

# ***Performance Clackamas: Clackamas County Strategic Plan***

January 2015



**CLACKAMAS**  
COUNTY

## 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:** *The departments of Transportation & Development, Finance, Assessment & Taxation, Business & Community Services are completing Strategic Business Plans. Water Environment Services will complete its plan this Spring. Other County departments will develop plans in the next two years.*

## 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.*

## 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:

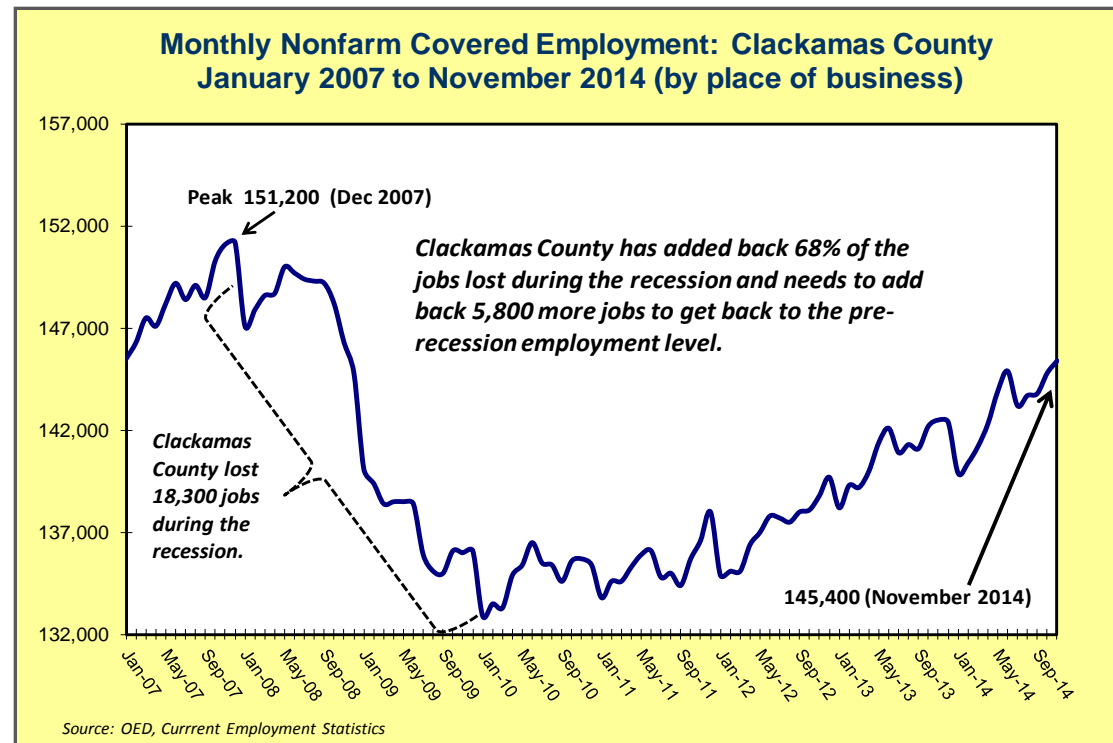
An abundance of family-wage jobs supports healthy, thriving families and communities, and results in revenue for government agencies to provide needed programs and services to support those families and communities.

### 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:



## 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:

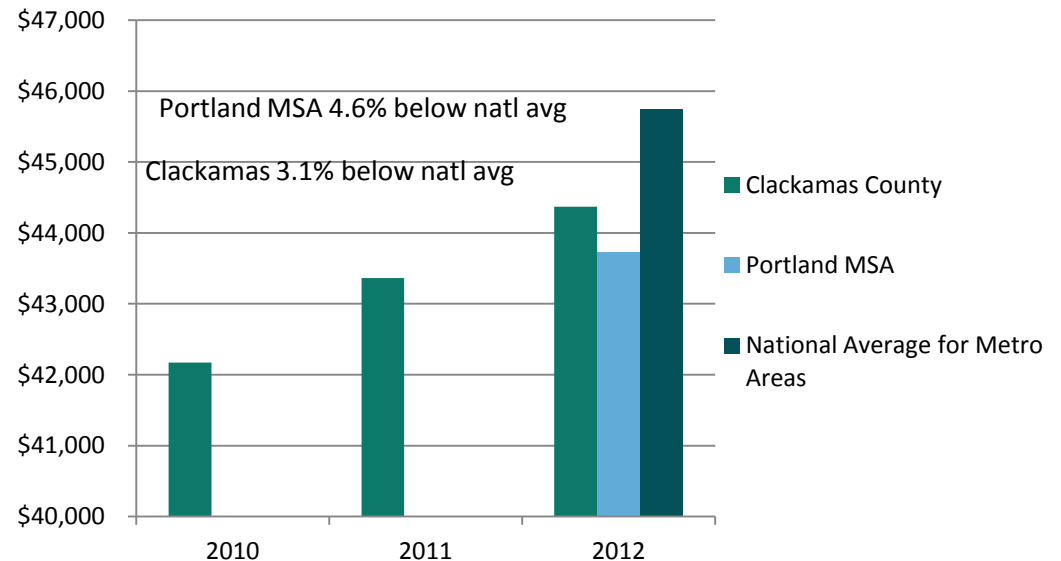
Median household income and per capita income are two important measures of economic prosperity.

### 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.

### Where are we now:

#### Average Wages



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

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

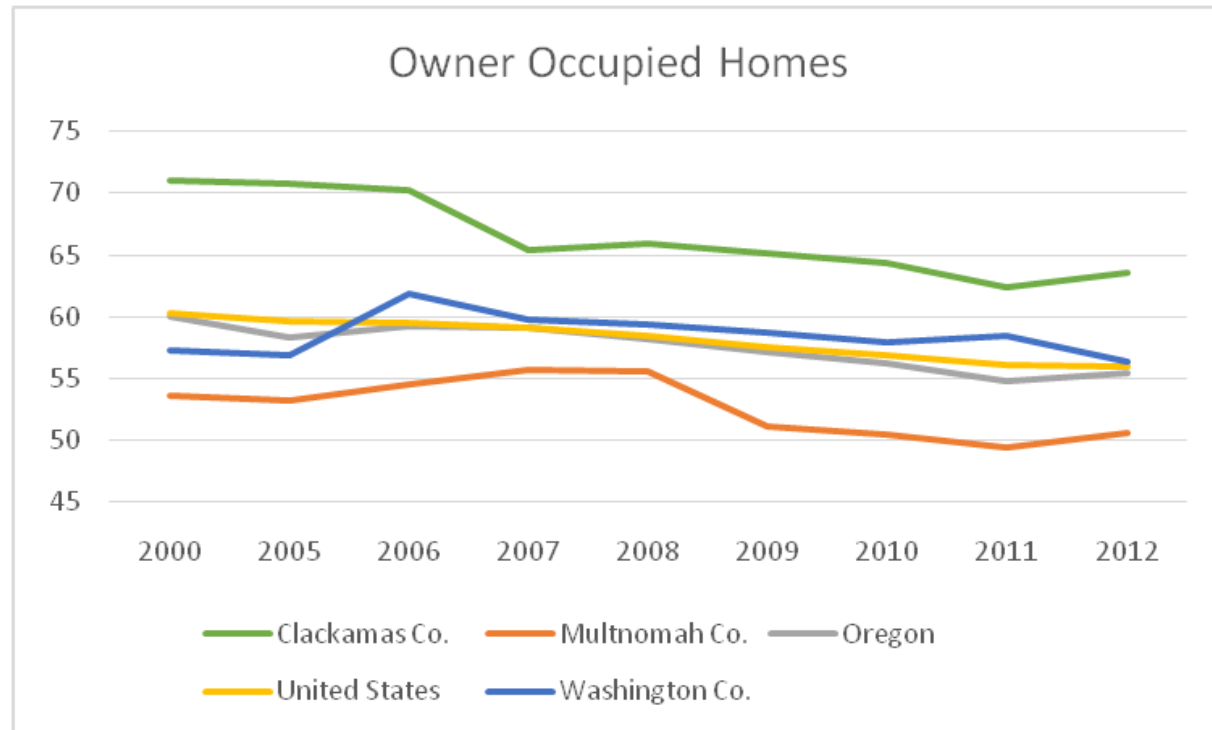
### Why this is important:

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 principle 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.



## 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***

**Where are we now:**

### 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.

### 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.

Jurisdiction	Employment Land within the Metro UGB				
	Cities		County [Unincorporated]		Total
	Acres	Percent	Acres	Percent	Acres
<b>Industrial</b>					
Comp Planned	3,042	70%	1,316	30%	4,358
Zoned	2,708	54%	2,284	46%	4,992
Vacant	550	69%	248	31%	798
Percent Industrial Comp	55%		45%		
Percent Industrial Zoned	49%		63%		
<b>Commercial*</b>					
Comp Planned	2,500	60%	1,641	40%	4,141
Zoned	2,779	68%	1,328	32%	4,107
Vacant	700	80%	173	20%	873
Percent Commercial Comp	45%		55%		
Percent Commercial Zoned	51%		37%		
<b>Total Employment Land</b>					
Comp Planned	5,542	65%	2,957	35%	8,499
Zoned	5,487	60%	3,612	40%	9,099
Vacant	1,250	75%	421	25%	1,671

\* Includes non-traded local sector

## 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:

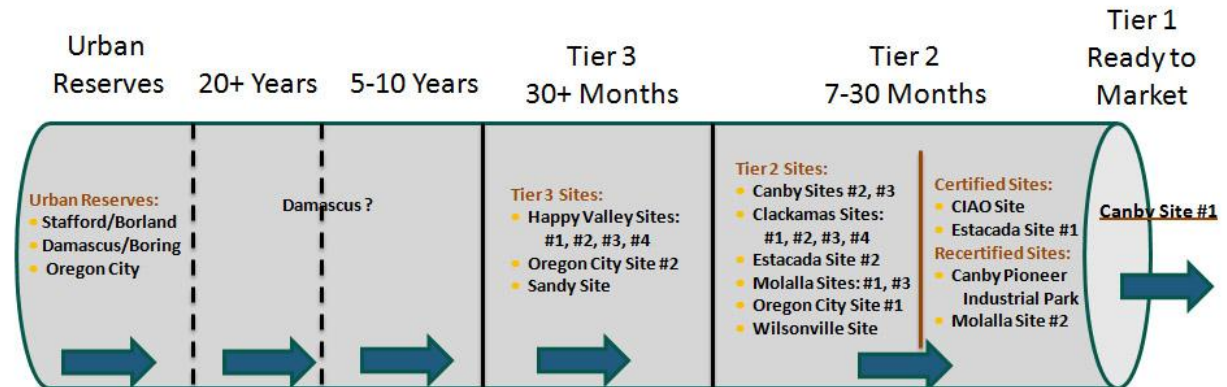
Businesses make expansion and relocation plans in rapid fashion once that business decision has been made. Without a ready supply of developable employment land in inventory, market opportunities will be lost as businesses will locate or expand where supply is available. Multiple sites are required to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

### How much does the County influence this?

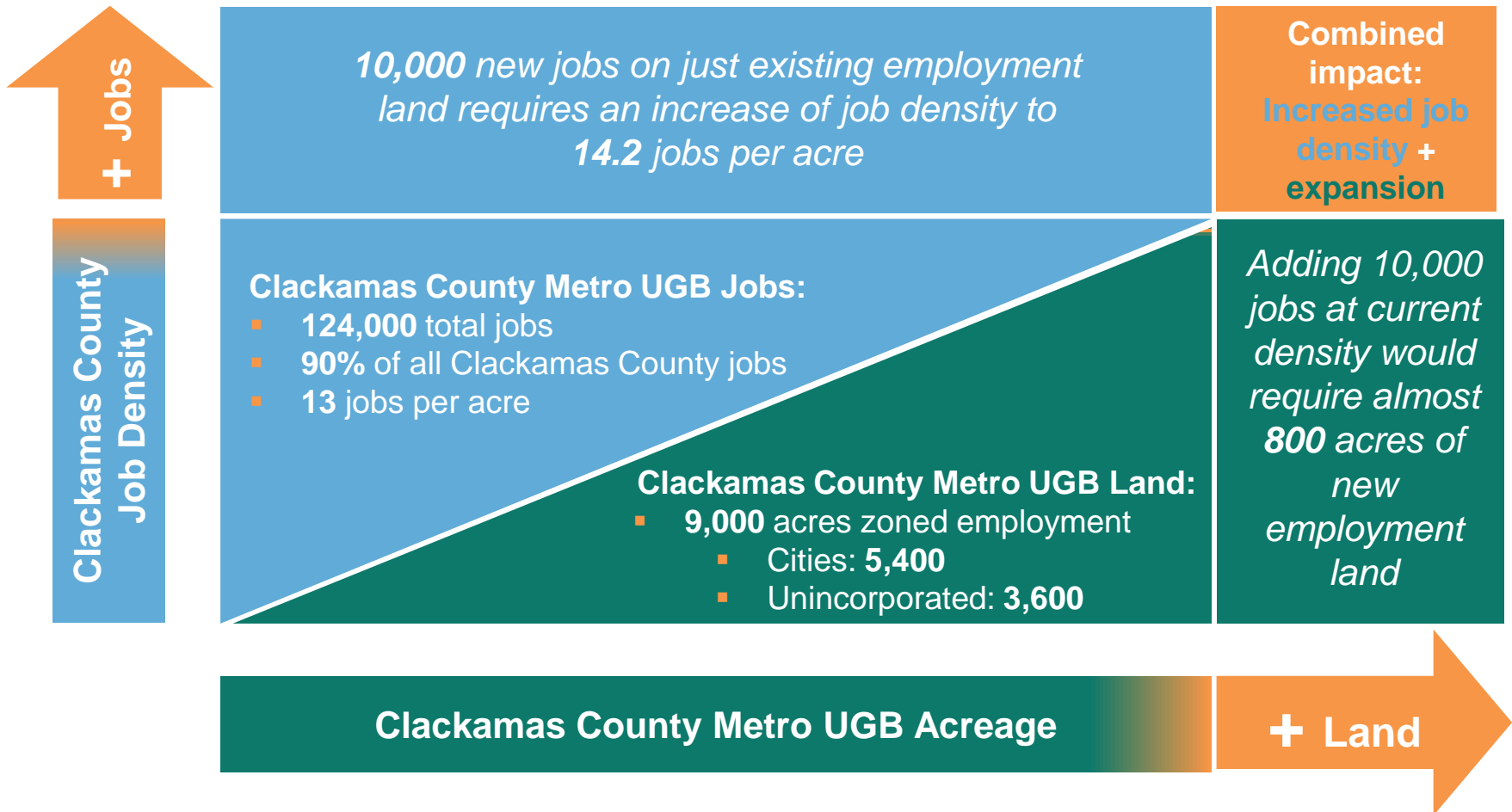
Major influence through jurisdictional oversight over urban unincorporated employment land and collaborative partnerships with cities within the UGB.

### Where are we now:

## Clackamas County Employment Lands Pipeline

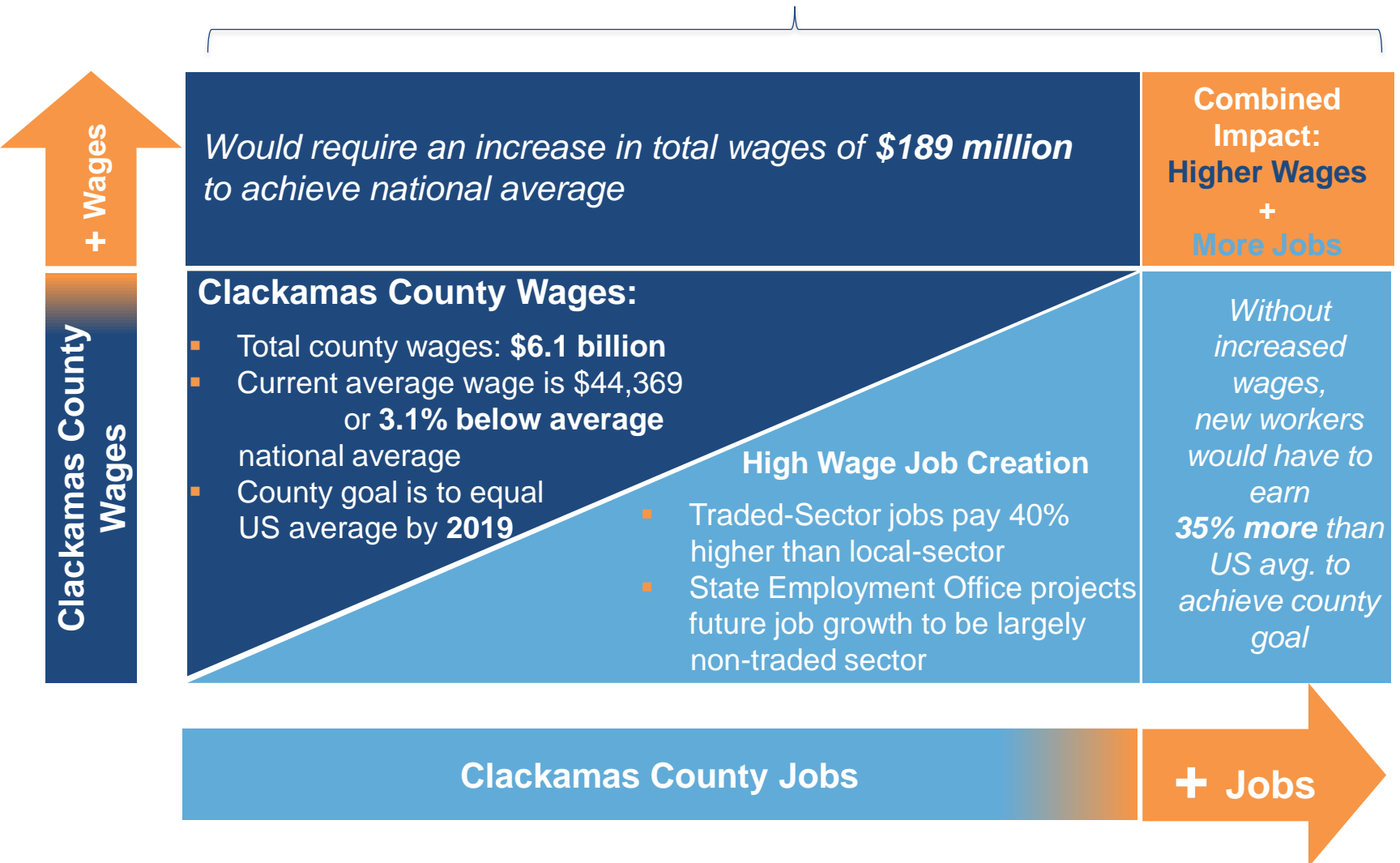


# GOAL: Add 10,000 Family-Wage Jobs



# GOAL: Raise Clackamas County Wages to US Average

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



# Examples of Economic Development Research and Analysis

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