

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Study Session Worksheet

**Presentation Date:** December 15, 2015 **Approx Start Time:** 1:30 am **Approx Length:** 30 min

**Presentation Title:** Building Public Trust through Good Government  
Office of the County Administrator Strategic Business Plan

**Department:** Admin

**Presenters:** Don Krupp, Dan Chandler, Laurel Butman, Mary Raethke, Nancy Newton, Emmett Wheatfall

**Other Invitees:** Policy Coordinators

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Comments and questions on the Strategic Business Plan of the Office of the County Administrator

### EXECUTIVE SUMMARY:

#### Background

In its Performance Clackamas Strategic Plan, the Board of County Commissioners directed all Commission-managed County departments to complete strategic business plans by 2017.

The Office of the County Administrator completed its plan in the Fall of 2015. All of the employees in the office participated in developing the plan.

A copy of the plan is attached. The plan is in draft form.

Briefly, the Office of the County Administrator is divided into five programs:

- Performance Clackamas Program
- Office of the County Administrator Program
- Board of County Commissioners Program
- Customer and Community Service Program
- Diversity Equity and Inclusion Program

Like all other department plan, each program in the Office of the County Administrator has a Family of Measures, including Results, Output, Demand and Efficiency.

**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 your Department’s Strategic Business Plan goals?
- How does this item align with the County’s Performance Clackamas goals?

The Office of the County Administrator is responsible to helping achieve all of the County’s Performance Clackamas Goals.

**LEGAL/POLICY REQUIREMENTS:**

N/A

**ATTACHMENTS:**

- a. DRAFT Strategic Business Plan for the Office of the County Administrator.

**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
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# Performance Clackamas

Office of the County Administrator

Strategic Business Plan

(December 15, 2015 draft)



## MISSION

The mission of the Office of the County Administrator is to provide leadership, support and problem solving services to the Board of County Commissioners, County Departments and members of our community so they can provide and experience responsive, effective government.

## ISSUE STATEMENTS

1. Uncertainty regarding the makeup of the Board of County Commissioners, if not anticipated and responded to effectively, will lead to delays, inefficiencies and lost opportunities in getting the public's work done.
2. The high percentage (43%) of employees who become retirement eligible over the next 5 years, combined with the lack of employee development opportunity and greater competition for our workforce, if left unaddressed, will result in:
  - a. Loss of capacity to serve the public
  - b. Loss of institutional knowledge
  - c. Higher costs to recruit and train new employees
  - d. Reduced morale and employee satisfaction
3. Ongoing implementation of Performance Clackamas throughout the County, if not effectively led and managed will result in:
  - a. Sub-standard outcomes for the County's customers
  - b. Less transparency for residents
  - c. Unrealized return on our strategic planning investment
  - d. Missed opportunities to build trust and confidence in County Government
4. On-going relationships with our local and regional government partners if not well developed and productively managed will result in:
  - a. Not achieving the BCCs strategic results
  - b. Less confidence on part of the public
  - c. More costly and less efficient services for our customers
5. When Clackamas County Core Values are manifest in Board and Employee behavior and in our decisions, this will result in:
  - a. Public Trust and Confidence
  - b. Stronger Partnerships
  - c. More Confident Staff
  - d. Clackamas County will be more attractive as a great place to live, work and do business.

6. To the extent that the roles and authority of Senior Managers and Policy Coordinators in County Administrator's office are unclear or not fully understood, either by Administration staff or by Departments, the following will occur:
  - a. The County Administrator will have difficulties managing County operations, cross cutting issues and initiatives and implementing the BCC Strategic Plan
  - b. Departments will have difficulties responding appropriately to the Administrator's Office
  - c. Administration staff will underperform in their roles and responsibilities
  - d. Role clarity and decision discipline will be difficult to attain at a level that can achieve and sustain success across the organization.
7. The Lack of a long-range planning structure that anticipates and scans for major policy issues, if left unaddressed, will result in:
  - a. Decreased resident confidence in the county
  - b. Higher Costs to address issues important to the County
  - c. Decreased strategic position of the County
  - d. Reactive decision making
8. The increasing diversity of our population, and importance of equity and inclusion to our Values, if not planned for and managed properly will result in:
  - a. Difficulty in recruiting and retaining satisfied and productive employees
  - b. Inability to equitably serve our diverse population
  - c. Restricted growth
  - d. Poor Policy Making
9. Anticipated increases in revenues, coupled with internal and external demands for resources to fully recover service delivery levels from the recession, if not addressed will result in:
  - a. Inability to meet current and future service demands
  - b. Delayed and potentially more costly demand for infrastructure maintenance upgrades
  - c. Presenting a difficult choice for residents between maintaining service levels and paying more in taxes

## **STRATEGIC RESULTS**

### **Build Public Trust through Good Government**

1. 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 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.
2. By 2019, **100%** of Departments' Lines of Business will establish performance measures and set targets for providing equitable access to services for diverse populations.
  3. By 2018, the reputation of Clackamas County will be the most professional, productive & effective government organization in the region as evidenced by:
    - **75%** of surveyed County department customers who report Clackamas County is the most professional, productive and effective government organization in the Region
    - **75%** of surveyed partner jurisdictions which report Clackamas County is the most professional, productive and effective government organization in the Region
    - **75%** of surveyed communities of interest who report Clackamas County is the most professional, productive and effective government organization in the Region
  4. By 2018, Clackamas County and its local and regional government partners will solve problems and resolve differences without litigation & appeals as evidenced by:
    - **50%** reduction in litigation and appeals with local and regional government partners
  5. By 2016, role descriptions and delineations of authority and responsibilities for Senior Managers and Policy Coordinators within the County Administrator's Office will be developed, distributed and discussed to ensure Administration Staff and Departments fully understand.

## **Performance Clackamas Program**

### **Purpose Statement**

The purpose of the Performance Clackamas program is to provide Budgeting, Consulting, Reporting and Accountability services to County Departments and the Board of County Commissioners so they can achieve the goals of the County's adopted Strategic Plan.

### **Key Results**

- 85% of Strategic Results in the adopted County Strategic Plan achieved or annually on target.
- 85% of Department Strategic Results achieved annually on target
- 85% of Key results achieved
- 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 percent of the County Budget will be attached to measurable customer results.
- By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.
- By 2017, The County will obtain a certificate in Performance Management from the ICMA

### **Outputs**

# MFR Live System Training Sessions Provided  
# Department Strategic Business Plan Approvals  
# Performance Measures publically available  
# Results Accountability meetings completed

### **Demand**

# MFR Live System Training Sessions Requested  
# Department Strategic Business Plan Approvals requested  
# Key results expected to be reported

### **Efficiency**

\$\$ Program expenditure per \$ budgeted  
\$\$ Program expenditure per program budgeted

## **Services**

- Annual Performance Report to the Board & Public
- Appointed Director Updates
- BCC Strategic Plan Public Input Sessions
- BCC Strategic Plan Updates
- Budget Committee Meetings
- Citizen Complaint Investigations
- Compliance Reviews
- Conflict Mediations
- County Administrators Proposed Budget
- Department Approvals
- Department Budget Approvals (Preliminary)
- Department Consultations
- Department Inquiry Responses
- Department Meetings
- Department Strategic Business Plan Approvals
- EMT Updates
- MFR Compliance Reviews
- MFR Live Performance Dashboard
- MFR Live systems Training Sessions
- MFR Presentations
- MFR Training Sessions
- On Demand Performance Reports
- Performance Budget Design
- Performance Budgets
- Performance Clackamas annual work plan
- Performance Data Reviews
- Performance Measures
- Performance Reports
- Project and Program Briefings
- Results accountability meetings (3 times/yr)
- Strategy Plan Reviews
- Support and Technical Assistance to Departments
- Written Response to Inquires



## **Office of the County Administrator Program**

### **Purpose Statement**

The purpose of the Office of the Administrator program is to provide leadership, communications, representation and administrative support to the Administrator and the Office staff so they can make expeditious, well informed, and operational and policy decisions.

### **Results**

- **90%** of Administrator decisions on grant applications, personnel, IGAs and contracts can be made at the first presentation
- By 2016, 90% of employees will agree that role descriptions and delineations of authority and responsibilities for Senior Managers and Policy Coordinators within the County Administrator's Office are clear and fully understood.

### **Output**

# Decisions on grant applications, personnel, IGAs and contracts considered

### **Demand**

# Decisions on grant applications, personnel, IGAs and contracts expected to be requested

### **Services**

Administrative Investigations  
Administrator Communications  
Administrator Representations  
Budget Facilitations and Decisions  
Communication Materials  
COOP Plans  
Decisions on grant applications, personnel, IGA's and contracts  
Employee and Colleague Mentoring Sessions  
External Consultations  
Financial Reports  
Intergovernmental Inquiry Responses  
Internal and External Stakeholder Meetings  
Inventory Reports  
Invoice Approval  
Legislation Reviews  
Legislative Strategy Consultations

Maintenance  
Policy and Program Recommendations  
Project Sponsorships  
Public Presentations  
Purchases and Contracts  
Recruitments and Hires  
Special Projects  
Staff Evaluations  
Staff Trainings  
State Rule Making and Legislative Representations

## **Board of County Commissioners Program within the County Administrator's Office**

### **Purpose Statement**

The purpose of the Board of County Commissioners Program within the County Administrator's office is to provide coordination, representation and decision-making support services to the Board and individual Commissioners so they can continue to give direction and make decisions that move the County toward the Board's Strategic Plan.

### **Results**

- **85%** of Board policy session decisions that are tied to the Board's Strategic Plan

### **Outputs**

# Policy and contract decisions presented  
# of Agenda items presented

### **Demand**

# of Agenda items expected

### **Services**

Board and Department Presentations  
Board Business Meeting Agendas  
Board Business Meeting Materials  
Board Business Meeting Meetings  
Board Business Meeting Minutes  
Board Business Meeting Review  
Board Business Meeting Videos  
Board Consultations  
Board Decisions  
Board Land Use Hearings Decisions

Board Member Consultations  
Board Member Correspondence Management  
Board Member Information Request Responses  
Board Member Meeting Support  
Board Member Policy Recommendations  
Board Member Representations  
Board Member Research Findings  
Board Member Schedules  
Board Member Talking Points  
Board Small Grants  
Board Work Sessions Agenda  
Board Work Sessions Audio  
Board Work Sessions Materials  
Board Work Sessions Notes  
Board Work Sessions Review  
Policy Briefings

## **Customer and Community Service Program**

### **Purpose Statement**

The purpose of the Customer and Community Service program is to provide convening and problem solving services to the people of Clackamas County so they can experience responsive, professional and effective government.

### **Results**

**70%** of Customer Cases receiving a follow-up call or email within 8 business days after closure of case.

**80%** of Cases closed within two weeks

By 2018, the reputation of Clackamas County will be the most professional, productive & effective government organization in the region as evidenced by:

**75%** of surveyed County Departments' customers who report Clackamas County is the most professional, productive and effective government organization in the Region

**75%** of surveyed partner jurisdictions which report Clackamas County is the most professional, productive and effective government organization in the Region

By 2018, Clackamas County and its local and regional government partners will solve problems and resolve differences without litigation & appeals as evidenced by:

**50%** reduction in litigation and appeals with local and regional government partners

## **Output**

# Cases Managed

# Customer inquiries and referrals

The ratio of customers inquires and referrals to cases managed

## **Demand**

# Cases Expected

## **Efficiently**

\$\$ Program expenditures per customer inquiry responses provided

## **Services**

Community and government regional partnerships

Community facilitations and consultations

Community project sponsorships

Convening services

Customer Cases

Customer Complaint Investigations

Customer Inquiry Responses

Customer Letters

Customer Tracking Emails

Customer's referrals

Intergovernmental and Community representations

Intergovernmental inquires and responses

Written Inquiry Responses (BCC, Departments)

## Definitions

Inquiry- any phone call/voicemail, visit or email

Cases- Communication from people of Clackamas County that are matters that require follow-up, coordination and /or referral outside of Administrators office.

Snapshots of inquiries-every couple of months

## **Diversity, Equity and Inclusion Program**

### **Purpose Statement**

The purpose of the Equity, Diversity and Inclusion Program is to provide equitable access, workforce character, reputation and relationship services to County employees and the public at large so they can enjoy a welcoming and inclusive place to live, work and do business.

## **Results** (Note; the Purpose Statement is not directly measured in the results.)

By 2019, **100%** of Department Lines of Business will establish performance measure and set targets for providing equitable access to services for diverse populations.

**80%** reduction of job classifications where women and minorities are underrepresented.

**TBD%** of surveyed communities of interest who report Clackamas County provides the most welcoming and inclusive services in the region

**TBD%** of employees engaged (Measures the success of the County as an organization that is welcoming and inclusive)

## **Outputs**

# Equitable Access Service Delivery Plans and Updates completed on an annual basis

# Training hours on Equity, Diversity and Inclusion

# Individuals participating in training and outreach events

# Unduplicated managers participating in DEI trainings

## **Demand**

# County Managers (unduplicated)

## **Efficiencies**

\$\$ Expenditure per individual participating in training

\$\$ Program expenditure per person participating in Equity, Diversity and Inclusion services

## **Services**

Advisory Council Meetings

Complaint Responses for Title VI and II

DEI Events

Diversity Relations Facilitations

DEI Consultations

DEI Initiatives

DEI Policies

DEI Representations

DEI Speaking Engagements

DEI Training Sessions

EEO and AA Consultations and Reports

Equitable Access Service Delivery Plans and Updates

Service Delivery Assessments, Facilitations and Plans

Title II & VI Plans