

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: April 22, 2014 **Approx Start Time:** 1:30 **Approx Length:** 30 minutes

Presentation Title: Strategic Plan Retreat Follow Up

Department: Admin

Presenters: Dan Chandler

Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Review and direction on draft strategic goals from Board retreat.

EXECUTIVE SUMMARY:

The Board of Commissioners held a retreat on March 31st and April 1st with Marv and Marty Weidner of Managing-Results, LLC.

At the retreat, the Commission tentatively adopted a set of strategic measurable outcomes in four key areas of focus:

- **Build Strong Infrastructure**
- **Grow a Vibrant Economy**
- **Ensure Safe, Healthy and Secure Communities**
- **Honor, Utilize, Promote and Invest in our Natural Resources**
- **Build Public Trust Through Good Government**

A copy of the Preliminary Draft goals is attached.

Staff is current working with Departments to refine and complete those strategic goals where the BCC left blanks to fill in.

The purpose of this session is for the Board to have the chance to review the goals and provide direction to staff for the next steps.

FINANCIAL IMPLICATIONS (current year and ongoing):

Among its goals, the Board of Commissioners has tentatively determined that, by 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.

County Administration will be submitting a policy-level proposal to begin implementing departmental business planning in the next fiscal year. The cost for the first year will be slightly under \$200,000.

Last updated: January 2012

LEGAL/POLICY REQUIREMENTS:

None

PUBLIC/GOVERNMENTAL PARTICIPATION:

Prior to the retreat, the County polled citizens in the community survey, and conducted outreach through the county web site and county mailing lists, asking residents what were the most important issues facing Clackamas County and its citizens over the next five years. The County also received feedback from business and economic development groups.

OPTIONS:

This study session is an opportunity for the Board of Commissioners to revisit the goals, and to discuss whether they might be consolidated, revised or added to.

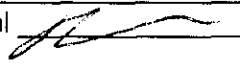
RECOMMENDATION:

This session principally informational.

ATTACHMENTS:

Draft strategic goals.

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

Fiscal Impact Form

RESOURCES:

Is this item in your current work plan and budget?

- YES
 NO

START-UP EXPENSES AND STAFFING (if applicable):

As noted in the staff report, there will be startup and additional costs in implementing customer-focused, outcomes based departmental business planning. Startup costs are in the range of \$40-60,000.

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

While there may be other ways to implement the program, implementing departmental business plans could cost in the range of \$200,000 for each of the next two fiscal years.

ANTICIPATED RESULTS:

N/A

COSTS & BENEFITS:

| Costs: | | | | | | |
|---------------------------------------|-------|------------------|----------------|-------------------|----------------|-------|
| Item | Hours | Start-up Capital | Other Start-up | Annual Operations | Annual Capital | TOTAL |
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| | | | | | | |
| Total Start-up Costs | | | | | | |
| Ongoing Annual Costs | | | | | | |
| Benefits/Savings: | | | | | | |
| Item | Hours | Start-up Capital | Other Start-up | Annual Operations | Annual Capital | TOTAL |
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| Total Start-up Benefit/Savings | | | | | | |
| Ongoing Annual Benefit/Savings | | | | | | |

Clackamas County Strategic Plan

2014-2019

Board of County Commissioners

John Ludlow, Chair

Jim Bernard

Paul Savas

Martha Schrader

Tootie Smith

April, 2014

Facilitated by Managing Results, LLC



Grow a Vibrant Economy

 **DRAFT**

The future prosperity of Clackamas County's residents will be built on good paying jobs that support families, affordable housing, capital investments that grow current businesses, and on the availability of employment lands where new businesses can easily locate and expand within the County.

- By 2019, 10,000 family wage jobs will be created in Clackamas County
- By 2019 , wages earned in Clackamas County will be at or above the national average
- By 2019 , home ownership rate in Clackamas County will be X% or greater
- By 20 , \$500 million in new capital asset investment will be realized within Clackamas County

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

- By 20 , Clackamas County will have and maintain a supply of shovel-ready employment land, including large lot industrial, sufficient to provide 500 jobs.

Build Strong Infrastructure

 **DRAFT**

Long-term investments in roads and transportation infrastructure will generate commercial enterprise and jobs along key corridors, as well as ease commute times for many residents. Updating County facilities will ensure services are accessible to residents well into the future while containing construction costs and avoiding further delays

- By 2019, 70% of County roads will be improved to 'fair to good' status
- By 2019, I-205 expansion and Phase II Sunrise will be scheduled for State and regional funding within the next 5 years
- By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP)
- By 2015, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon
- By 2016, the Master Plan for County facilities will be updated, including an assessment of the condition of County buildings and a funding plan.

Ensure Safe, Healthy and Secure Communities

 **DRAFT**

Focusing on the well-being of our families and communities reflects the best of our character. Investments in providing services to those needing medical care, addressing homelessness among veterans, reducing recidivism among offenders, lowering the crime rate and making our children safe - these efforts, combined with success in creating jobs, will give definition to the County's efforts to alleviate poverty and will help ensure the safety, health and security of our communities.

- By 2016, the County's Health Clinics will be fully utilized
- By 20 , X% or less fewer veterans in Clackamas County who are homeless
- By 20 , X% or less offenders who re-offend
- By 20 , X% or less property crime rate in Clackamas County
- By 20 , X% or less violent crime rate in Clackamas County
- The safety of children and families will be a County priority as evidenced by:
 - By 20 , X% or few children will be living below the poverty rate
 - By 20 , X% or less child abuse rate
 - By 20 , X% or less domestic violence rate
 - By 20 , X% or less juvenile recidivism rate
- Placeholder for reducing the risk of disasters – landslides and other disasters

Honor, Utilize, Promote and Invest in our Natural Resources

The abundant natural resources and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A *balanced approach* that honors, utilizes, promotes and invests in our natural resources will generate prosperity and help secure those resources for future generations.

- By 20 , \$XX in new capital recreation and tourism asset investments will be realized within Clackamas County, including the Mt. Hood Tram
- By 2019, federal lands in Clackamas County will produce \$6M revenue annually for Clackamas County.
- By 20 , X% annual increase in Gross Domestic Product from Ag lands in Clackamas County, as per Ag Investment Plan and other means
- By 20 , X new, natural resource-based processors will be located in Clackamas County

Build Public Trust Through Good Government

Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference, and measure our effectiveness in terms of results for our customers. We will be accountable and deliver what we promise. When we allocate resources they will be tied to results that matter.

- By 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.
- By 2018, 100% of the County Budget will be attached to measurable customer results
- By 2019, Clackamas County will achieve the Strategic Results in the Strategic Plan.