



COUNTY ADMINISTRATION

PERFORMANCE CLACKAMAS
STRATEGIC PLAN
2020

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Introduction

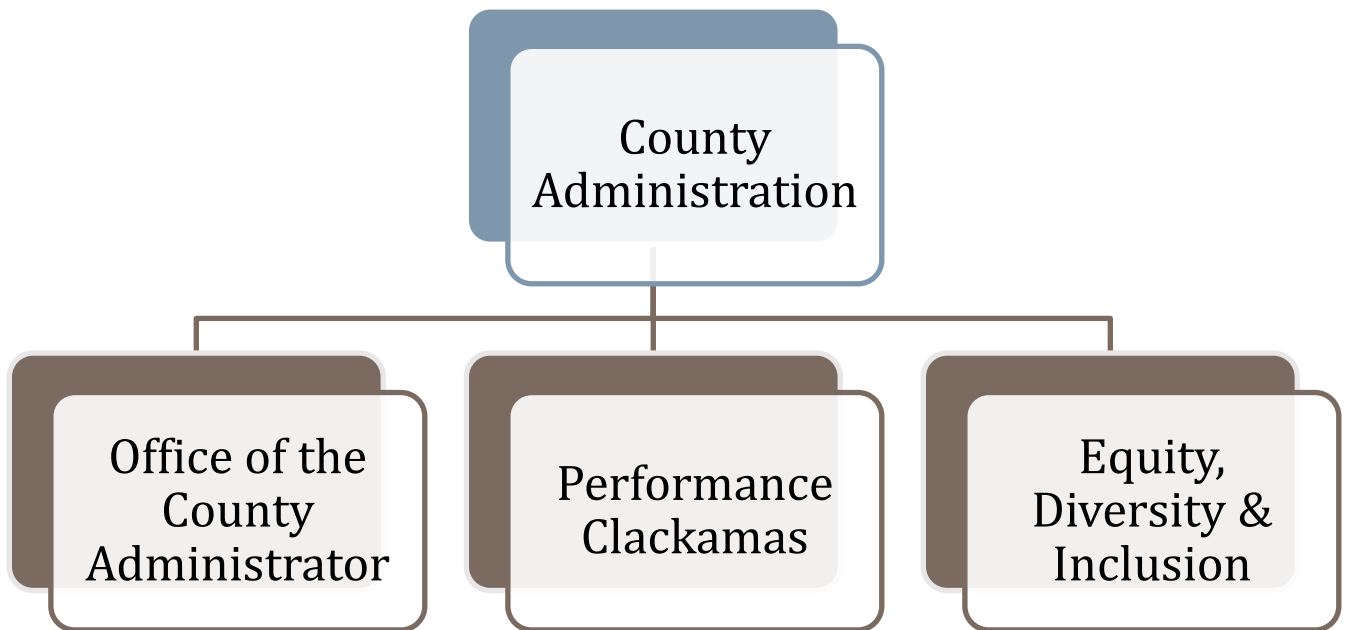
OVERVIEW

County Administration plays an important role in Clackamas County government by providing support to elected officials, leadership to other County Departments and consultation and coordination activities between the County, other agencies and the community. The intent of this plan is to increase the efficiency and effectiveness of the services that County Administration offers to the Board of County Commissioners, the public, and Departments, so that the Board of County Commissioners can meet their obligations and commitments to the public of Clackamas County and achieve the County's strategic results on behalf of the public of Clackamas County.

Mission Statement

MISSION

The mission of County Administration is to provide leadership and support services to the Board of County Commissioners, County Departments and members of the public so they can provide and experience transparent, responsive and effective government.



Issue Statements

1. Implementation of Managing for Results/Performance Clackamas

The continuing resistance to fully implementing Performance Clackamas, including reporting, budgeting and managing service delivery and customer experience, if not corrected will result in:

- Board of County Commissioners (BCC) loss of trust in staff
- Public loss of trust in County
- Less effective service to the public
- Wasted public funds

2. Results for Equity, Diversity and Inclusion

The lack of measurable customer results related to Equity Diversity & Inclusion, if not addressed will result in:

- Public not being served by diverse workforce
- Legal consequences including loss of funds
- Compromised access to services
- Low employee engagement and satisfaction

3. Fiscal Discipline

The lack of Department budget discipline, transparent financial oversight, and accountability if not addressed will result in:

- Over expenditures
- Declining public trust
- Financial audit findings and/or penalties
- BCC loss of confidence in staff
- Reversion to line items budgeting

4. Morale & Clarity

A lack of teamwork, role discipline and accountability in the County Administration Office, if not addressed will result in:

- Duplication of staff efforts
- Low morale
- Lack of consistent messages/information to public

- Employee turnover
- BCC priorities not met
- Poor or lacking leadership

5. One County/One Team

County Departments continuing to operate independently regarding policies, operation and finances, and lacking interdepartmental cooperation, if not addressed will result in:

- Service delays for customers
- Increased costs for customers and County
- Waste of public funds
- BCC loss of confidence that staff is able to implement their policy directives
- Duplication of services

6. The role of the BCC & Administrator

The current organizational culture of disregarding the governing body and County Administrator's direction, if not corrected will result in:

- Mistrust between elected officials and departments
- Departments taking action not in accordance with the BCC direction
- Delays in implementing BCC policy

Strategic Results

1. By 2023, build a new County Courthouse (County Plan Results 2020)
2. By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, health foods (County Plan Results 2020)
3. By 2024, the County Strategic Plan goal of “Build Public Trust through Good Government” will be achieved, as evidenced by:
 - By 2022, 100% of the County budget will be tied to measurable customer results. (Addresses issues 1 & 3) (Performance Clackamas)
 - By 2024, 75% of Clackamas County’s Strategic Results will be achieved, including annual targets in the Strategic Plan. (1) (Performance Clackamas)
4. By 2024, Clackamas County will be a welcoming and inclusive place to live, work and do business as evidenced by:
 - By 2020, 100% of appointed Department directors will establish performance measures and set targets for providing equitable access to services for diverse populations (equitable service delivery plans). (2) (Equity, Diversity and Inclusion)
 - By 2024, the demographics of County staff will reflect the demographics of the communities we serve. (2) (Equity, Diversity and Inclusion)
 - By 2022, the County will approve an Equity, Diversity, and Inclusion Strategic Plan that aligns with the Clackamas County Strategic Plan. (2) (Equity, Diversity and Inclusion)
5. By 2020, the BCC will receive the information they need to make effective decisions as evidenced by:
 - By 2020 90% of BCC members agree they receive timely strategic counsel from Departments. (4,5,6) (Office of the County Administrator)
 - By 2020 BCC members agree that 90% of departments are responsive to their requests for information in a timely manner. (4,5,6) (Office of the County Administrator)

6. By 2022, the BCC and County Departments will benefit from an effective and aligned team within the Office of County Administration as evidenced by:
 - By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of work produced and customer service provided. (4) (Office of the County Administrator)
7. By 2022 100% of reserve and contingency funds for general fund supported programs will reside at the County, not departmental, level. (3,4,5,6) (Office of the County Administrator)

Line of Business: County Administration

LINE OF BUSINESS PURPOSE STATEMENT

The purpose of the County Administration Line of Business is to provide leadership, guidance, consultations and support services to the Board of County Commissioners, County Departments and the public so they can achieve and experience world-class customer service and results from Clackamas County government.

PROGRAMS:

- Office of the County Administrator
- Equity, Diversity and Inclusion
- Performance Clackamas

KEY RESULT MEASURES

- By 2020 90% of BCC members agree they receive timely strategic counsel from Departments. ✦
- By 2022, 100% of the County budget will be tied to measurable results and outcomes. ✦
- By 2021, the County will approve an Equity, Diversity, and Inclusion Strategic Plan that aligns with the Clackamas County Strategic Plan. ✦

Office of the County Administrator Program

PROGRAM PURPOSE STATEMENT

The purpose of the Office of the County Administrator program is to provide leadership, representation and administrative support services to the Board, individual Commissioners, County Departments, and the public so they can deliver and experience responsive, professional and effective government.

PROGRAM PERFORMANCE MEASURES

- By 2023 build a new County Courthouse (County Plan Results 2020) ☆
- By 2024 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, health foods (County Plan Results 2020) ☆
- By 2020 90% of BCC members agree they receive timely strategic counsel from policy advisors and Departments. ☆
- By 2020 BCC members agree that 90% of departments are responsive to their requests for information in a mutually agreed upon timely manner. ☆
- By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided. ☆

BY 2022 100% OF RESERVE AND CONTINGENCY FUNDS FOR GENERAL FUND SUPPORTED PROGRAMS WILL RESIDE AT THE COUNTY, NOT DEPARTMENTAL, LEVEL. ☆ OUTPUTS

- Department responses to BCC requests

DEMANDS

- # BCC requests to Departments expected

PROGRAM'S SERVICES

Administrative Investigations

Administrator Communications

Administrator Representations

BCC Request Responses

Budget Facilitations and Decisions

Business Meeting Facilitations

Communication Materials

Commission focused services:

- Board and Department Presentations
- Business meeting agendas
- Business meetings materials
- Business meeting minutes
- Board decisions
- Commissioner consultations
- Managed Commissioner Correspondence
- Commissioner information request responses
- Supported Commissioner meetings
- Commissioner policy recommendations
- Commissioner representations
- Commissioner research findings
- Commissioner schedules
- Commissioner talking points
- Executive sessions audio files
- Executive sessions notes
- Policy briefings
- Work session agendas
- Work session audio files
- Works session materials
- Work session notes
- Works session reviews

COOP Plans

County Representations, Partnerships and Liaisons

Customer Case Research Findings and Resolutions

Customer Inquiry Responses

Customer Concern Data Tracking Reports
Decisions on grant applications, personnel, IGA's and contracts
Internal/Department Strategic Consultations
Invoice Approvals
Policy and Program Recommendations
Policy Meeting Facilitations
Project Sponsorships
Public Presentations
Staff Evaluations
Staff trainings
Small Grants
Special Projects

Performance Clackamas Program

PROGRAM PURPOSE STATEMENT

The purpose of the Performance Clackamas program is to provide strategic performance management and support services to the Board of County Commissioners and County Departments so they can achieve the strategic goals of the Board of County Commissioners and County Department strategic business plans.

PROGRAM PERFORMANCE MEASURES

Results

- % Department performance measures that have current data reported in the dashboard.
- % Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins.
- By 2022, 100% of the County Budget will be tied to measurable results and outcomes. 🌟
- By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan. 🌟

OUTPUTS

- # Departments with current data in the dashboard
- # Departments with budgets tied to measurable results and outcomes
- # Performance measures publicly posted

PROGRAM'S SERVICES

Annual performance reports (Board and Public)

Corporate plan reviews

Data reporting systems (aka dashboard for Department data)

Interim plan reviews

Strategic planning vendors and contracts

Plan implementation teams and facilitations

Public performance measure reporting platforms

Quarterly plan check-ins
Strategic outcomes
Strategic plan approvals
Strategic plan facilitations
Strategic plan recommendations

Equity, Diversity and Inclusion (EDI) Program

PROGRAM PURPOSE STATEMENT

The purpose of the Equity, Diversity and Inclusion program is to provide equitable access, planning, facilitation, representation, consultation and relationship services to County employees and the public so they can experience equitable access and enjoy a welcoming and inclusive place to live, work and do business.

PROGRAM PERFORMANCE MEASURES

Results

- By 2020, 100% of appointed Departments will establish performance measures and set targets for providing equitable access to services for diverse populations (equitable service delivery plans). 🌟
- By 2022, 80% of county employees will participate in an EDI training
- By 2022, 75% of EDI events in the region will have a Clackamas County presence
- By 2024, the demographics of County staff will reflect the demographics of the communities we serve. 🌟

Milestone: By 2022, the County will approve an Equity, Diversity, and Inclusion Strategic Plan that aligns with the Clackamas County Strategic Plan. 🌟

OUTPUTS

- # Departments with approved equitable service delivery plan
- # County employees participating in an EDI training
- # external EDI events attended
- # EDI training sessions for County employees provided

PROGRAM'S SERVICES

Advisory Council Meetings
Title VI and II Complaint Responses
EDI Events
Diversity Relations Facilitations
EDI Consultations
EDI Initiatives

EDI Policies
EDI Representations
EDI Speaking Engagements
EDI Training Sessions
Equal Employment Opportunity and Affirmative Action Consultations and Reports
Equitable Access Service Delivery Plans and Updates
Equity, Diversity and Inclusion (EDI) Plan
Service Delivery Assessments, Facilitations and Plans
Title II & VI Plans

MFR Glossary

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.