

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: February 3, 2015 **Approx Start Time:** 9:30 am **Approx Length:** 2.0 hours

Presentation Title: Update on Performance Clackamas Strategic Goals

Department: Admin, PGA, DTD, WES, BCS

Presenters: Dan Chandler, Barb Cartmill, Gary Barth, Gary Schmidt
Greg Geist

Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is a status report on the 28 Performance Clackamas Goals adopted by the Board of Commissioners in September, 2014.

EXECUTIVE SUMMARY:

In September, 2014 the Board of Commissioners adopted Performance Clackamas, a strategic plan and management system.

The Board of Commissioners adopted 28 goals or outcomes across 5 Areas of Strategic Focus.

Performance Clackamas focuses on measurable goals encompassed by five strategic priorities:

- **Build public trust through good government.**
- **Grow a vibrant economy.**
- **Build a strong infrastructure.**
- **Ensure safe, healthy and secure communities.**
- **Honor, utilize, promote and invest in our natural resources.**

The 28 strategic goals encompassed by the priorities will guide the efforts of our elected officials, our administration and all of us for years to come.

Performance Clackamas was established by our County Commission after considering public feedback received over the past year from online surveys, town hall meetings, business meetings and other forms of community outreach.

This session will provide an update on four of the five areas of focus. We will update the BCC on safe, healthy and secure communities next week.

The attached Power Point presentations describe the County's progress on each of the relevant goals.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES X NO

STRATEGIC PLAN ALIGNMENT

- How does this item align with the County's Performance Clackamas goals?

This item is a Performance Clackamas update.

LEGAL/POLICY REQUIREMENTS:

N/A

ATTACHMENTS:

- a. Powerpoint presentations.

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Dan Chandler @
503-742-5394

Performance Clackamas: Clackamas County Strategic Plan

Update for Board of County Commissioners
February 2016 – Part One



AREA OF STRATEGIC FOCUS

Build Public Trust Through Good Government

Goal: By 2017, all Commission-managed departments will have completed customer-focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.

Why this is important:

By focusing on measureable results for customers, we change our focus to what counts, and show our taxpayers what they are getting for their money.

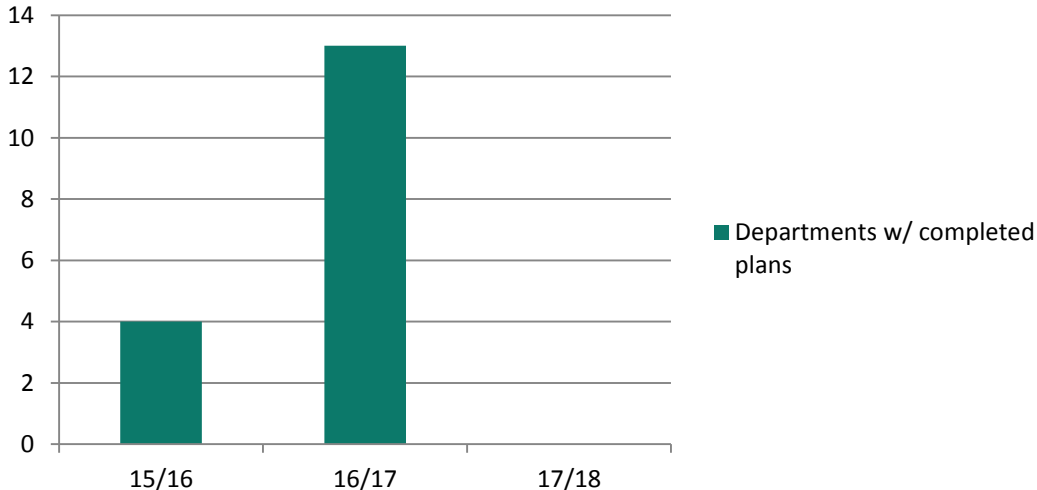
How much does the County influence this?

Major. We are in control of whether we develop and implement plans.

Where are we now:

By March of this year, 11 of 23 County departments will have completed customer-focused, outcome-based Strategic Business Plans.

Departments w/ completed plans



AREA OF STRATEGIC FOCUS

Build Public Trust Through Good Government

Goal: By 2018, 100 percent of the County budget will be attached to measurable customer results.

Why this is important:

Performance based budgets will tie resources to results for customers, providing greater transparency and accountability.

How much does the County influence this?

Major. Within the parameters of legal and financial guidelines, it is up to the County to determine the structure of the budget and measurement of its effectiveness.

Where are we now: *The four departments that are developing Strategic Business Plans during the 2014-15 fiscal year – Transportation & Development, Finance, Assessment & Taxation, and Business & Community Services – will align their budgets with measurable customer results beginning with the 2015-16 fiscal year budget. Water Environment Services will follow for 2016-2017, with other County departments re-aligning budgets the following year.*

AREA OF STRATEGIC FOCUS

Build Public Trust Through Good Government

Goal: By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.

Why this is important:

Follow through is everything. While some of the County's strategic results are ambitious, and may be subject to forces beyond our control, we plan to work toward each of the strategic results.

How much does the County influence this?

Varies. Some of the county's strategic results are wholly within the County's control. Others will be influenced by factors we don't control. But with focused, strategic effort the County can have a strong influence on all of them.

Where are we now:

The County has begun a three-year cycle of departments developing strategic business plans to support the strategic results. All departments are working to align their work to the strategic results adopted by the Board of Commissioners in Performance Clackamas.

AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2019, 10,000 family wage jobs will be created in Clackamas County.

Why this is important:

An abundance of family-wage jobs supports healthy, thriving families and communities, and results in revenue for government agencies to provide needed programs and services to support those families and communities.

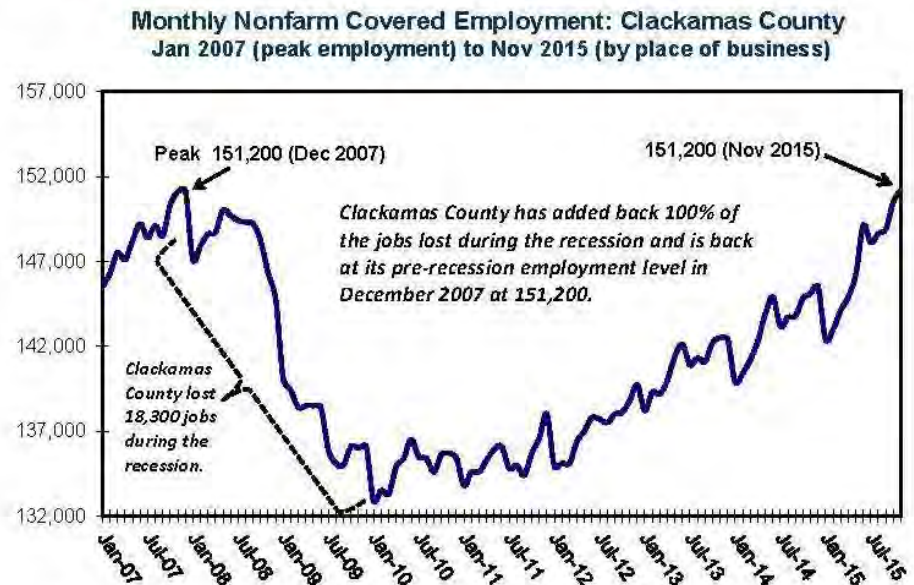
How much does the County influence this?

Moderate. The County can focus policy efforts on encouraging and enabling higher wage traded-services and traded-good job growth.

To achieve the goal of increasing the average wage in Clackamas County to at or above the US average, new job wages must be significantly higher than the current average.

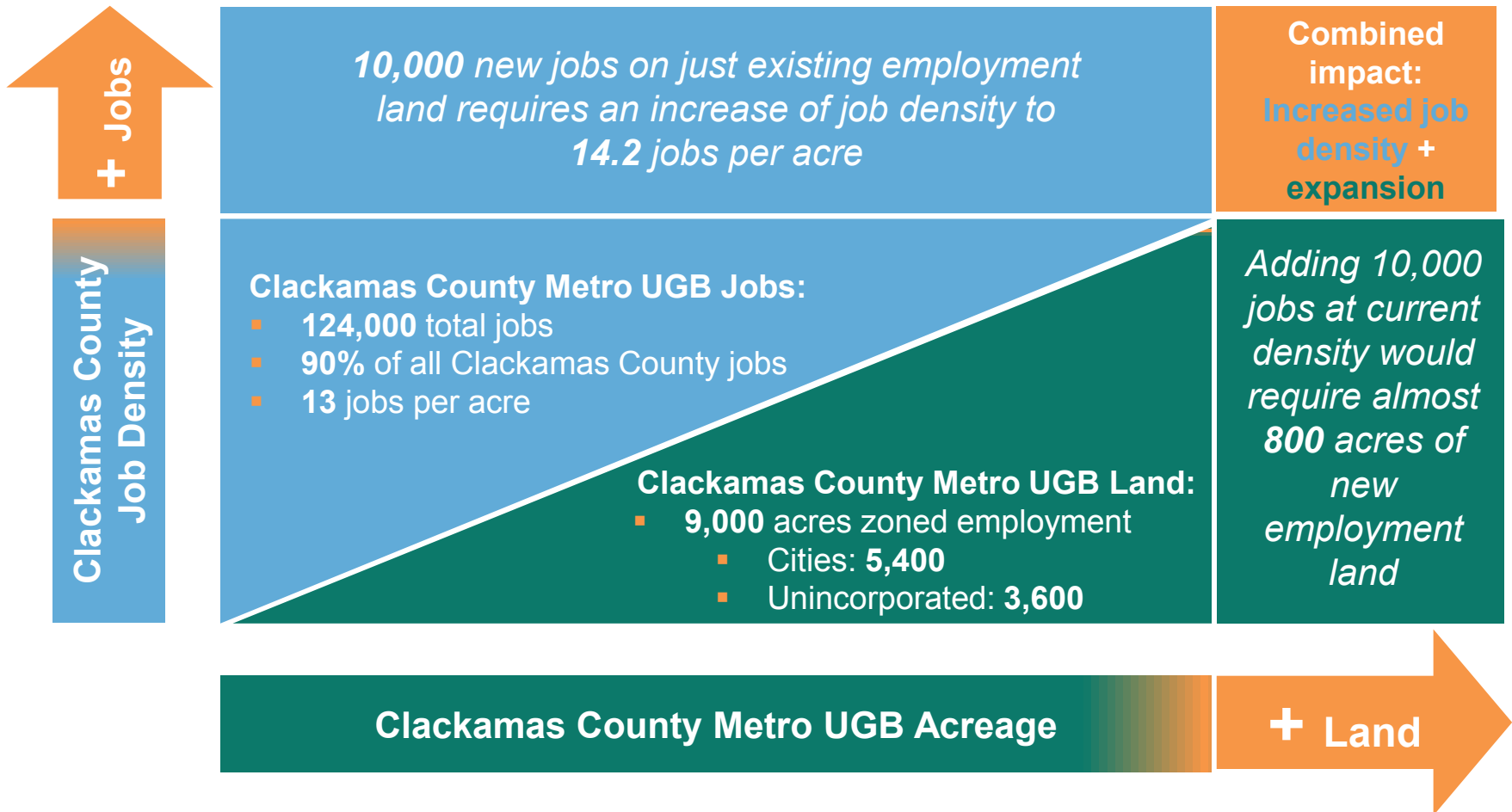
Where are we now:

Clackamas County has now added back all the jobs lost during the recession



Source: OED, Current Employment Statistics

GOAL: Add 10,000 Family-Wage Jobs



AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2019, wages earned in Clackamas County will be at or above the national average.

Why this is important:

Median household income and per capita income are two important measures of economic prosperity.

How much does the County influence this?

Moderately by focusing efforts on enabling higher wage traded-sector job growth both in traded-services and traded-goods.

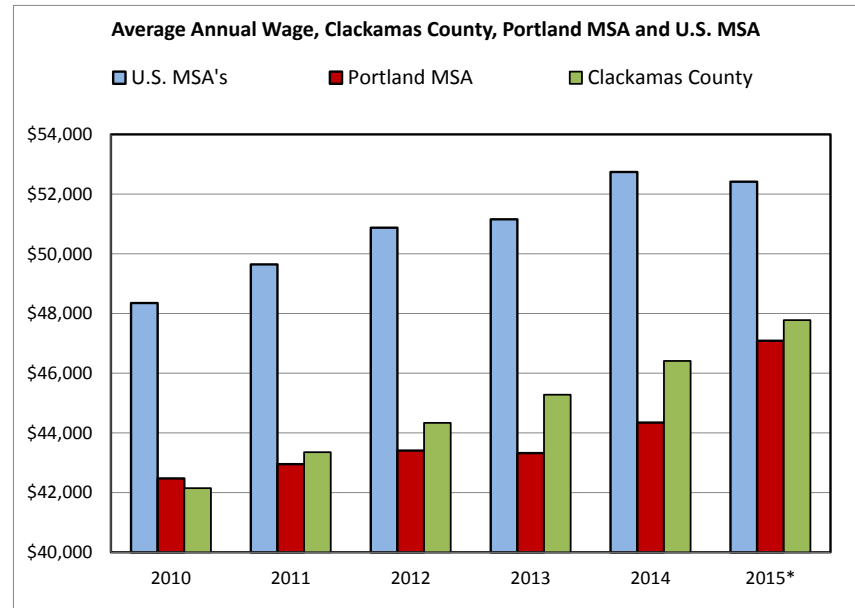
Year	U.S. MSA's	Portland MSA	Clackamas County
2010	\$48,353	\$42,474	\$42,152
2011	\$49,644	\$42,955	\$43,357
2012	\$50,878	\$43,409	\$44,339
2013	\$51,158	\$43,327	\$45,279
2014	\$52,741	\$44,350	\$46,414
2015*	\$52,416	\$47,086	\$47,780

*2015 data for U.S. MSA's includes Q1-Q2 average;

*2015 data for Clackamas County includes Q1-Q2-Q3 average

*2015 data for PMSA is preliminary

Where are we now:



Source: Oregon Employment Department, QCEW;

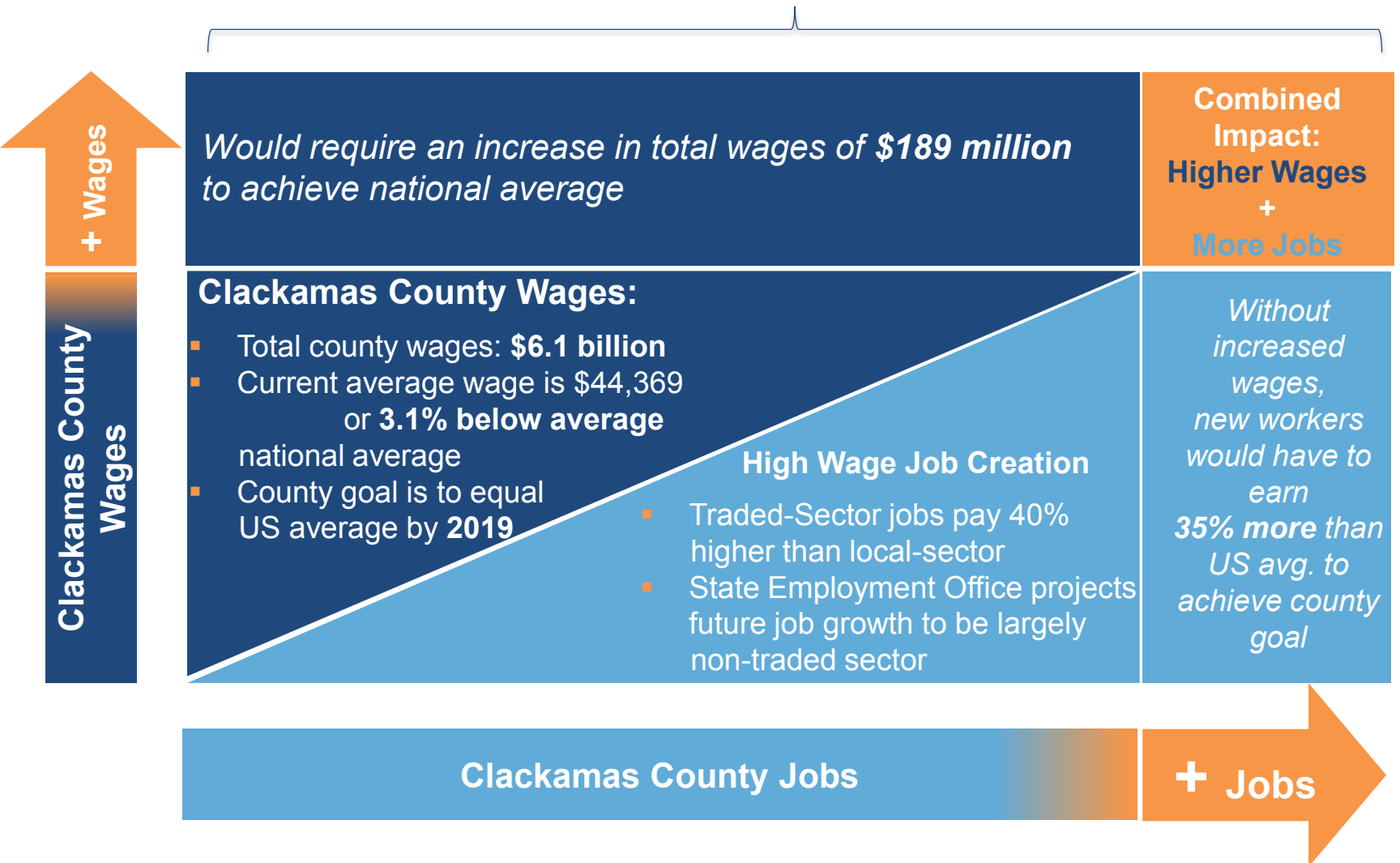
BLS, QCEW-Geographic Cross-Sections, All MSA's, One Industry

http://www.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables

<http://data.bls.gov/cgi-bin/dsrv?sm>

GOAL: Raise Clackamas County Wages to US Average

Workforce Training and Development
Greater skills = Higher Productivity = Higher Wages



AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2019, the home ownership rate in Clackamas County will be 72% or greater.

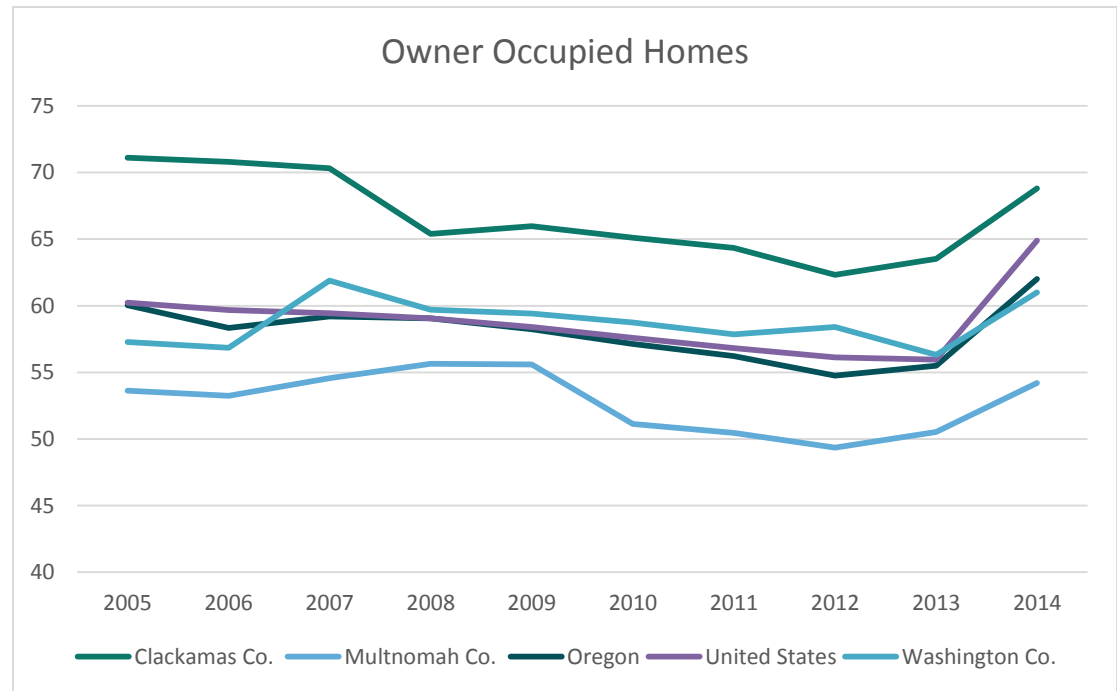
Why this is important:

Home ownership is a key part of the American Dream. Home ownership impacts net worth, educational achievement, civic participation, health, and overall quality of life. Clackamas County would like to see home ownership return to its pre-recession levels.

How much does the County influence this?

Minimal. The County can play a role in providing land for housing, in redevelopment and allowing infill. However the principal responsibility for land supply lies with Metro and the Cities.

Where are we now:



AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2019, \$500 million in new capital asset investment will be realized within Clackamas County

Why this is important: The increase in private capital investment measures the faith that investors and business people have in the future of the County, and is economic success by definition.

How much does the County influence this?

Moderately, by providing high quality customer service, and working with partners to create well-planned, well-served areas, the County can facilitate private investment.

Where are we now?

Our rate of capital investment exceeded this Goal within the first year. This goal will be updated when the County next revisits Performance Clackamas.

AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary

Why this is important:

To encourage current and prospective employers to expand and/or locate in Clackamas County, they need to have viable options for land upon which to develop and grow. In 2015, the County determined that we need approximately 1100 additional acres to meet this need.

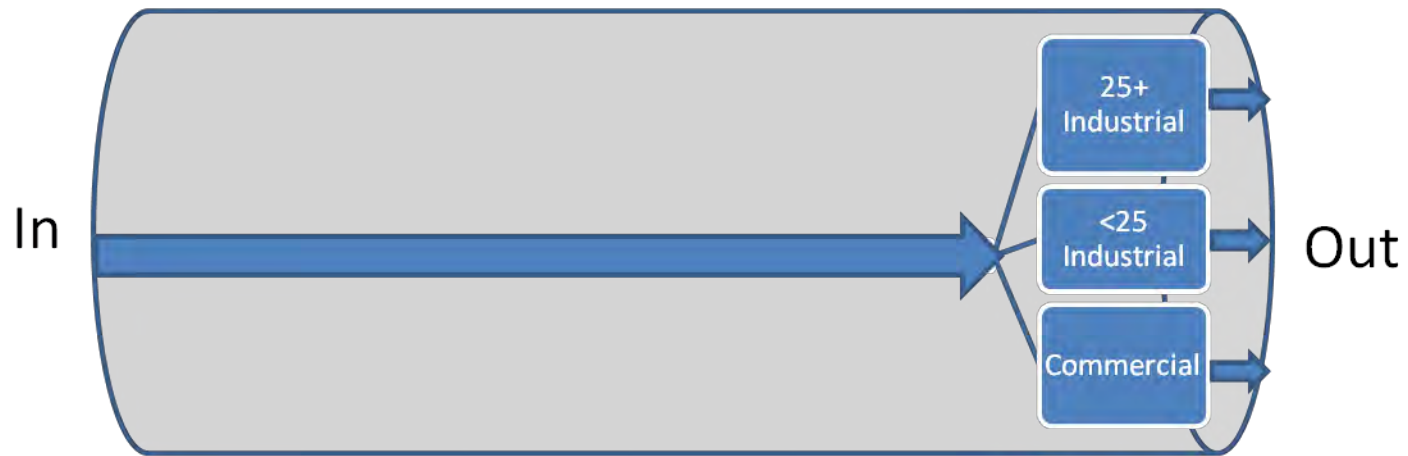
How much does the County influence this?

Major influence through jurisdictional oversight over urban unincorporated employment land and collaborative partnerships with cities within the UGB.

Where are we now:

Existing Urban Reserves		Inside the UGB	
<u>Borland Road</u>	260 ac.	<u>Damascus</u>	400 ac.
<u>Oregon City</u>	70 ac.	<u>North Milwaukie</u>	300 ac.
<u>NW Wilsonville</u>	125 ac.		
TOTALS BY CATEGORY	455 ac.		700 ac.

Land Supply Pipeline



AREA OF STRATEGIC FOCUS

Grow a Vibrant Economy

Goal: By 2019 Clackamas County will have and maintain a supply of employment land, including large lot industrial, sufficient to provide 500 jobs within a nine-month window.

Why this is important:

Businesses make expansion and relocation plans in rapid fashion once that business decision has been made. Without a ready supply of developable employment land in inventory, market opportunities will be lost as businesses will locate or expand where supply is available. Multiple sites are required to satisfy business desire for choices and alternatives that meet their specific needs.

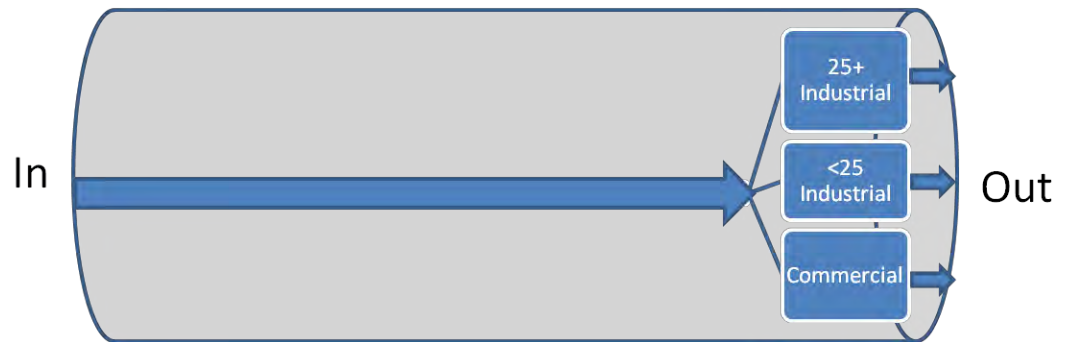
How much does the County influence this?

Major influence through jurisdictional oversight over urban unincorporated employment land and collaborative partnerships with cities within the UGB.

Where are we now:

Demand

Goal: 500 jobs/9 months



Examples of Economic Development Research and Analysis

EMPLOYMENT LAND	ECONOMETRIC ANALYSIS	JOBS & WAGES
<p>Metro</p> <ul style="list-style-type: none"> ▪ Urban Growth Report ▪ Urban/Rural Reserves Plan 	<p>Clackamas County</p> <ul style="list-style-type: none"> ▪ Economic Landscape and Cluster Analysis 	<p>State of Oregon</p> <ul style="list-style-type: none"> ▪ Employment Department Monthly Region 15 (Clackamas County) Analysis
<p>Regional Coalition</p> <ul style="list-style-type: none"> ▪ Large lot analysis w/in Metro UGB 	<p>PSU – Northwest Economic Research Center</p> <ul style="list-style-type: none"> ▪ Portland Metro Regional Economic Forecasting Project 	<p>Value of Jobs Coalition</p>
<p>Greater Portland Inc.</p> <ul style="list-style-type: none"> ▪ Regional Industrial Site Review – Prager Schneider Deloitte Consultants <p>Clackamas County</p> <ul style="list-style-type: none"> • Non-Retail Employment Land Demand Forecast • Regional Industrial Site Readiness • EDC Committee Report to BCC 	<p>State of Oregon</p> <ul style="list-style-type: none"> ▪ Office of Economic Analysis 	<p>Workforce Systems Inc. (WSI) and Workforce Investment Council of Clackamas County (WICCO)</p> <ul style="list-style-type: none"> ▪ State of the Workforce ▪ Advanced Manufacturing, IT/Software, Health Care Sector Reports ▪ Disconnect Youth ▪ Workforce Program and Resource Map ▪ Regional Analysis of Self-Sufficiency Standard for Oregon Counties ▪ Research and Analysis Regional Committee

AREA OF STRATEGIC FOCUS

Build a Strong Infrastructure

Goal: By 2019, 120 additional miles of County roads will be improved to 'good to excellent' status, a nine percent increase from 2014.

Why this is important:

Well-maintained roads support public safety, economic growth and healthy communities, and save money in the long-run for drivers, taxpayers and government agencies.

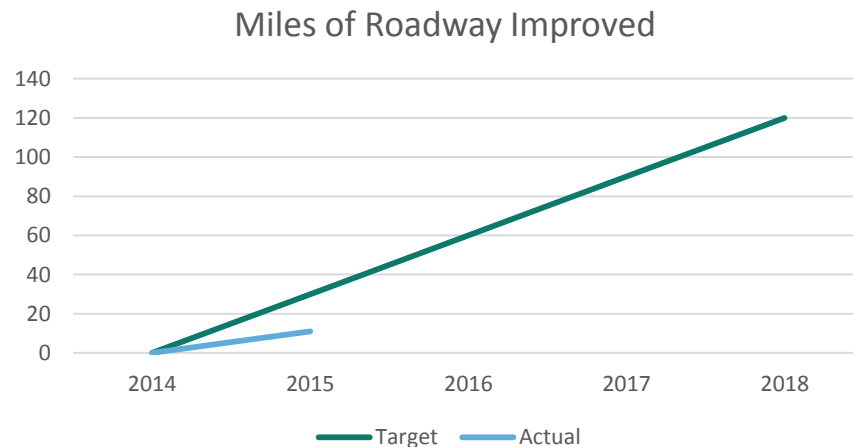
How much does the County influence this?

Moderate and variable. Funds to maintain County roadways are only available through action of national, state and regional legislative bodies and/or support of local taxpayers. With sufficient funds, the County has the primary influence over maintenance of the roads it owns.

Where are we now:

In 2015, 11 miles were paved and improved from fair/poor to good/excellent.

The County is converting to a new pavement management system and preparing to reassess the entire system over the coming year. This will calculate pavement conditions based on a Pavement Condition Index (PCI) and provide more precise forecasting tools in the future.



AREA OF STRATEGIC FOCUS

Build a Strong Infrastructure

Goal: By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.

Why this is important:

These two projects ensure access to markets, ports and airports outside Clackamas County and are essential to the success of businesses in Clackamas County.

How much does the County influence this?

Minimal. Both projects are state projects requiring federal funds and the support of the state and the region in order to be implemented.

Where are we now: The County is working with its partners and legislators to gather support for these important projects.

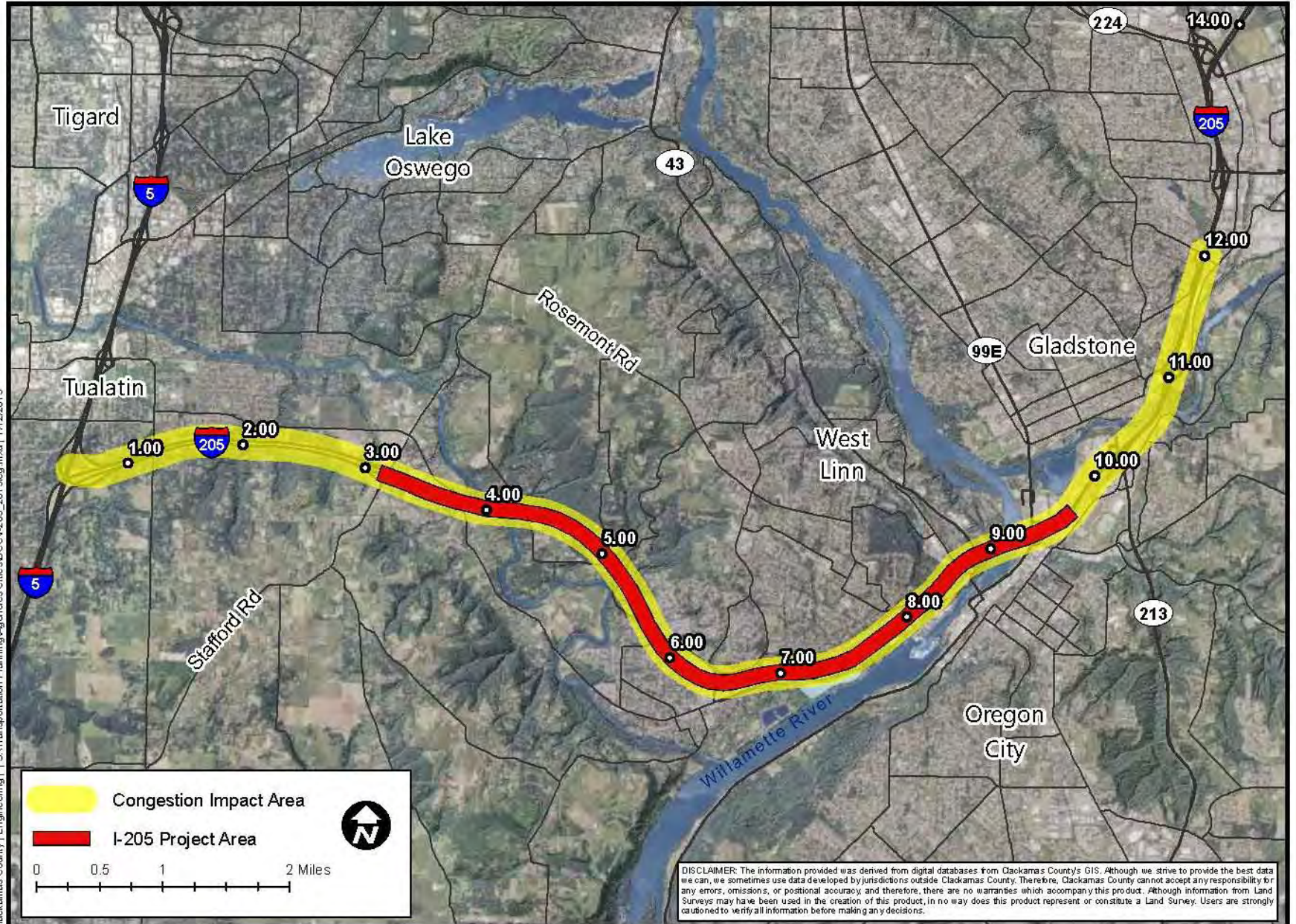
Both I-205 and Sunrise Phase II are:

- Included in the County's Transportation System Plan (TSP)
- Included in the Regional Transportation Plan (RTP)
- On the County's State and Federal legislative agendas

In addition:

- I-205:
 - Federally designated by Congress as a High Priority Corridor in December 2015
 - Highlighted at the Oregon Business Plan Leadership Summit, December 2015
- Sunrise Phase II:
 - Work on Sunrise Phase 1 began in 2013 and is expected to be completed in 2016
 - County completed Minuteman Way extension in October 2015
 - Federal Highway Administration has signed the Record of Decision for the entire Sunrise Corridor Preferred Alternative

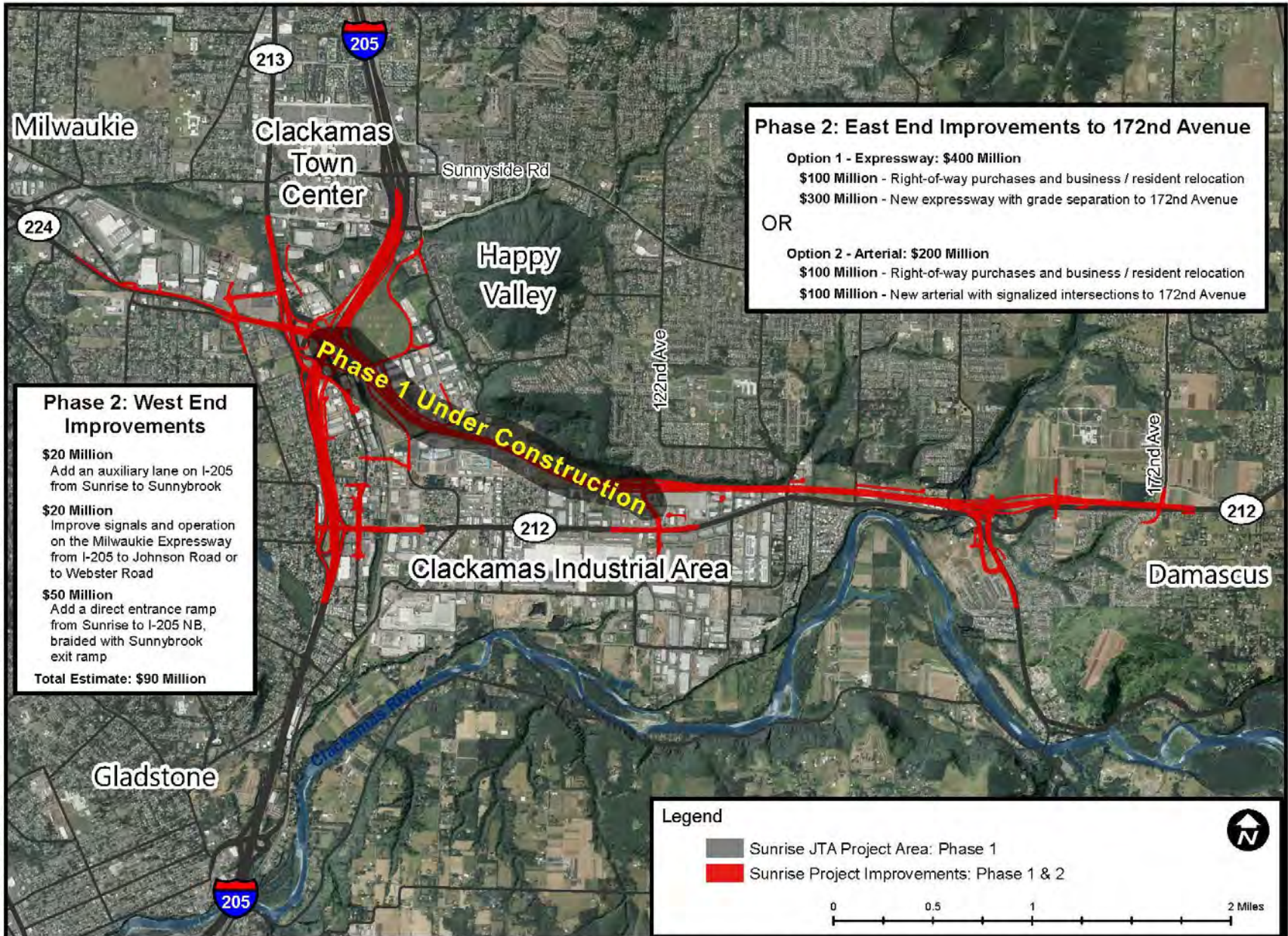
I-205 Operational Enhancements Project



Clackamas County | Engineering | I:\Transportation\Planning\Agencies\Cities\BCCV-205_201_Seg.mxd | 1/1/2020 5

DISCLAIMER: The information provided was derived from digital databases from Clackamas County's GIS. Although we strive to provide the best data we can, we sometimes use data developed by jurisdictions outside Clackamas County. Therefore, Clackamas County cannot accept any responsibility for any errors, omissions, or positional accuracy; and therefore, there are no warranties which accompany this product. Although information from Land Surveys may have been used in the creation of this product, in no way does this product represent or constitute a Land Survey. Users are strongly cautioned to verify all information before making any decisions.

Sunrise Project Improvements - Needed Projects



Phase 2: West End Improvements

- \$20 Million**
Add an auxiliary lane on I-205 from Sunrise to Sunnybrook
- \$20 Million**
Improve signals and operation on the Milwaukie Expressway from I-205 to Johnson Road or to Webster Road
- \$50 Million**
Add a direct entrance ramp from Sunrise to I-205 NB, braided with Sunnybrook exit ramp

Total Estimate: \$90 Million

Phase 2: East End Improvements to 172nd Avenue

Option 1 - Expressway: \$400 Million

- \$100 Million** - Right-of-way purchases and business / resident relocation
- \$300 Million** - New expressway with grade separation to 172nd Avenue

OR

Option 2 - Arterial: \$200 Million

- \$100 Million** - Right-of-way purchases and business / resident relocation
- \$100 Million** - New arterial with signalized intersections to 172nd Avenue

Legend

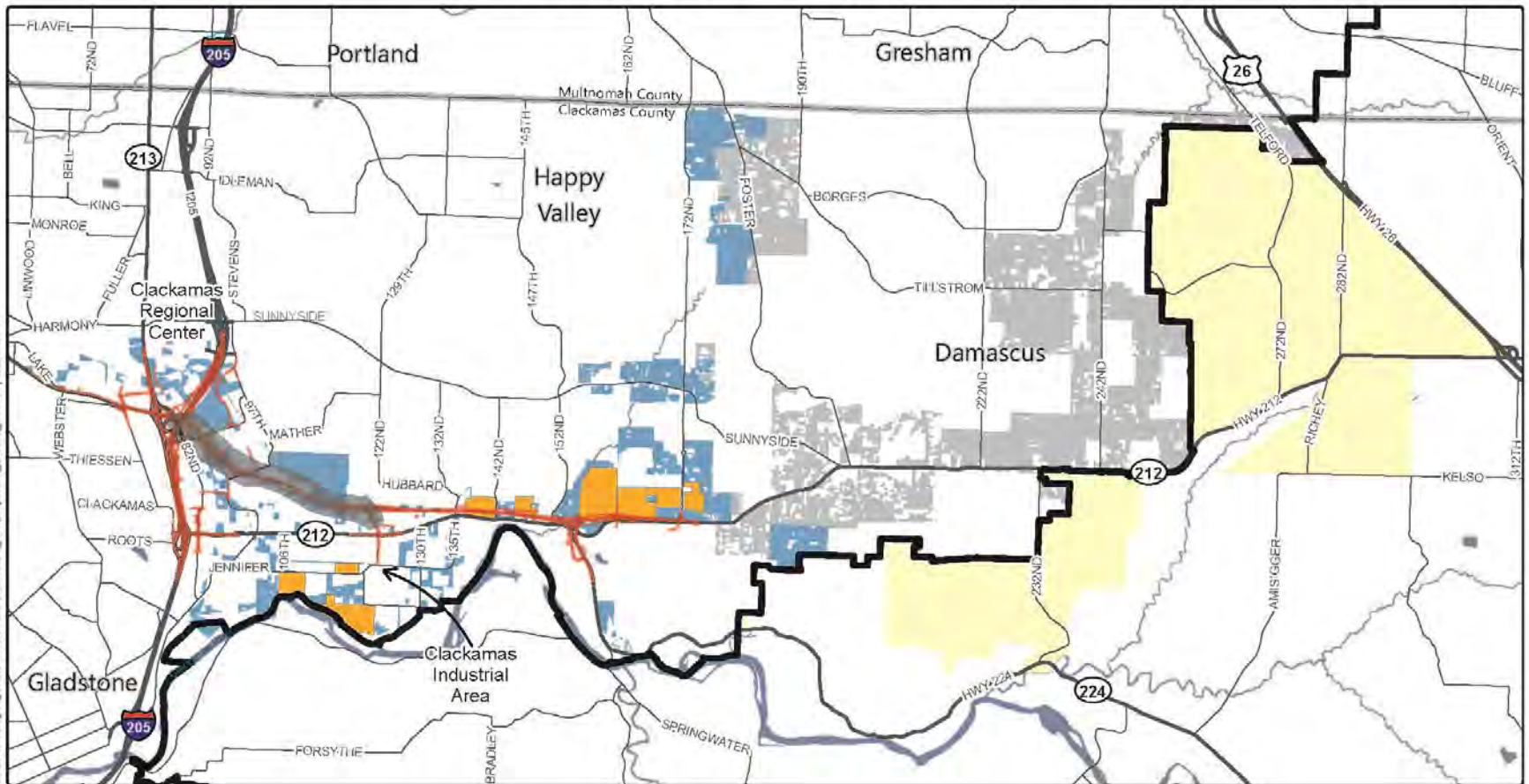
- Sunrise JTA Project Area: Phase 1
- Sunrise Project Improvements: Phase 1 & 2

0 0.5 1 2 Miles

Clackamas County | Engineering | Staff | S:\Transportation Planning\Agencies\Clients\BCC\Sunrise_Project_Improvements.mxd | 1/29/2015

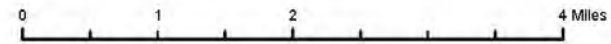
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Sunrise Project Area - Employment Lands



LEGEND

- Development Ready Sites* (325 Gross Acres, 240 Net Acres)
- Vacant Employment Lands** (1,500 Gross Acres)
- Damascus Vacant Employment Lands*** (2,300 Gross Acres)
- Sunrise JTA Project Area: Phase 1
- Sunrise Project Improvements: Phase 1 & 2
- Urban Reserves
- County Boundary
- Urban growth boundary



* "Development Ready" employment lands identified by a Clackamas County Land Development Feasibility Study.

** Vacant Employment Lands data source: Metro RLIS Title 4 Land, Concept Centers and Vacant Land 2013.

*** Lands within the City of Damascus. Comprehensive Plan not yet adopted. Vacant employment lands are conceptual.

AREA OF STRATEGIC FOCUS

Build a Strong Infrastructure

Goal: By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).

Why this is important:

Easy access to Interstate 5 is essential to the economic growth of many businesses in Canby and other areas of southwest Clackamas County, and the development of several shovel-ready industrial sites. Placing the project in the STIP will facilitate this critical connection.

How much does the County influence this?

Moderate. While this project is located in Clackamas County, it requires the support of the state and the region in order to be implemented.

Where are we now: The County is working with its partners and the state to gather support for providing increased access to I-5 from Canby.

- In January 2016, the Oregon Land Conservation and Development Commission (LCDC) approved a technical amendment to administrative rules to allow an exception for an adjusted alignment of the Arndt Road connector.
- Clackamas County met with area partners – including the City of Canby, 1000 Friends of Oregon, and the Oregon Farm Bureau – to get their support for the technical amendment.
- The County's Transportation System Plan includes a need for a *Greater Arndt Rd/I-5/Canby Access Feasibility Study*.

AREA OF STRATEGIC FOCUS

Build a Strong Infrastructure

Goal: By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.

Why this is important:

Reliable, efficient sewer service is crucial to support economic and residential growth as well as healthy communities. Treatment capacity needs to be available in order to accommodate long-term growth in our region.

How much does the County influence this?

Major. Water Environment Services develops the plan and associated rate structure, which is ultimately approved by the Board of County Commissioners

Where are we now: WES hired a Capital Program Manager, has two master plans underway and is developing an asset management program. These programs will enable us to identify and prioritize capacity and infrastructure replacement needs and have a comprehensive plan in place in 2017.



AREA OF STRATEGIC FOCUS

Build a Strong Infrastructure

Goal: By 2016, the Master Plan for county facilities will be updated, including an assessment of the condition of county buildings and a funding plan.

Why this is important:

Well built and well maintained facilities are a sign of good stewardship of public resources, and provide a solid base from which to meet the needs of our customers and citizens.

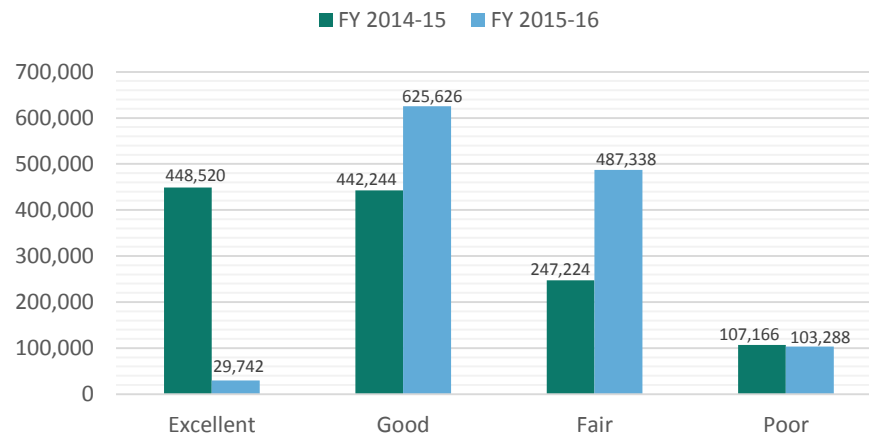
How much does the County influence this?

Major – We are in control of the facilities planning, maintenance, and funding plans, though receiving the funding and implementing the plan will require cooperation and support from various partners.

Where are we now:

A work group is still developing a long-term maintenance plan for County buildings and pursuing the procurement of an asset management software solution. Funding for a facilities maintenance reserve fund was included in the FY 2015-16 budget along with initial resources for asset management software. An RFI for enterprise software which will include an asset management module is near release. This will delay the software purchase, possibly into FY 2016-17.

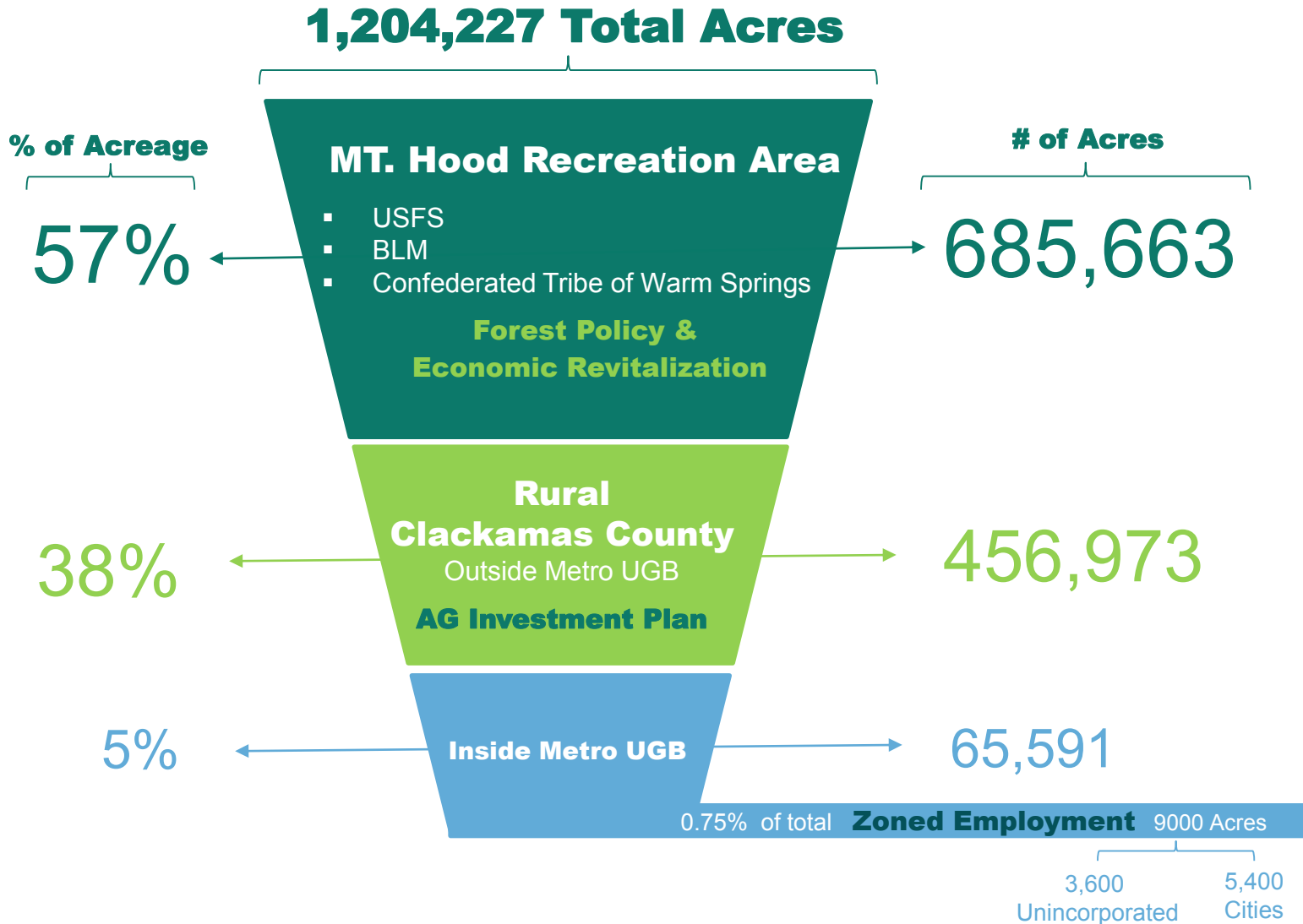
Facilities Maintenance Level Square Footage



AREA OF STRATEGIC FOCUS

Honor, Utilize, Promote and Invest in our Natural Resources

Goal:



AREA OF STRATEGIC FOCUS

Honor, Utilize, Promote and Invest in our Natural Resources

Goal: By 2019, federal lands in Clackamas County will produce \$6 million annually for the county.

Why this is important:

For more than 100 years, counties received a share of federal timber sale receipts as compensation for non-taxable federal lands in the county. 54% of County lands are in federal forest ownership.

Changes in federal forest policies over the past 20 years have reduced federal timber harvests and associated county revenue by more than 75%. Secure Rural School funding offset some of these losses for a time, but now counties face an uncertain future.

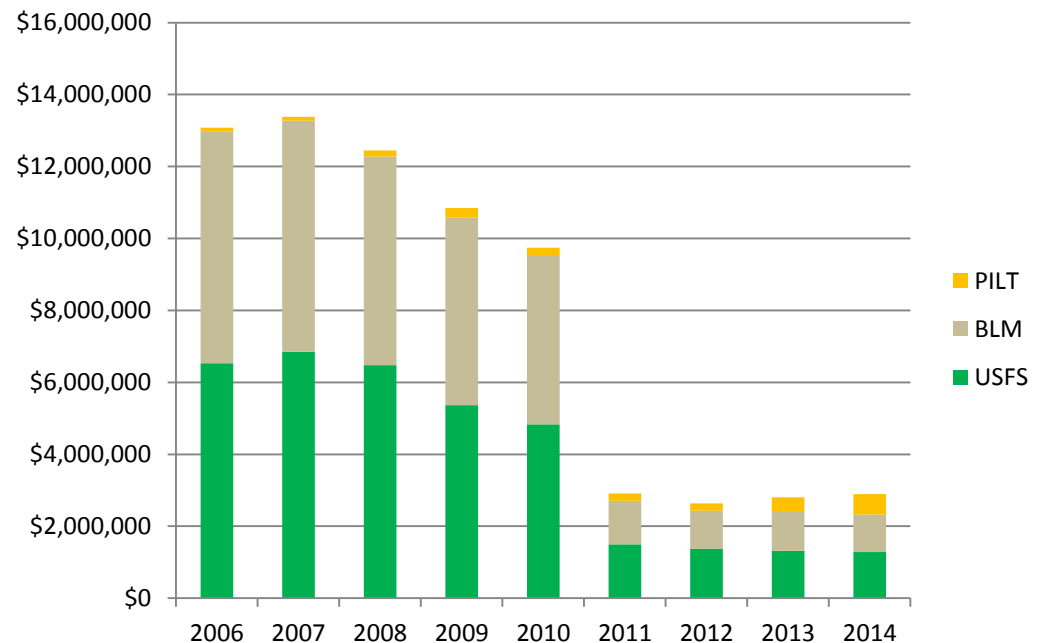
How much does the County influence this?

High. There is a critical need for new federal forestland management that can provide predictable timber harvests and certainty of revenue to counties with federal timberlands.

Clackamas County is one of 18 member O&C counties. Our proximity to the Portland region and a large urban population demonstrates to the congressional delegation that current federal forest practices impact many Oregon counties, not just rural counties.

Where are we now:

Federal Payments to Clackamas County



AREA OF STRATEGIC FOCUS

Honor, Utilize, Promote and Invest in our Natural Resources

Goal: By 2020, there will be a five percent annual increase in Gross Domestic Product (GDP) from agricultural lands in Clackamas County.

Why this is important:

Simply put, more GDP from agricultural lands means more prosperity in our rural areas. Increasing regional purchases of locally produced foods and other agricultural goods by 5% is projected to result in an increase of agricultural economic productivity (\$28.875m) and GDP (\$10.905m). **Source: Clackamas County Agricultural Investment Plan, FCS Group 2012**

How much does the County influence this?

Moderate. Clackamas County is working to increase its influence through the creation of the Clackamas Food System ONESop virtual partnership.

Clackamas County ranks in the top five of all Oregon counties for total farm gate sales. There is a growing trend toward buying locally produced food and organic products of all types, which is benefiting the Clackamas County agriculture and food production cluster.

Where are we now:

Census of Agriculture			
Current Stats for Clackamas County:	2012	2007	% Chg
Number of Farms	3,745	3,989	< 6%>
Land in Farms – acres	162,667	182,743	<11%>
Avg. Size of Farm - acres	43	46	< 7%>
Market Value of Products Sold* (Crops/Livestock)	\$325 million	\$397 million	<18%>
Oregon County Ranking (by Sales):	5	NA	NA

Source: US Dept. of Agriculture, 2012 Census of Agriculture; next Census of Agriculture report due in 2017

** Product Approach to calculating GDP*

AREA OF STRATEGIC FOCUS

Honor, Utilize, Promote and Invest in our Natural Resources

Goal: By 2020, five new, natural resource-based processors will be located in Clackamas County.

Why this is important:

With its wealth of natural resources, Clackamas County is a logical location for resource-based processors, which will provide more jobs and support economic development, particularly in the rural area and rural cities.

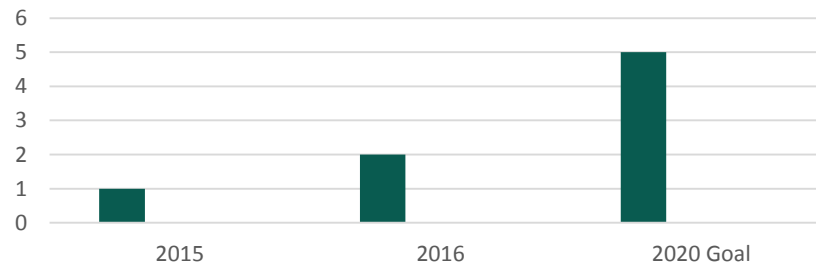
How much does the County influence this?

Moderate. The County can encourage processors to locate here and help identify appropriate sites, but the final decision is up to the processors.

Where are we now:

One agricultural-based processor (Lavender Farm) was approved by the BCC in 2015 and at least one new mining application is anticipated in the near future. GOBI Industries land use / rezone approval in 2016 will allow GOBI to expand its Portland-based specialty hardwood mill operations into Clackamas County.

Number of New,
Natural Resource-Based Processors



AREA OF STRATEGIC FOCUS

Honor, Utilize, Promote and Invest in our Natural Resources

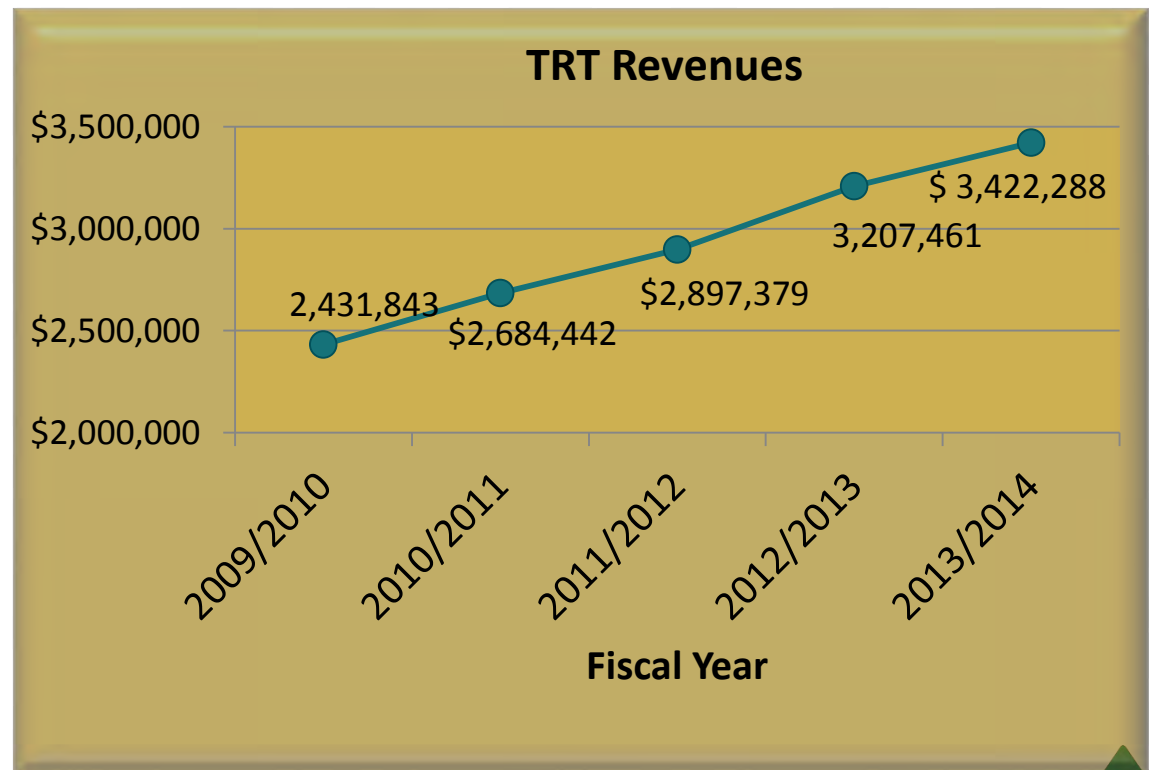
Goal: By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County

Why this is important: Tourism dollars bring “outside” money to the County’s economy, providing jobs and revenue. In addition, a vital tourism industry will help attract new industry to the County, as business seek locations that suit active lifestyles. New capital investment is a key sign of private sector interest.

How much does the County influence this?

Moderate. Clackamas County has an active tourism program, which reinvests transient room tax (TRT) dollars in tourism promoting activities.

Where are we now:



AREA OF STRATEGIC FOCUS

Ensure Safe, Healthy and Secure Communities

Goal: By 2018, Clackamas County will achieve a Community Rating System (CRS) score for flood safety of 4, resulting in substantial savings in flood insurance premiums for county residents.

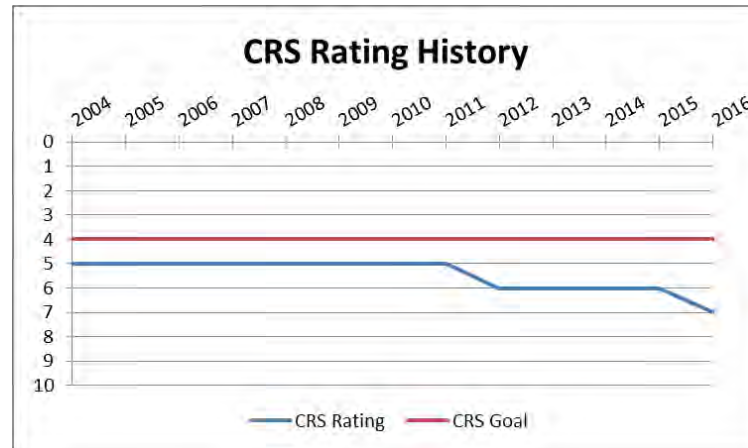
Why this is important:

Clackamas County is susceptible to a variety of natural disasters, including floods. An improved CRS score is a sign that the County, its communities, its businesses and residents are better prepared to cope with and recover from this common threat.

How much does the County influence this?

Moderate. Participation in the CRS program requires intensive efforts by the County, other jurisdictions, special service districts and other agencies.

Where are we now: As of 2014, Clackamas County had a CRS rating of 6 and we went through a CRS review from March – Dec 2015. We also engaged a consultant who provided scope and cost information for future work needed to meet this goal. We did not receive funding for this contract and the County's CRS rating will drop to 7 in 2016. Absent funding, this goal is unreachable.



Departments Involved:

Transportation & Development, Emergency Management, Water Environment Services, Business & Community Services, Public & Government Affairs, Technology Services & County Administration