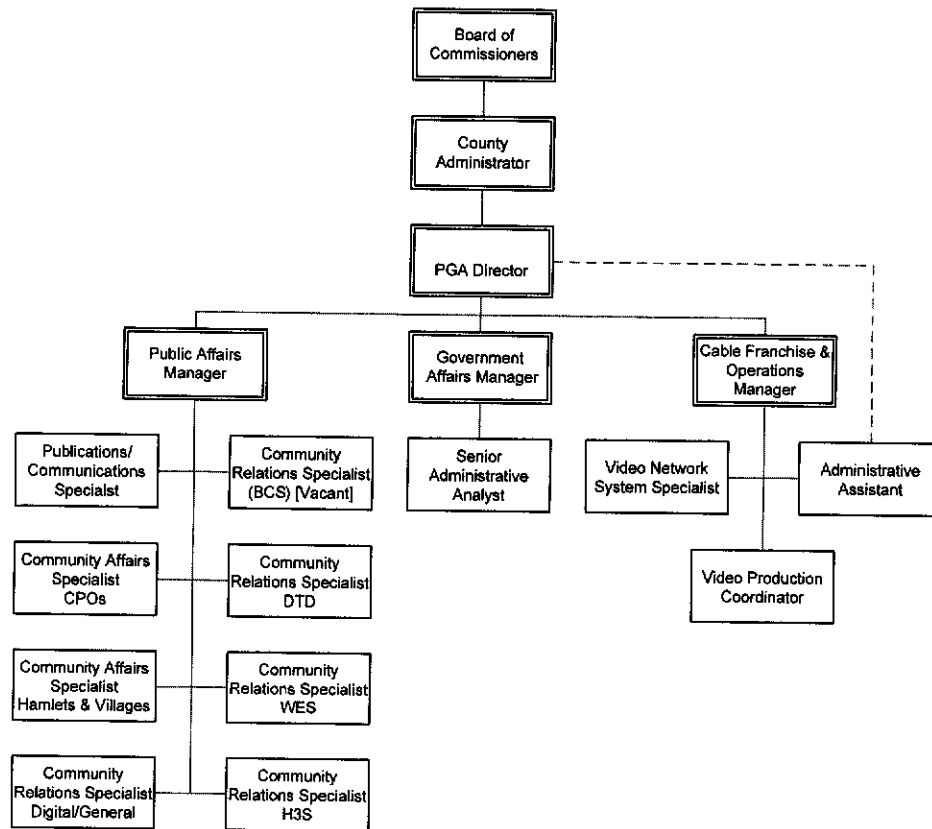
Prior to 2008, Public Affairs, Government Affairs, and Cable Communications were divisions within PGA. In 2008, the function responsible for communications relating to state and city governments was split from PGA into a new department called Community and Legislative Affairs. With 2.9 FTE and a budget 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.

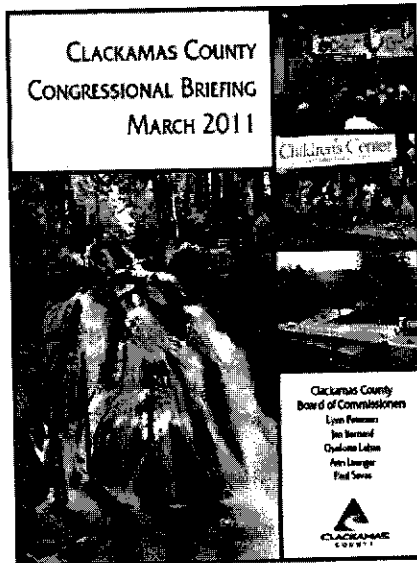
Cable Communications

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.

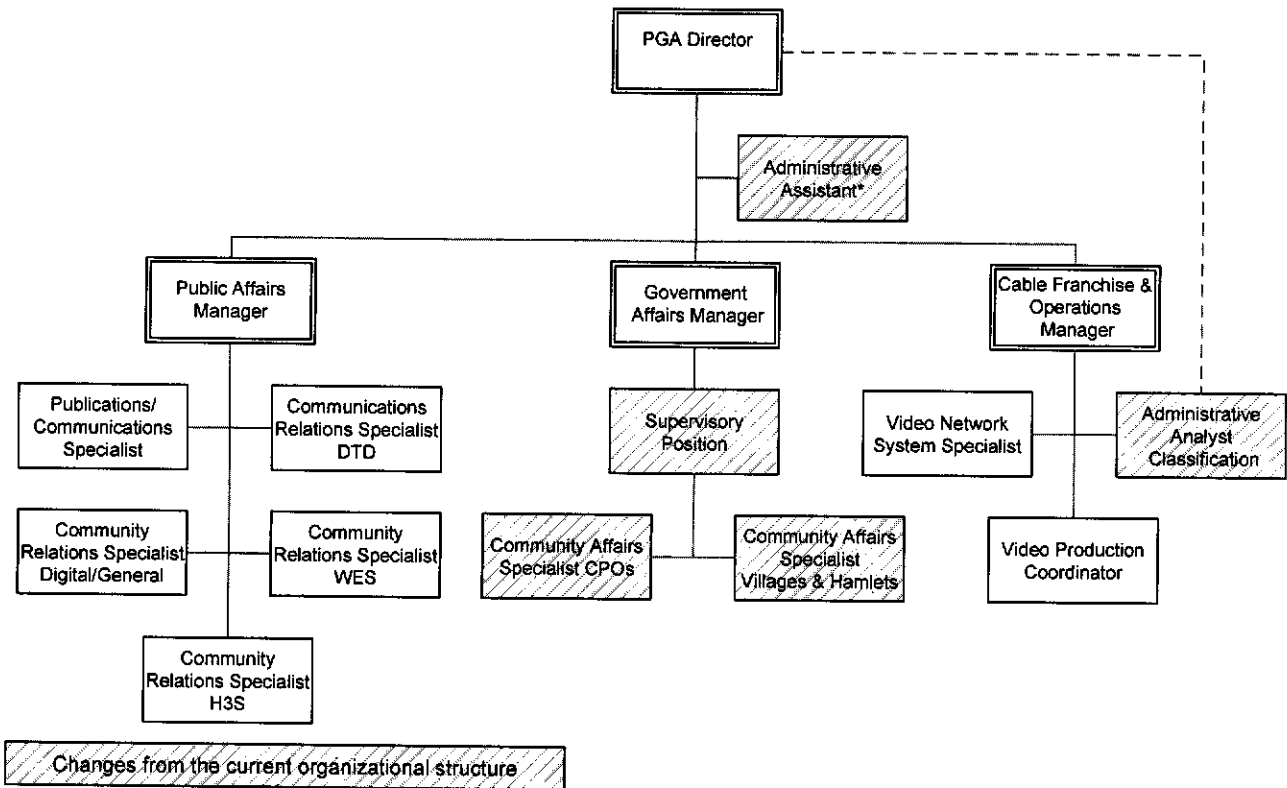
Based on interviews, a review of documentation and the County website, and a survey of interested stakeholders, we believe a change in the organizational structure would provide a better balance of workloads and allow the Department to better serve County departments, elected officials, committees, citizens, 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.**
-



Establishing an Administrative Assistant Function

The current structure does not have an administrative assistant function to support the Department with tasks such as purchasing supplies, making copies, answering and directing phone calls, scheduling appointments, typing, proofreading, and printing brochures, flyers, agendas, etc. Staff and management within the two functions under review are currently conducting these duties on their own, as needed. Many of the tasks performed by the Specialists include making copies of agendas and other documentation for the many community, Board and department meetings that are coordinated within PGA, in addition to printing multiple flyers, events, notices, newsletters, news releases, etc. It is less effective to have staff at a higher rate of pay conducting administrative duties such as these that someone at a lower rate could perform. If many of the administrative tasks were moved to a single position, this would allow other tasks to be shifted among the remaining staff, making better use of their time and skills.

Management of the departments with embedded employees expressed concern that the overwhelming number of responsibilities and heavy workloads of the Community Relations Specialists will have a negative impact on each. Redefining a position to assist with administrative duties and shifting some administrative tasks from the embedded employees would allow each to focus on the needs of the departments for which they are embedded. Additionally, DTD management has extensively used the position to support its large communication needs. This has resulted in the use of overtime. Shifting some of the administrative tasks to an assistant function would help to decrease the workloads of the embedded staff, and may reduce some overtime hours.

Non-embedded PGA employees also conduct many administrative duties that could be shifted to the newly classified administrative position. Currently, the Senior Administrative Analyst is responsible for answering and redirecting phone calls that come in from the published general PGA phone line. This position is also identified as the contact on the Government Affairs website. When the Senior Administrative Analyst works in Salem performing lobby duties or is out of the office for meetings and trainings, the incoming calls go to voice mail and are answered as time allows.



Some tasks performed by the Community Affairs Specialists could also be shifted to an administrative position. These positions are responsible for scheduling and making multiple copies for the various meetings and events.

An administrative position should be created to:

- act as a receptionist for the Department,
- answer and direct general incoming calls,
- schedule meetings and assure calendars are current,
- assist with ordering general office supplies, envelopes, stationery, etc.,
- assist with making copies,
- assist with printing brochures, collateral material, etc.,
- proofread and provide typing as needed, and
- additional tasks and projects as time allows and needs arise.

The PGA Director indicated that the department has been allocated one position classified as an administrative assistant⁴. As stated previously, The Department also has a vacant supervisory position. Reclassifying the Senior Administrative Analyst position to a supervisory position within Government Affairs would essentially create a vacancy in a Senior Administrative Analyst position within the Department. If this position were moved to the Administrative Assistant position within Cable Communications, that would allow for the newly created Department Administrative Assistant.

The roles and responsibilities of the current Administrative Assistant are similar to those described within the Administrative Analyst 1 or 2 positions, but do not include the same responsibilities as those of the Senior Administrative Analyst position. Each is responsible for:

- preparing and monitoring budgets,
- bid specification development for request for proposals,
- participating in the administration of contract documents, grant applications, and bid materials,
- conducting various types of research and reporting on what was found, and
- developing administrative, office, and general fiscal policies and procedures,

The administrative analyst responsibilities include more duties related to financial reporting, providing staff support to advisory and operating committees and acting as liaison to committees as assigned whereas administrative assistants have more of a focus on human resources and office management.

⁴ Currently residing within the Cable Communications Division



The Department should consider modifying the classification of the current Administrative Assistant position in Cable Communications to a position within the Administrative Analyst series. Determining the level and step should be dependent upon the knowledge, skills and experience of the person who fills the position.

Recommendation #2

PGA should:

- d. reallocate current resources to create an administrative position,**
- e. have the new administrative position report directly to the new supervisory position created within Government Affairs, and**
- f. reclassify the current administrative assistant within Cable Communications to Senior Administrative Analyst.**

Shifting Roles and Responsibilities of Department Positions

As stated previously, staff are currently performing many of their own administrative tasks. By creating an assistant function to help with administrative tasks, responsibilities could be shifted to assure workloads are equitable for future operations.

One of the current responsibilities of the Senior Administrative Analyst position is the role of liaison to the Clackamas County Coordinating Committee (C4), with assistance from the Community Affairs Specialist - Hamlets and Villages. Due to efforts of the Director and Department personnel, C4 has become a revitalized, active committee with many participants working to share information and improve partnerships. The role of PGA in coordinating activities for this committee has increased, requiring more time to assure meetings are scheduled, activities and speakers are planned, equipment needs are addressed, and information is prepared and disseminated before and after the meetings occur. These meetings are well attended and occur regularly.

Developing an administrative assistant function should allow the Community Affairs Specialists more time to assist with other duties. Once the Administrative Assistant position is filled, management should begin to review workloads of the two Community Affairs Specialists to determine which has more time available to take over C4 liaison responsibilities. The current Senior Administrative Analyst could attend meetings as a participant instead of the liaison,



assuring that the lobbying function of the Department stays connected with community leaders that attend these meetings.

The impact on staff workloads as a result of recommended changes is unknown at this time. As a result, Department management should continuously monitor activities, performance, timeliness, etc., and adjust responsibilities as necessary.

Recommendation #3

PGA should:

- a. **shift C4 liaison responsibilities from the Senior Administrative Analyst position to one of the Community Affairs Specialist, and**
 - b. **monitor and shift tasks as necessary to assure workloads are equitable.**
-

Utilizing Contract Vendors

As mentioned above, the embedded Community Relations Specialists have many communications responsibilities on behalf of their departments. Creating an administrative assistant position and shifting some tasks to that position would allow the Specialists to focus on the needs of their embedded departments.

Other ways of reducing the workload of these individuals would be for the Community Relations Specialists to better utilize the services of the vendors that PGA has on contract. Contracts with graphic designers, printers, etc., are underutilized. When these vendors are used, the bills are paid out of the general PGA Department budget, and are not allocated to the department being served. Although it takes time to manage contracts, we believe staff should look for opportunities to utilize these resources.

Recommendation #4

Community Relations Specialists should:

- a. **look for ways to utilize vendor contracts to allow more time for collaboration and development of ideas.**
-



Updating *Citizen News* Policies

A reference document for updating and publishing *Citizen News*, the quarterly newsletter that is published and mailed to all households within the County, was created over ten years ago. Its intent was to help guide the writing, layout, and design of the publication. This document has not been updated since it was developed. PGA should update the reference document to assure it remains consistent with County policies, and should consider developing digital policies for current development and future expansion. Specifically, PGA should consider submissions made by email, website postings, or other means.

Recommendation #5

PGA should update the *Citizen News* reference document to include current County policies, including digital policies.

Enhancing the Communicators Meeting

Monthly, those responsible for communicating on behalf of the County meet to collaborate and assure messaging conforms to the strategic communication plan. These Communicators Meetings are attended by the Public Affairs Manager, Community Relations Specialists, and representatives from Cable Communications, the Sheriff's Office, and Citizen Outreach.

Having a two-way communication forum for sharing ideas would help assure the County's message is consistent regardless of where the information is originated from.

Meetings should be periodically opened to others to help facilitate new perspectives, brainstorm, offer lessons learned and best practices, and provide a forum for a general sharing of ideas. Department managers, especially those with embedded Community Relations Specialists should be invited to these meetings on a quarterly basis. In addition, Commissioners could be invited to provide direction and insight. Having a forum for sharing ideas would be beneficial, not only to those responsible for developing the County's message, but also to those that use the resources of the Public Affairs Manager and the Community Relations Specialists.

Recommendation # 6

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.



Website Improvements

As part of our review, we examined the County's website to evaluate its functionality. We found numerous instances where information had not been updated and some links were inactive leading to pages that no longer existed. For example:

- the link to Advisory Boards and Commissions on the Take Part in County Government directs the user to an error page.
- When drilling down from the Citizen Involvement page, the Advisory Boards and Commissions also link to an error page.
- Notes and Transcripts link was not functional.
- The links to the five Hamlets and Villages were not always functional and several of the pages contained outdated material.
- The Stafford Hamlet has apparently developed its own website, but the link did not work.
- The Hamlet of Molalla Prairie page identified the next meeting as September 21, 2011. In addition, there was a link to the Hamlet of Beavercreek's website at the bottom of this page.
- When opening the Citizen Involvement page from the PGA homepage, the user is directed completely away from PGA. If the user continues to open additional links, there is no easy way to get back to the PGA homepage.
- The Community and Legislative Affairs department, which is now the Government Affairs division within PGA, is still listed as a department from the Departments A-Z page. The link takes the user to an error page.

The information provided on the Resources link from the CPO webpage, such as *Best Practices for Land Use Applications*, *Best Practices for Communicating with Citizens* and *Land-use Applications*, and *Acronyms used in Land Use Planning*, along with training documents and Other Useful Links would appear to be helpful to a user looking for guidance within this area.

We also noticed that contact information for department personnel is sporadically listed throughout the PGA web pages. The Contact Us link on the PGA homepage lists the managers and their contact information, but does not identify other staff responsible for implementing programs, such as who to contact to submit information for *Citizen News*. The survey of stakeholders that was conducted as part of this evaluation revealed that users often did not know who to contact when communication assistance was needed.

No one person is responsible for assuring web pages are updated and links are functional. PGA management should consider assigning website oversight to the newly created Administrative Assistant position. This position could work with staff responsible for supplying information for the website to assure pages and links are updated and functional.



Interviews indicated that the Department is considering offering *Citizen News* via email, to those interested, instead of mailing the publication through the mail. We believe this would be a good option for those interested, and would reduce printing costs for the publication. The Department should also consider posting the newsletter on the County's website and Facebook page.

PGA should also identify and post other publications produced by the Department that citizens and others visiting the site might find beneficial and interesting.

Recommendation # 7

PGA should:

- f. assign the newly created Administrative Assistant position the responsibility of website oversight,**
- g. review its website to identify and correct broken links, outdated material, and assure information remains current,**
- h. 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,**
- i. implement its plan for offering *Citizen News* via email, and consider posting the newsletter on the County's website and Facebook page, and**
- j. Post other publications produced by the Department that citizens and others visiting the site might find beneficial and interesting.**



Appendices

Comparison of Other Jurisdictions

How are the functions organized?				
Metro Regional Government	Multnomah County	TriMet	Washington County	City of Wilsonville
<p>Separate functions: - Communications - Government Affairs & Public Development</p> <p>Until recently, embedded staff reported directly to various departments.</p> <p>Each function reports to the Chief Operating Officer</p>	<p>Separate functions: - Communications Office - Government Relations Office (prior to FY part of Boardroom budget)</p> <p>Each reports to the County Chair.</p>	<p>Separate functions: - Media Relations - Government Affairs. - Community relations staff within various departments throughout agency</p> <p>Each report to the City Manager; but Media Relations also reports to the Capital Projects.</p>	<p>One department called Intergovernmental Relations and Communications</p> <p>Organizationally report to the County Administrator</p>	<p>Public/Government Affairs Director supervises the Communications Director</p> <p>Organizationally report to the City Manager within Administration</p>
Roles and Responsibilities				
<p>Communications provides support to departments and programs on current events. Although the Zoo and visitor venues (PCPA, OCC, Expo) have internal communications support, this department provides assistance as needed.</p> <p>Government Affairs and Public Development supports Council with the development of state and federal work. It works with operations to identify and communicate connections between technical work and regional outreach and leadership. It also promotes targeted Council expenditures on critical programs and projects.</p>	<p>Communications informs the public of stories/events to provide an understanding of how taxpayer dollars are spent. It employs a wide range of media (i.e., TV, radio, newspapers, direct communications) to reach a diverse audience and increase visibility of services provided.</p> <p>Government Relations leads state and federal legislative agenda set by the BOC. It also serves as state lobbyist for the County and manages the Federal contract. It represents the County with coalitions and at stakeholder meetings, leads county government relations meetings, and provides regular updates to the BOC.</p>	<p>Media Relations facilitates two-way communication to inform the community and media of agency news, programs, initiatives, and involves constituents in shaping decisions.</p> <p>Government Affairs manages on-going inter-governmental relations and for long-range funding, policy development, and implementation with local, regional, state, and federal legislative and administrative officials.</p>	<p>The Communications leads and coordinates communication efforts as guided by BOC goals and objectives and directed by the Administrator.</p> <p>Media relations and citizen involvement services are provided by departments for programs and initiatives within their mission/areas of service.</p> <p>Government Affairs personnel analyze legislative issues and advocate for the County at the municipal, state, regional, and federal levels. They represent, negotiate, and advocate for the legislative agenda and other public policy interests.</p>	<p>Communications Director manages public information, citizen involvement, external relations, and the City's policies, programs, and actions to the public.</p> <p>Public and Government Affairs Director provides information link for citizens, the business community, and the elected and appointed officials of the City. This position also serves as a City policy analyst and legislative liaison.</p>

Metro Regional Government	Multnomah County	TriMet	Washington County	City of Wilsonville
Service Offerings				
<p>Communications is organized into 5 areas:</p> <ol style="list-style-type: none"> 1) Policy & Planning (promote council efforts) 2) Programs & Facilities (marketing/ community relations support for regional issues) 3) Internal Communications (workforce, i.e., management practices and policies and internal agency matters) 4) Media Relations (assist with getting information to the media) 5) Design & Standards (strategic communications) <p>Government Affairs and Public Development supports Council with the development of state and federal work and works with operations to identify and communicate technical work and regional outreach and leadership.</p>	<p>Communications provides communications services such as media relations, graphics, multi media web content, social media and video production. Also provides services and consultation to elected officials and departments and other agencies.</p> <p>Government Relations manages federal and state legislative agenda set by BOC and provides overall strategic direction.</p>	<p>Media Relations:</p> <ul style="list-style-type: none"> - Answer media inquiries and advise media and community of new efforts and ongoing agency activities - Prepare public information, fact sheets, articles, and speeches - Respond to citizen, technical, and transit requests - Plan and develop strategies for informing the public of operations policy changes <p>Government Affairs:</p> <ul style="list-style-type: none"> - Develop, manage, and coordinate government relations programs - Establish communications with local, regional, state, and federal jurisdictions and partners - Develop, manage, and coordinate long-range funding and policy development. 	<p>Government Relations team performs analysis of legislative issues and advocating for the County at municipal, regional, state, and federal levels. The team represents, negotiates, and advocates for the County's legislative agenda and other public policy interests.</p> <p>Communications leads and coordinates organization-wide communication efforts as guided by the BOC goals and objectives and as directed by the County Administrator.</p> <p>Media Relations and citizen involvement services are provided by departments for programs and initiatives within their missions and areas of service.</p>	<p>Monthly newsletter, website development and updates, video presentations on U-tube, social media, such as Twitter, Facebook, and Flickr (photo sharing), works with Willamette Falls Media, and produces news releases and events.</p> <p>Wilsonville broadcasts live streams and on demand programming on addition to photos and narratives of what is going on in the City.</p>
Is there any duplication of effort - are there areas where the functions work together?				
<p>No duplication of effort, however, functions share resources; projects are often assigned based on which function has capacity.</p>	<p>No duplication of effort. There is no formal mechanism for working together but communicate regularly. Communications often help Government Relations with press releases and assist with the layout of legislative agendas.</p>	<p>No duplication of effort – Media Relations is “on the ground” talking with citizens, whereas Government Affairs focuses on political sensitivities.</p> <p>Management of each division work together.</p>	<p>Communications personnel have a different focus than Government Relations, but there is some overlap.</p> <p>Depending upon the project, will team up to complete a project (i.e., coordinate meetings with regional partners).</p>	<p>No duplication of effort as Public & Government Affairs Director is the lobbying function, whereas the Communications Director works with Council and departments to get the word out.</p>

Metro Regional Government	Multnomah County	TriMet	Washington County	City of Wilsonville
Who are the customers?				
<p>Communications serves Metro's leadership, managers, staff, voters and residents of the region. Support is also provided to CPOs and other regional partners.</p> <p>Government Affairs and Public Development serves Metro Councilors in addition to department heads by forming the strategic direction of the agency.</p>	<p>Communications serves taxpayers, the public, and the news media. In addition, works with the Chair's Office, BOC, elected officials, and County staff.</p> <p>Government Relations represents BOC by serving as the state lobbyist and managing the federal government relations contract.</p>	<p>Media Relations provides information to citizens to:</p> <ol style="list-style-type: none"> 1) generate excitement about projects, 2) inform those that will benefit from a service, or 3) identify how changes made within the community will affect households and businesses directly. <p>Government Affairs works with the community, state, and federal leaders to keep partners and legislators informed of public policy positions.</p>	<p>Communications mainly works with departments and the media, whereas Government Relations works with the BOC and legislators.</p>	<p>This department serves City departments, Councilors, the Planning Commission, elected officials, and local citizens, businesses and community leaders within Wilsonville.</p>
Budget and Funding Information for FY2011				
<p>Communications: \$2.5 million (22 FTE) Funding: General Fund, Central Service Cost Allocation, and Grants and Donations</p> <p>Government Affairs and Public Development: \$779k (3 FTE) [Includes contracted professional services of \$104k and other purchased services of \$46.k Funding: General Fund, and Grants and Donations.</p>	<p>Communications: \$734k (6.5 FTE) Funding: General Fund</p> <p>Government Relations: \$522k (3 FTE) [includes federal government relations contract] Funding: General Fund</p>	<p>Media Relations: \$315k (3 FTE) Funding: General Fund</p> <p>Government Affairs: \$706k (3 FTE) [includes Professional, Technical, and Other Services of \$250k] Funding: General Fund</p> <p>Note: Neither budget amount includes costs from other departments that have Community Relations Specialists. These positions are supported by Grants that allow costs for public outreach tasks.</p>	<p>\$546k (1 FTE for Communications, 2 FTE for Government Relations, and an Assistant Government & Public Relations that is currently vacant)</p> <p>Funding: General Fund</p>	<p>\$1.2 million (Total is for al City Administration function, (6 FTE) including the City Manager, Executive Secretary, the Public/ Government Affairs and Communications Directors.</p> <p>Funding: General Fund (mainly)</p>

Metro Regional Government	Multnomah County	TriMet	Washington County	City of Wilsonville
How are resources organized and prioritized?				
<p>Communications: Quarterly, work with department directors to identify priorities. Hours are budgeted and staff assigned to assure priorities are met and hours are tracked. Allows staff to prioritize workloads while giving departments a better understanding of the support they are receiving.</p> <p>Government and Public Affairs Development focuses on legislation related to regional issues.</p>		<p>Media Relations focuses on current capital projects (i.e., Milwaukie Light Rail)</p> <p>Government Affairs focuses on legislative bills related to regional transportation issues.</p>	<p>Works with departments and BOC to assure current communication needs are met.</p>	<p>Typically start with a list of daily priorities that often get interrupted by outcomes from the City Council that meets twice monthly.</p>
Issues, concerns, lessons learned, and other noted comments				
<p>Sometimes need to prioritize to a point where some services are no longer provided for non-priority projects. Need to work with department managers to assure needs are understood.</p> <p>Easy to get burned out – need to learn to “let stuff go.”</p>	<p>Important to serve all without taking sides.</p> <p>Massaging is often difficult in politics. Must be very careful what is being said.</p> <p>Wish that Multnomah and Clackamas Counties had more collaboration. Past efforts have been hit or miss.</p>	<p>Clackamas County is very diverse with cities and rural areas. Those living in cities receive more support than those in unincorporated areas. Clackamas County is spread thin – not enough support. Would like to see more support for rural citizens.</p>	<p>Clackamas County, and especially the Public Affairs Manager, is a strong partner and able to collaborate often.</p>	<p>Difficult to keep up with external media. Have to be quick to assure the messages are keeping up with other media outlets. There is a conversation happening. Important to be a part of that conversation. People don't trust government, so need to get the message out to help build the trust. It is important to keep in mind that customer services is the first priority.</p>

Clackamas County Stakeholders Survey Results

Please describe your department/ organization's interactions with PGA.	Is PGA timely, efficient, or effective in assisting with target stakeholders messaging?	Please describe any areas where PGA could improve how it serves the County and its constituents.	Describe PGA's ability to keep up with new/emerging technological communication tools.	Please provide any other information you believe would be beneficial for this evaluation.
Actively communicate with and call on PGA's services in a few areas. PGA provides County-wide communications via email for the monthly intranet newsletter that employees receive electronically.	PGA is timely and quite efficient. I would like to acknowledge the fine professional assistance provided by General Community Relations Specialist and the Public Affairs Manager.	None that I can discern.	Unable to answer this question. I do not know.	A wonderful department that's staffed with some great people.
Work closely with PGA on numerous legislative concepts. PGA provides lobbying efforts on behalf of our agency and works with the Association of Public Communications Officials (APCO) lobbyist on these concepts. PGA also assists with public education campaign efforts and is currently working on a series of articles in the Clackamas County Citizen News.	Very timely in helping track legislative concepts and progress. Appreciate the outreach to legislators that have been made, particularly the hosted dinner with the Clackamas delegation.	N/A	Not observed.	N/A

Please describe your department/ organization's interactions with PGA.	Is PGA timely, efficient, or effective in assisting with target stakeholders messaging?	Please describe any areas where PGA could improve how it serves the County and its constituents.	Describe PGA's ability to keep up with new/emerging technological communication tools.	Please provide any other information you believe would be beneficial for this evaluation.
<p>Work with the PGA Director frequently on various issues. The Director is a close advisor at the County and I have great respect for his opinion. I seek his input when writing for external publications. Working experiences with the Public Affairs Manager who is very accessible and responsive and the Government Affairs Manager who has helped with opportunities to meet with state legislators on issues of concern have also been good. In addition, the Community Relations Specialist has been very effective and responsive any time help is needed.</p>	<p>PGA, and in particular the Director, do a good job of helping the County communicate with target stakeholders. Both the Director and the Public Affairs Manager have frequently helped with writings and publications for distribution. They have also provided input in terms of communications strategy and how to time communications most effectively on issues.</p>	<p>It would be helpful to do a BCC newsletter monthly to our constituents about the main developments that have happened at the Board level during the preceding month. It would also be helpful if we used the CC News in a more strategic way to communicate about the core priorities of BCC, key issues of the day, and any other messages the Board seeks to relay to the community.</p> <p>We could reduce our communication about some issues that are not core Board priorities (in both the county newspapers and in press releases) and increase communications and press releases about issues that are core Board priorities. This is already starting to occur; there have been fewer news releases about issues that I find to be low priority. The communication strategy should be closely tied to the Board's annual goals and the focus areas in the strategic plan.</p>	<p>It seems that PGA is doing a good job with Facebook postings. The <i>Get Plugged In</i> format for the State of the County address is a good idea and makes good use of some new technologies. The idea of inviting community members to take the community satisfaction survey online is also a great idea. This gives more people a chance to weigh in, and it will perhaps enabling the County to communicate with citizens via email in the future as well. The more we can do to be accessible to residents for communication online, the better.</p>	<p>The current Director is one of our organization's most effective leaders. It would benefit the County's ability to implement key priorities if the Director were included more closely in top management meetings (e.g., regular meetings with the County Administrator, as well as the deputy administrators).</p> <p>PGA Director may be spread too thin. In the ideal world, the Director would have at least one more very high capacity staff person that could help ensure communication to the public helps further the County's/BCC's key goals.</p> <p>There are a couple of people on the PGA team whose responsibilities and areas of expertise are less clear. It is crucial, given our significant communications needs and tight budget, that everyone in PGA be a strong contributor. I trust that the Director, as the department leader, is ensuring that is the case.</p>

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PGA Community Affairs Specialist	Usually get a quick response to inquiries.	CPO's and Hamlets and Villages are managed by two different Community Affairs Specialists which has resulted in our organization not directly receiving CPO information.	The County, in general, is abysmal in its tech communications. The County web site is not intuitive and is difficult to find information. An interactive map of each CPO, Hamlet, and Village would be helpful. Why does the County Calendar carry mostly "Playtime" notices, not community notices? Until the basic functions are covered, Facebook and Twitter are meaningless. Why doesn't the County use SeeClickFix?	PGA does okay. There's vast room for improvement throughout the County's departments, not just PGA.
N/A	N/A	Simplify distribution of information. Not all members of the public can open large files or attachments. Providing a direct link to the information instead of requiring a user to go through several programs and web pages would be helpful.	N/A	N/A
Our external entity works with individuals, but doesn't know about PGA.	The people that work with us are timely, efficient, and effective.	PGA should let its constituents know who they are and what they do.	Do not use Twitter, Facebook, etc., but is aware that those tools are out there.	PGA could do a much better job of promoting the positive things. Articulated vision of who Clackamas County is and what they stand for. County Commissioners should be champions of the vision and reach out to the cities.

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<p>Often work with PGA staff to publicize services and events of countywide interest. For projects where we collaborate, PGA is frequently a member of our team. Annually, PGA assists with publicizing open positions and preparing documents for BCC review. Also, our Department has frequently worked with the Cable Communications division staff to envision and create videos.</p>	<p>All PGA staff I have worked with over the years are just great! Timely, efficient, and effective in getting the message out, and so much more. Often PGA staff have taken the initiative to reach out to us regarding ideas for feature stories and other publicity. Each person we've had the pleasure to interact with is caring, creative, professional, clever and generally just fun to be around! Can't say enough good stuff about how fortunate we are to have this particular PGA team!!</p>	<p>From my point of view, PGA is doing an excellent job competing for space and attention in a very crowded and complex zone.</p>	<p>PGA is doing good or better than any other County departments. I don't tweet much, but do pay attention to Facebook and have definitely been noting strong FB posts attracting many 'likes', and re-posts. And – if this is relevant to PGA – I think it was very wise to move video productions to Vimeo BTW ... many (like my family) subscribe to satellite, not cable, and have been unable to access county cable.</p>	<p>N/A</p>
<p>Work with PGA in preparing legislative and congressional priorities for the department. In addition, we work pre-session to help educate our legislative delegation on issues relevant to our mission. During session we work with PGA to educate legislators on the potential impacts of various bills on our operations and clients.</p>	<p>The PGA staff is very responsive and timely in their assistance to our department.</p>	<p>Sometimes some of the things PGA ask from our Department seems more pro-forma than substantive. I would like to engage with PGA on more substantive issues and less of the other stuff.</p>	<p>PGA has helped get our Department's message out regarding community education in an effective way. I have seen our information on Twitter and elsewhere. I think PGA does a good job keeping up with technology.</p>	<p>N/A</p>

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Interact with PGA in all their services – public affairs, legislative affairs, cable, etc. Our department also has an "embedded" PGA communications employee that works across the department.	PGA is a great partner with us; we work well together on any number of issues and I always find them responsive, efficient, and helpful.	PGA is understaffed in a couple of areas: <ul style="list-style-type: none"> Legislative – Way too much work for one person to handle, especially when they're first responsibility is to elected officials. If the County is serious about legislative affairs, staff (or a contract lobbyist) needs to be added to PGA and/or the major departments. Special Projects/Event Planning – They don't have the luxury of attending to these; instead they end up doing "other duties as assigned." 	PGA works hard with the resources they have, but suggest putting a contractor(s) on retainer to address the ever-changing environment in technology and public sector communications.	I have incredible respect for the Director and Public Affairs Manager, but worry that they will "burn out!" If the resources are going to continue to be limited, I suggest the County identify a few priority projects and essential duties rather than asking PGA to be all things to all people.
Clackamas County partner that works mainly with the PGA Director.	When there is a question or concern, the PGA Director answers each within 24 or 48 hours. He is very reliable and timely.	None known.	Appreciate the Media Briefing that is published electronically. It discusses "issues of the day" and what is on people's mind. This is an internal briefing that is shared with the Commissioners, Department heads, and possibly lobbyists.	Understand and appreciate some of the challenges facing the PGA Department today. Embedded employees provide internal expertise and have better familiarity with internal issues.
Work with the specific County department.	As an outside entity, we do not use PGA's services. Would love to be able to use PGA to communicate to the County.	PGA could improve on reaching out to outside community agencies.	Not aware of it.	N/A

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<p>We have an embedded Community Relations Specialist, who is always helpful and creative. However, this position is also overburdened. Assigned workload is too great for one person to handle with the size and needs of our department. The Specialist does a wonderful job of brainstorming, seeking new options, helping to craft messaging for the greatest impact, crafting handouts and brochures to ensure their ability to reach the target market and is very helpful in defining those target markets. With assistance from several Specialists, we create a quarterly newsletter and both do an excellent job at ensuring it is extremely well done, completed in a timely manner and reaches its target market. We do not have a lot of contact with other PGA functions.</p>	<p>The Community Relations Specialist embedded within our department is overburdened; however, the Specialist has always been timely and effective in all of our joint projects. The General Community Relations Specialist has also been timely and very effective.</p>	<p>Our Department's largest general complaint about PGA is the inability to be able to gain assistance in getting information transmitted in a timely manner to other County employees or to get anything transmitted if the embedded staff person is not at work. While everyone in the County regularly knows what is for lunch at the PSB café, many other Divisions are not extended the same courtesy.</p>	<p>I have had no experience here, so cannot comment.</p>	<p>The embedded Community Relations Specialist could be so much more effective if this position had someone to assist with crafting messages and running down information. The Specialist is far more valuable leading the way.</p>

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<p>The Board I sit on is supposed to be an advisory board to the Clackamas County Board of Commissioners. But this is not working because Department heads prefer to act as a buffer. This limits our ability to speak directly to the elected commissioners.</p>		<p>N/A</p>	<p>Have not used Facebook or Twitter.</p>	<p>Bureaucrats tend to act to protect their agenda and position. This is a big problem at all levels of government. Villages and Hamlets should have direct access to the elected officials without specific departmental buffering. This was the original purpose and mission of the Villages and Hamlets program. The flow should be as follows: Community → Villages or Hamlets → Elected officials → Departments.</p>
<p>Have an embedded employee and significant interaction with PGA. We coordinate on projects, manage meeting and use many resources provided by PGA.</p>	<p>First and foremost, the PGA staff that is embedded within our department is an essential member of our project team. The Specialist maintains contact lists, edits information that will be distributed to the public, develops slideshows and provides outreach to our stakeholders. Other members of PGA are also timely and efficient at preparing materials, connecting with stakeholders and providing feedback. They are a great team.</p>	<p>Should have more people dedicated to website development and management.</p>	<p>PGA seems to be doing a great job. I appreciate the work they have done to develop a policy on Social Media.</p>	<p>Public and government affair team provides an essential service to Clackamas County. Interacting with the public and other government entities is a core function of the County. They help with communication at all levels.</p>

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As part of C4, work in a parallel fashion but at specific city rather than whole county.	More internal communications to other government affairs people.	Lobbyist has not reached out to other communities. Improvement with greater integration and coordination with economic development and PGA. There is a missed opportunity by tourism and economic people out in the community that are not allowing the flow of information to go upward to County. The County has become aware and has ideas about rural tourism. Land use issues, i.e., are roads up to where they should be, if a farmer draws a lot of traffic for an event such as visiting a pumpkin patch. Is there a more integrated approach public, government affairs, and economic (Tourism and developments). Need to break down the silos.	No real input.	Often seems like Clackamas is playing catch up with Washington county. Washington County buttoned down its process to gather information and clearly define organizational structure and processes.
Work with the Community Affairs Specialist, along with a Community Relations Specialists as part of Hamlets/Villages community. Interactions are consistently professional, positive, responsive, knowledgeable and thorough.	When someone from our entity has a question, concern, request, etc., the appropriate resources are used to fulfill our needs. Depending upon the import of the need, responses are as timely, thorough and applicable as we could hope.	I sincerely cannot think of any suggestions.	I'm not technically knowledgeable so don't have any ideas.	I consistently appreciate the very knowledgeable and experienced staff we have the pleasure to work with. PGA staff are creative, positive, fun, dedicated and valuable County representatives.

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<p>When I have comments or suggestions, I contact the Community Affairs Specialist that is in charge of CPO's via phone or e-mail. I attend CPO leader meetings as much as possible or send someone else to attend. The Specialist sends out timely information for CPO leaders.</p>	<p>The Community Affairs Specialist and other PGA staff are very timely in responding to my questions and comments and provides me with information in a timely manner.</p>	<p>CPO's are limited in their outreach to citizens within their boundaries. Most newspapers will not publish meeting notices or articles about the CPO's -- unless it is something that really makes the news. Therefore, attendance is low at meetings - unless something is happening that the citizens don't want. If it is happening 'in their back yard,' they will attend.</p> <p>Each CPO is allowed \$150 annually for expenses. That really limits the ability to gain more exposure. It would be nice if the Clackamas County quarterly newspaper would feature more articles about CPO's. The newspaper should be formatted to be more attractive so people will read it when it is received. Many people don't know what a CPO is.</p>	<p>I do not use either of these tools, so I don't know.</p>	<p>Of all the CPO coordinators I have worked with, the Community Relations Specialist in charge of CPO's is the best. The others were fair to good, but this Specialist will quickly find answers to questions that are hard to answer. The support staff is very good also - and that helps a lot!</p>

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<p>We pay an allocated fee for services. PGA helps with press releases and adds information to Citizen News on behalf of our department. Recently learned that they have a lobbying function, so they helped with preparing information for the legislators.</p> <p>At one time, our department had an embedded employee. We were paying 100% of that person's salary, but the position was gradually used for other purposes. These tasks started taking more and more time away from our department. That's when we stopped having an embedded PGA employee to help with communications. We are assessing our needs to determine if the services covered with the assessed charges are enough, if we can do some things ourselves, or if we need to pay more and ask for additional support.</p>	<p>PGA does a great job, especially the Director. The current Director responds to requests right away, but sometimes staff take longer to get back with us. It isn't all their fault though. If someone in our office knew someone in PGA, they would send a note directly to them instead of going through proper channels. We are working on improving our side of communications with PGA.</p> <p>Like all other governments, PGA is strapped for time. Without more resources/ staff, it would be difficult for them to do all they say they can for the charges that are imposed on the various departments.</p>	<p>The biggest complaint we have is timeliness; they don't always follow through in a timely manner. It might be helpful if PGA identified who a press release should go to so that the department sends information to the right person. It would be nice if PGA would communicate the status of a project or questions asked.</p>	<p>The County is probably a dinosaur when it comes to technology. Don't believe the County is "there yet." PGA has helped our Department, but it has taken a lot of time.</p>	<p>It was interesting that they received a list defining the services that PGA offers to those paying assessment charges. Hard not to be skeptical that they can provide all of the services outlined in the "agreement. Believes PGA does a good job with what they have to work with. Can they really do all of the things identified within the agreement? Maybe PGA should focus on what they do really well, and help facilitate those things that they don't.</p>

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<p>Interact with PGA for internal employee communications and assistance with staffing a Board on behalf of the elected officials.</p>	<p>PGA only has one Community Relations Specialist to serve all of the departments that don't have embedded PGA employees. This position is spread a bit thin. However, under the current PGA Director's leadership, PGA has improved their response time.</p>	<p>In recruitment for citizens to serve on committees, essentially our department provides PGA with opening and closing dates, writing the announcement and then asking PGA to reopen if there weren't enough responses received. In the far past, there was a person within PGA that was more proactive and completed most of this work and really stayed on top of what was happening with the process. It may be that this level of service is not available given PGA's current staffing. When Our department needs to communicate with County staff, we write the article and submit it to PGA for <i>Insights</i>. If PGA had more staff, more assistance with writing would be expected. PGA could be more proactive if they had adequate staffing.</p>	<p>I know that PGA has added these tools. As it is not my area of expertise, I really cannot judge the effectiveness.</p>	<p>I think that the current Director has taken over a department where there has been a fair bit of turnover. The Director is rebuilding staff and doing his best to serve a large number of departments with varying missions and needs. Like many internal services, the Director does not have the ability to add staff even when there is high demand. PGA also has to support the Board with their communication needs. Given their resources, I think PGA is doing a very good job.</p>

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<p>Our agency, external to the County, works collaboratively as needed on community related events and initiatives with numerous members of Clackamas County.</p>	<p>PGA has been a capable and reliable partner on all initiatives as they relate to community engagement and messaging.</p>	<p>I know this is difficult to ask, but more face to face engagement with the community and core service providers on initiatives that relate to, but are not driven by the County. I feel it's critical for PGA to understand the issues and opportunities that exist in the County that transcend, but complement, the Commission's area of oversight.</p>	<p>Like most government and public sector agencies, the County has a ways to go at becoming proficient users, but at least they are in the game. The website is a good resource and should remain a priority in regards to the County's online communication plan. With that said, social media is a wonderful way to be relational with the community if used effectively. Social media is a great tool to communicate in a way that's two-way. It should not be used for just pushing information. It should be used to listen, learn, and adjust.</p>	<p>I applaud the County's willingness to explore new ways to have conversations with the community. It's more important than ever that these conversations include the most disenfranchised and marginalized voices in the civic process. Reporting back to the people of Clackamas County on these conversations is also going to be critical to effecting real change that matters to the community. People want to know that their involvement made a difference.</p>
<p>Our external entity works closely with PGA in a number of ways. We work jointly to develop the annual forums and advocating for legislation on a metro or state level. Other communications include C4 and Pre-MPAC meetings. We have coordinated days in Salem and stay connected to PGA staff on relevant state issues.</p>	<p>PGA staff are always quickly responsive and research information as needed. PGA finds answers and solutions rather than just saying they don't know about the topic being asked about.</p>	<p>PGA does a good job. They communicate well, keep people informed, find answers and are easily accessible.</p>	<p>I use Facebook some and Twitter not much, so I'm not on-line enough to give an intelligent response.</p>	<p>Thanks for the opportunity to comment. I believe PGA is functioning and serving the constituents well.</p>

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<p>We work with PGA via C4 meetings and secondarily through the public involvement processes.</p>	<p>While PGA does not provide direct assistance to our entity, members of C4 receive information from PGA staff promptly. This enables our entity to disseminate information back to the Board, our entity's staff and members of the community in a timely fashion.</p>	<p>The County has a poor track record of conducting effective outreach in urban unincorporated Clackamas County. It is the experience of our entity that to gain public support for projects and programs, the community must be actively engaged. It takes considerable effort to get citizens to show up to meetings during the public involvement phase of a project, but they come out in droves if a decision is viewed as having been reached without adequate public input. This has been clearly demonstrated to the County on several occasions over the past six months.</p>	<p>While social media seems ubiquitous, statistics show that the vast majority of users are under age 35, with the fastest growing use among those 18 - 24 of age. Maintaining and monitoring social media sites can take a great deal of time. Until the population age shifts to the point where more people engage in electronic media than legacy media, County staff will need to dedicate resources to both venues. Staff reductions and redistribution of workload to fewer individuals makes it likely that the County does not have the ability to keep up.</p>	<p>It is my experience that PGA staff are dedicated public servants who strive to do good work and be responsive to the public. In my direct engagement with staff assigned to C4, I find they have excellent follow up, fulfill requests promptly, provide thorough and detailed information, and follow direction well. For those involved with public outreach, they are very personable, attentive, and generally good listeners.</p>