

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 11/05/2013 Approx Start Time: 2:30 am Approx Length: ⁶⁰~~30~~ Min.

Presentation Title: Strategic Planning Process.

Department: Administration

Presenters: Dan Chandler, Laurel Butman, Nancy Newton

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Direction on proceeding toward a strategic plan update.

EXECUTIVE SUMMARY:

Commissioners have expressed a desire to update the County's current strategic plan in a fashion that focuses on measurable outcomes. In previous sessions, the Commission requested a discussion on the scale and scope of the process, particularly with respect to how to engage external parties and the public, and what role other elected officials would play.

Setting up a strategic planning process involves a number of key questions:

1. What approach to follow?
2. What level and type of public involvement to include?
3. How to engage other elected officials?
4. What is the budget?
5. Do we do an introductory retreat with the Board of Commissioners?

Staff recommends that the County engage an outcome-based strategic planning process based on the Managing for Results nor other outcomes-based methodology. Fully implemented, this will allow the Board of Commissioners to set high-level, yet specific policy direction for the organization, and will provide the departments with clear guidance for budgeting and departmental strategic plans.

FINANCIAL IMPLICATIONS (current year and ongoing):

There are two key cost issues: The chief cost driver for the strategic planning process is the amount and type of community involvement engaged in. We have obtained preliminary budgetary estimates for a board-level outcomes based plan in the \$30,000-

\$50,000 range. This estimate would take advantage of existing citizen outreach mechanisms including hamlets, villages and CPOs.

The second financial implication lies in performance measurement itself. There are costs involved in studying and gathering data to monitor benchmarks and performance measures. The cost involved hinges on what is measured and how often.

LEGAL/POLICY REQUIREMENTS:

The chief legal and policy requirements revolve around contracting and procurement. The County has the ability to engage a consultant as a professional services contract without going through a competitive process. This would speed up the process of creating a plan by two months or so. However, there are many consultants who do this type of work. Proceeding through an RFP process would provide greater transparency, and might help answer questions later in the event the initial RFP leads to additional work for the contractor.

OPTIONS:

1. Results-based v. traditional plan methodology.
2. Sole-source contract v. solicitation.
3. Levels of citizen involvement.

RECOMMENDATION:

Staff recommends that the County use an RFP process as soon as possible to select and contract with a consultant to develop an outcomes-based strategic plan using a Managing for Results or a similar model.

We recommend that the County utilize a town hall method for citizen involvement focusing on the existing areas of outreach, and potentially hosted by existing citizen involvement organizations.

ATTACHMENTS:

1. A page showing links to results based Strategic Plans.
2. Draft timeline.

SUBMITTED BY:

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

Possible Timeline

Study Session	November 5, 2103
RFP Issued	November 15, 2013
Contractor Selected	December 15, 2013
Outreach, Town Halls Interviews	January, 2014
2-day retreat	Early February
Draft Plan	Mid-February, 2014
Plan Adoption	March, 2014

Links to Results-Based Strategic Plans

Miami Dade County, FL

<http://www.miamidade.gov/managementandbudget/strategic-plan.asp>

Maricopa County, AZ

<http://www.maricopa.gov/strategicplan/>

Gunnison County, CO

<http://www.gunnisoncounty.org/172/Strategic-Planning>

King County, WA

http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0CDkQFjAC&url=http%3A%2F%2Fwww.kingcounty.gov%2F~%2Fmedia%2Fexec%2FPSB%2Fdocuments%2FCWSP%2F1007_1182_KCStratPlan7_0727.ashx&ei=QWZxUr_LN8SFiQL
<http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=36&ved=0CEYQFjAFOB4&url=http%3A%2F%2Falexandriava.gov%2FuploadedFiles%2Fcouncil%2Finfo%2FApprovedStrategicPlan.pdf&ei=FGdxUoWZGIHqiwLjioCIBQ&usg=AFQjCNGjFmP4QX1CoAqHymgJea3GcUgDUw&bvm=bv.55819444,d.cGEtjIGIDg&usg=AFQjCNFnpx2soux6-XWilhaPgyhrBkngMw&bvm=bv.55819444,d.cGE&cad=rja>