



Clackamas County Board of Commissioners Strategic Planning Retreat

Facilitated by
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BCC Strategic Planning Retreat Agenda

Jan 26 8:00-5:00

- Welcome and Agenda Review
- Overview of the County's Financial Position
- Review of the County's progress on achieving the Results in the current Strategic Plan
- Overview of Managing Results Methodologies
- Communications and Team Building

Lunch Break 11:30

- Review of Input provided through the Interviews
- Review and Update Current Strategic Priorities
- Modification and Additions to Strategic Results

Jan 27 8:00-12:00

- Modification and Additions to Strategic Results
- Finalize the County Strategic Plan

MFR - Integrated Management System



Why Managing For Results?

Integrated Management System

Planning, budgeting, performance measurement and reporting, employee performance management, decision making and service delivery are focused on results for customers

Organizational culture

Language, beliefs and behaviors are focused on results for customers

Managing for Results Model

Customer	Results	Services/Outputs	Demand	Efficiency/Cost
Who will receive these services and experience the intended benefit?	What impact or Result are we trying to create for this customer group?	What type and level of Services will it take to create this experience or Result?	What is the customer Demand for this Service?	What will the Services that deliver the desired Result cost?



Why MFR?

- Accountability & Innovation
- Improve Resource Allocation
- Improve Service Delivery
- Improve Customer Experience

How are we doing in Managing for Results?

High Use of Information for Managing

Low Use of
Information
for Budgeting
& Reporting

High Use of
Information
for Budgeting
& Reporting

Low Use of Information for Managing



Decision-Making Protocol

- Entire Planning Team — Accountable for entire *Strategic Plan*
- Therefore — Members agree to make decisions in the interest of the entire BOCC, County Government and the people of Clackamas County
- Decisions are made by — *Consensus decisions*
- No decision may be tabled
- All Team Members — Agree to fully support all decisions in words and actions

Roles & Responsibilities

The Board

1. Content Expertise
2. Attend & Fully Participate
3. Collaborate
4. Make Decisions
5. Produce the Priorities

& Strategic Results

Facilitators

1. Process Expertise
2. Facilitate Participation
3. Facilitate Collaboration
4. Facilitate Consensus
5. Manage the Process

We all are responsible for the quality of the Plan

What if you don't have performance information?

The Temporary Comfort of Ambiguity



Communications and Team Building

1. Where were you born/raised and how has that shaped who you are today?
2. Discussion - Roles and distinct responsibilities of the Commission, Administrator, County Counsel
3. Discussion of functional, fair, honest and productive communications

Strategic Planning Truths

- Strategic Planning is the business of the County, the business of the People
- Focus, Focus, Focus
- The fewer the strategic results, the greater your chances of success
- Too many results will diminish success because resources are by definition limited

Strategic Planning Truths & Best Practices

- ‘Scope Creep’ nullifies the Strategic Plan and dilutes focus and resources
- Decision Discipline is the companion of Fiscal Discipline – Both are Essential
- With results, the two variables you always have available are - how much and by when?
- After the Retreat, the Administrator will come back to you to recommend the how much and by when on the Strategic Results before you ratify the Plan

Board and Administrator Interviews



Ensure Safe, Healthy and Secure Communities

- Need a continuum of opportunity for children and families to succeed
 - Prevention
 - Early Childhood
 - Pre-K
 - After School
- Connect children's resources to schools
- Research service models and funding models
- Creating opportunities for children, families and all people very important

Ensure Safe, Healthy and Secure Communities

- Children's levy failed for obvious reasons but much work to be done
- Appreciative inquiry to discern what the people of CC want to make happen and would support
- Impact of the pandemic on individuals, families and communities significant and will play out over the next months and years
- Impact on children in school significant

Ensure Safe, Healthy and Secure Communities

- Public Safety is #1 or #2 priority in surveys
- ‘New Sheriff in town’ is an opportunity to build new bridges
- Emergency Management proven high value
- Wild Fires – Public Safety proven results

Ensure Safe, Healthy and Secure Communities

- Broad support for CCSO in CC and BCC
- Full funding for CCSO essential priority – patrol, investigations, jail, etc.
- Recognition of law enforcement needed
- Jail will be needed at some point

Ensure Safe, Healthy and Secure Communities

- Civil unrest in Portland, emphasis on free speech unfortunately turned into civil unrest
- Must keep CC safe, secure
- BCC decisions support people who live here
- Law and civility have been breached
- Concern about potential civil unrest and violence, delayed CC events

Ensure Safe, Healthy and Secure Communities

- Broad agreement on the issue of housing affordability
- Must be proactive to get in front of housing affordability and availability
- Housing costs rising in urban area around Portland, among the highest rate of increase in nation
- Rate of poverty and increasing housing costs higher in our area than most of country

Ensure Safe, Healthy and Secure Communities

- County doing reasonably well providing wrap around services
- Regarding housing crisis - Can the County put together enough money to make a difference? Not enough money currently to keep up with demand.
- Do due diligence on 2 properties
- Different than affordable housing – Sec 8, etc.

Ensure Safe, Healthy and Secure Communities

- Addressing homelessness is imbedded into the County culture
- Operations effectively focused on homelessness
- Focus on homelessness can be operationalized
- \$45M coming to CC, voters did not favor
- Chronic homelessness an ongoing concern
- Root causes need to be addressed

Honor, Utilize, Promote and Invest in our Natural Resources

- Climate Action Plan
- Can it be operationalized?
- Continue emphasis on sustainability,
Courthouse example
- Pollination initiative remains important

Grow a Vibrant Economy

- Impact of COVID yet to be determined
- County revenue implications from COVID economic impact not yet known
- Business closing – no up-to-date information
- Rebuild the economy high priority
- Bring and rebuild jobs back
- Unemployment higher due to COVID impacts

Grow a Vibrant Economy

- Jobs key to recovery from economic impact of COVID
- As individuals and families are hurting from the impacts of COVID, the demand for services is expected to rise
- State expected to have downturn in revenues will have impact on CC
 - Will have implications for funding of services
 - CC may be faced with back filling lost State \$\$
- Increase in poverty and despair from COVID

Grow a Vibrant Economy

- Economic Development and economic development climate a high priority of CC
- Cost of living, especially housing, is rising faster than wages
- CC demographics, wealthiest county, low poverty rate but still here
- Keep CC independent and prosperous

Grow a Vibrant Economy

- Lots of economic opportunity in CC
- Property tax revenues relatively stable compared to sales and income tax revenues
- Challenges for BCC to financially stay disciplined to manage through this crisis
- Child care lacking. Employers are the end consumer of child care.
- Investment in Workforce should be reviewed, CC \$50K

Build a Strong Infrastructure

- Two Strategic Results remain important
- Vision of living in the County manifested in 50 Comprehensive Plan approved by County and the public
- Livability Land Use Plan for built environment, organized around the concept of a walkable village with residential, retail, and transportation, full range of incomes among residents

Build Public Trust through Good Government

- Stability and Continuity most important right now
- Finances and financial discipline very important to stay sound
- Important to stay focused on doing the business of the County, of the people
- Have to hire and keep good folks
- Restructuring the organization is Gary's business, important, some stress involved
- Internal Audit wrapping up readiness audit for Metro Housing Bond

Build Public Trust through Good Government

- County financially, structurally sound
- Quality of life – affordability, kids and family wellbeing, health, transportation
- Government not seen as taxing to make the difference when quality of life steps down
- Don't want government to be viewed as part of the reason quality of life is diminished
- Good working relationships between colleagues and staff important
- Courthouse funding strategies remain to be determined

Build Public Trust through Good Government

- Achieve maximum amount of transparency between County and people of CC
- Easy public access to information about County
- Budget must be sustainable over multiple years
- Budget should be focused on supporting basics
- Budget should be focused on supporting what we are already doing
- Growth of government should be controlled

Build Public Trust through Good Government

- Recreate systems and processes to be more efficient and effective – ongoing work
- Common Values in the County
 - Civil Liberties
 - Personal Freedom
 - 2nd Amendment
 - Individualism
 - Keep government overreach under control

Build Public Trust through Good Government

- State of Oregon and Metro passing a record number of budget/tax initiatives
- Fiscal discipline very important if we are to succeed, keep our word to voters
- Pay for what we have
- Personnel costs almost always increase
- BCC members note having a good relationship with Gary, want to keep it that way

Build Public Trust through Good Government

- Social tenor is very negative
- Deep divisions locally, state and nationally
- Public mistrust impacts – hostility, critical of CC, spiting on deputies, 911 calls derogatory, may stop paying property tax, violence, code enforcement safety.
- Internally - employee safety, employees quitting, demoralizing, fear of safety, leaders must set the tone

Build Public Trust through Good Government

- Needed operational changes are happening
- Amount of change is significant, COVID remote working, new board, personnel changes, department reorganization, social divisions, safety concerns are new and amplified, uncertainty and fear in the organization
- Fiscally CC does not have the resources to provide services to everyone
- We have been living beyond our means
- Employee costs rising faster than revenues

Build Public Trust through Good Government

- Current Priorities in Strategic Plan are right on target and are working well

Additional Elected Officials Interviews



Additional Elected Officials Interviews

- Evictions prevented until July 1, only for misbehavior, now 6-10 per week vs 40-50, eviction laws have changed 3 times, plus exec orders
- Landlord relief possible
- Traffic citations down, only the most egregious violations coming to court
- Collections coming in from payment plans from previous violations, not sure about the future of payments
- Increased # of violators unable to pay traffic fines
- More hearings by telephone

Additional Elected Officials Interviews

- County Administrator providing strong and consistent leadership
- One County, One Team is building trust across departments, directors support County Administrator
- Social divisions in County, state and nation not getting better
- Increasingly important leaders speak truth based on facts, lead for everyone, not stoke

Additional Elected Officials Interviews

- Criminal Justice concerns about the direction of the OR legislature
- CJ blamed for racial disparity, legislation intended to 'fix' racial disparity by lessening criminal justice punishments for crime
- Very concerned crime will increase
- OR 46th in treatment for substance abuse
- Little to no local resources for substance abuse treatment, goes to jail

Additional Elected Officials Interviews

- Fix systemic racism in all systems
- Criminal justice system is terrible response to mental health or substance abuse
- Need to right size criminal justice
- Law Enforcement has lost trust from public
- Public does not know what law enforcement or prosecutors does for them
- CC very safe, different from Portland, want to keep it that way, keep the public safe
- Funding public safety should be #1 priority

Additional Elected Officials Interviews

- Achieved 98% tax collections in 2020
- By 2022 may collections rate may decline somewhat because of commercial property stresses
- CCSO asked for ICMA financial condition assessment, not DTD or H3S so far
- Clerk/Elections, feds looking at security in local review
- Gary viewed as very effective and as trying to limit priorities to ensure success

Additional Elected Officials Interviews

- Growth in CC population continues to grow
- Technology is often the way some elected offices have kept up, Assessor, Treasurer
- Legislature will likely create more work for Counties in tax collections
- One Team, One County helping to build strong relationships between elected officials and department heads
- Tax Revenues are being distributed timely

Additional Elected Officials Interviews

- Technology is expected to resolve properties omitted from tax rolls, will have applications in several departments, implementing and internalizing technology a management challenge, core technologies in assessment 20+ yrs. old, many records not digitized, concerns about burnout of staff
- Tax collections = 74% of the Gen Fund Budget
- Less than 1 month supply of housing

Additional Elected Officials Interviews

- Assessed tax revenues steady for 2020, 2021 probably similar, questions about 2022
- Regarding values and impact on revenues:
 - Residential values are appreciating
 - Commercial values based on income, expect some decline given the economy
 - Industrial solid, on-line sales, building warehouses
- Residential foreclosures not as high as Great Recession
- Commercial foreclosures may increase in short term

Additional Elected Officials Interviews

- Full funding of CCSO, full staffing at issue, County has helped w deficit, level funding is a reduction in funding
- Full funding patrol, investigations, jail, etc.
- County does not have a plan for growth in population and additional law enforcement
- Concerns growing about what the Legislature may be doing to lessen the effectiveness of law enforcement

Additional Elected Officials Interviews

- Results of Ballot 110 expected to cause increase in property crime and and crimes against persons, human trafficking and murder
- Drug treatment 18 months later
- Oregon 46th in drug treatment capacity
- No place to take inebriated or stoned residents except jail in CC
- Jail is no 'bottom', only death now
- Behavior Health Center, law enforcement not welcome

Additional Elected Officials Interviews

- Image of law enforcement has taken some big hits
- Law enforcement not telling its own story well
- Tough keeping morale up
- Increasingly difficult to attract the right people
- Pay and incentives for CCSO not keeping up with other law enforcement agencies in the area
- Newbies take 18 mos., lateral hires highly sought after

Additional Elected Officials Interviews

- Larger Courthouse will require larger number of deputies and staff, courtrooms, process serving,
- Jail built in 1958 liabilities will continue to increase, larger courthouse will require more jail beds
- Mental Health and substance abuse services significantly lacking
- Literally no place to take MH or substance abuse individuals except jail
- Jail is a terrible place to take intoxicated people or for treatment for MH or substance abuse

Additional Elected Officials Interviews

- Law Enforcement not getting acknowledgement or support for the hate directed at them
- CCSO performance during fires not yet acknowledged

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