CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: December 11, 2018   Approx. Start Time: Approximate Start Time: 2:30 p.m.   Approx. Length: 1 hour.

Presentation Title:	Performance Clackamas Update
Departments:	Admin, DTD and PGA
Presenters:	Dan Chandler, Gary Schmidt, Dan Johnson, Diedre Landon

Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is an update on the Performance Clackamas Program adopted by the Board of Commissioners in September, 2014, including presentations from PGA and DTD regarding how they are implementing the program in their departments.

EXECUTIVE SUMMARY:

In September, 2014 the Board of Commissioners adopted Performance Clackamas, a strategic plan and management system. The Board of Commissioners adopted 28 goals or outcomes across 5 Areas of Strategic Focus.

Performance Clackamas focuses on measurable goals encompassed by five strategic priorities:

- **Build public trust through good government.**
- **Grow a vibrant economy.**
- **Build a strong infrastructure.**
- **Ensure safe, healthy and secure communities.**
- **Honor, utilize, promote and invest in our natural resources.**

The attached Power Point presentations describe the County's progress on the program, including updates from PGA and DTD.

The program includes strategic business plans for county departments, with performance information and cost information for over 60 programs.

More information on the program may be found at www.clackamas.us/performance.

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 the County's Performance Clackamas goals?

  This item is a Performance Clackamas update, and touches the entire program.

LEGAL/POLICY REQUIREMENTS:

N/A

ATTACHMENTS:

a.   Power Point presentation.

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

Performance Clackamas

Update December 11, 2018

Original RFP

It is anticipated that the outcome of the strategic planning process will assist the County in becoming a government organization that increasingly:

- Plans, focuses, and manages strategically;

- Creates customer-oriented, outcomes-based performance measurements/progress indicators;

- Implements data-driven service methods, quality, and quantity;

- Streamlines County government processes;

- Generates and captures cost savings at all levels of County government;

Program Goals

- By 2017, all Commission-managed departments will have completed customer-focused, outcome-based strategic business plans, to include customer service and satisfaction measures.

    - Met goal. In addition, by FY& 2019/2020 all departments except Tourism and Cultural Affairs will have developed plans.

- By the 2018/2019 Fiscal Year, 100% of the county budget will be attached to measurable customer results.

    - 86% for 2018/2019.

    - 96% projected by 2019/2020

- ICMA Certificate in Performance Management

    - Obtained in 2017

- Public-Facing Dashboard

    - http://clackamas.clearpointstrategy.com/

Departments Completed

Admin/BCC Staff

Resolution Services

Public and Government Affairs

Disaster Management

911 (C-COM)

Human Resources

Juvenile

Information Technology

Business and Community Services

Finance

Transportation and Development

Community Corrections

Health, Housing and Human Services

Water Environment Services

Elected Officials Completed

- Clerk

- Assessor

- Sheriff (in review process)

Elected Officials Coming In Next Year

- District Attorney
- Treasurer

Compliance among Board-Directed Departments

- Nine departments reasonably current.

- Four departments in process with relatively news plans.

- Three departments needing to catch up.

- Over 1000 measures across the county in over 70 programs.

Next steps

- Train internal facilitators for plan revisions.

- Refine public facing dashboard.

- Plan revisions and streamlining for departments.

- Apply for and obtain next-level certification from ICMA

Proposed Policies

- Performance Information will be taken directly from ClearPoint into budget document.

- Performance Narratives will be taken from ClearPoint into budget document.

- Policy Level Proposals should be couched as requests for results, and tied directly to customer results.
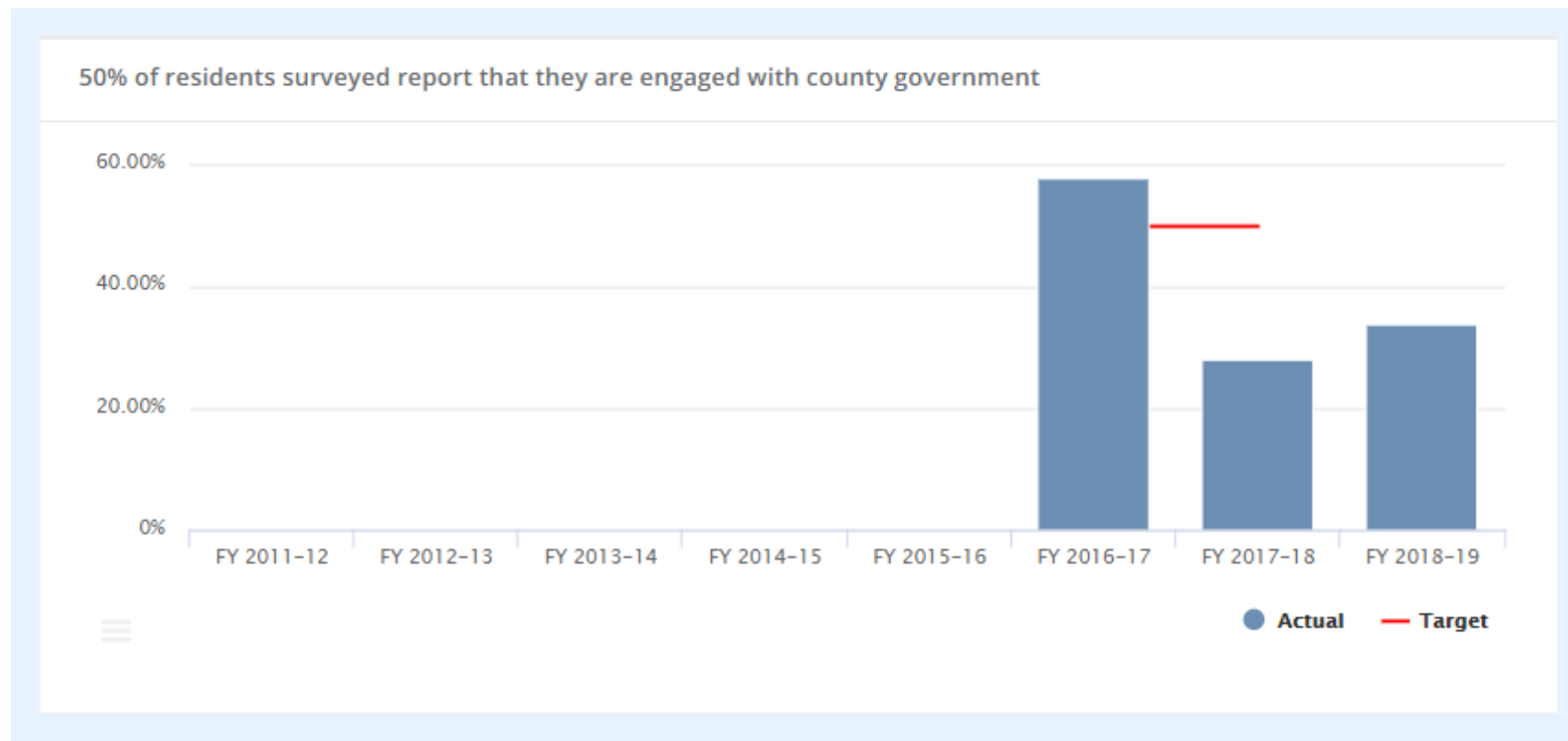
Public and Government Affairs

Performance Clackamas Update
Board of County Commissioners
**December 2018**

Communications, Engagement & Advocacy Line of Business - Communication and Engagement Program

50% of residents surveyed report they are engaged with County government
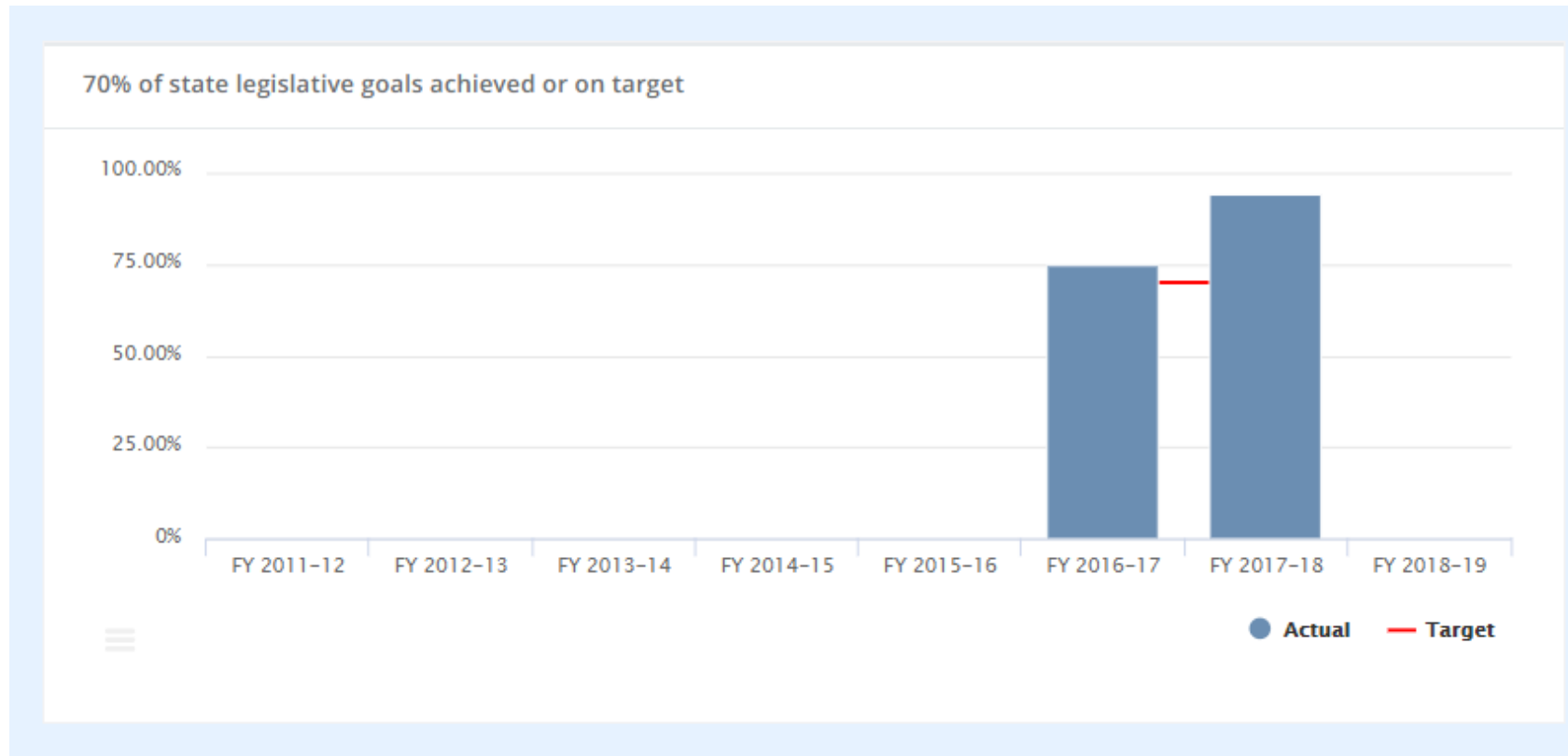
Communications, Engagement & Advocacy Line of Business - Communication and Engagement Program

60% of residents surveyed report that they are aware of services provided by the County
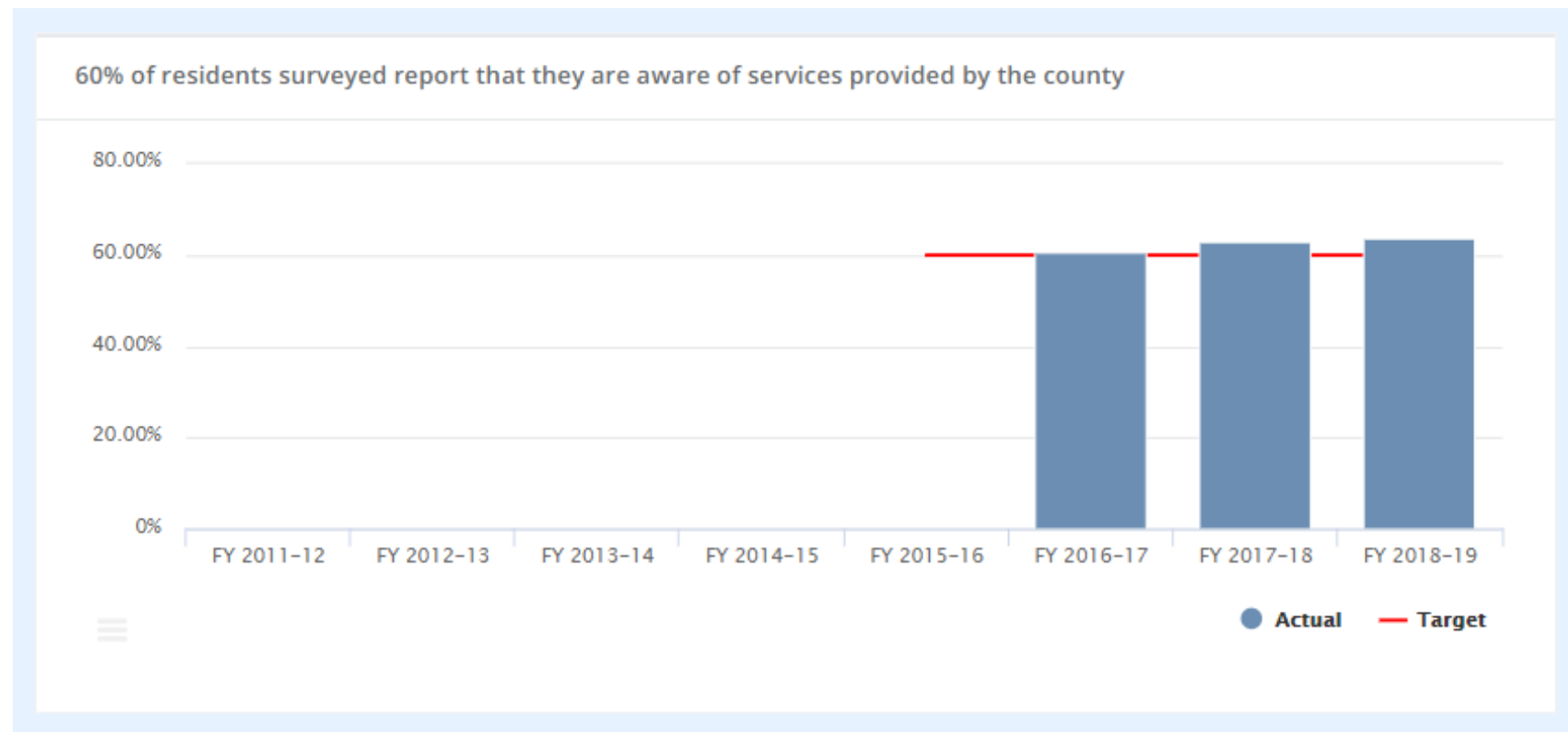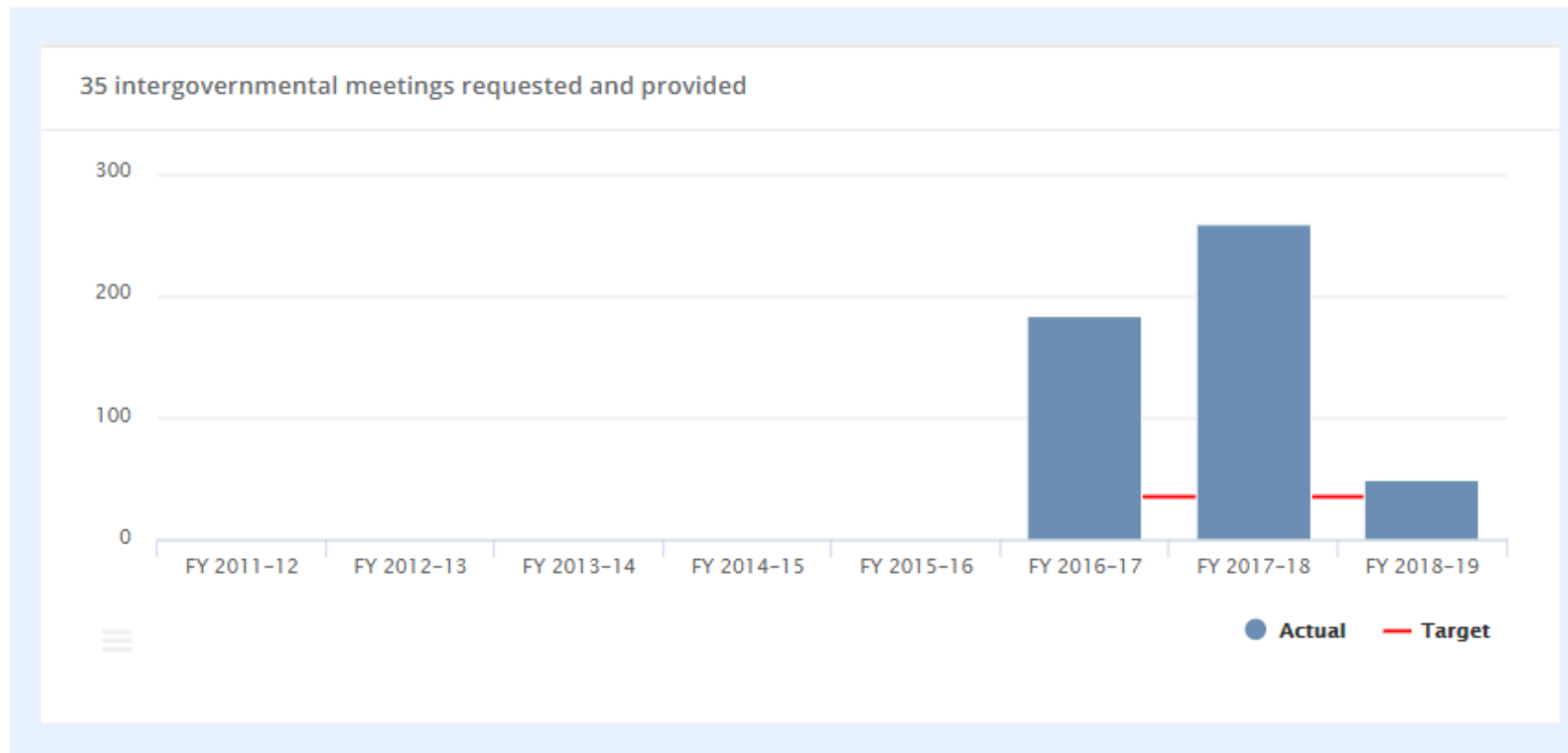
Communications, Engagement & Advocacy Line of Business - Government Affairs Program

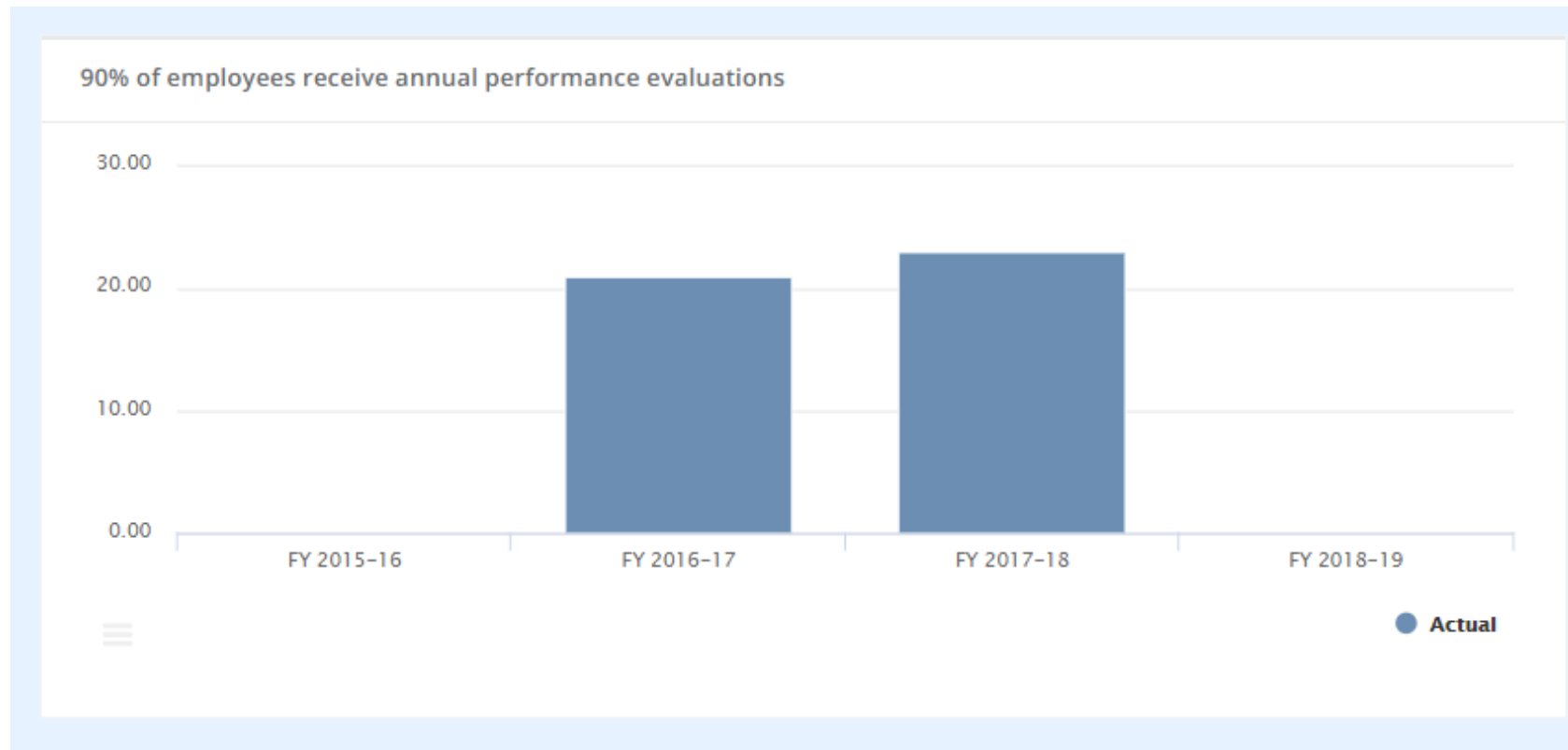70% of state legislative goals achieved or on target

Communications, Engagement & Advocacy Line of Business - Government Affairs Program

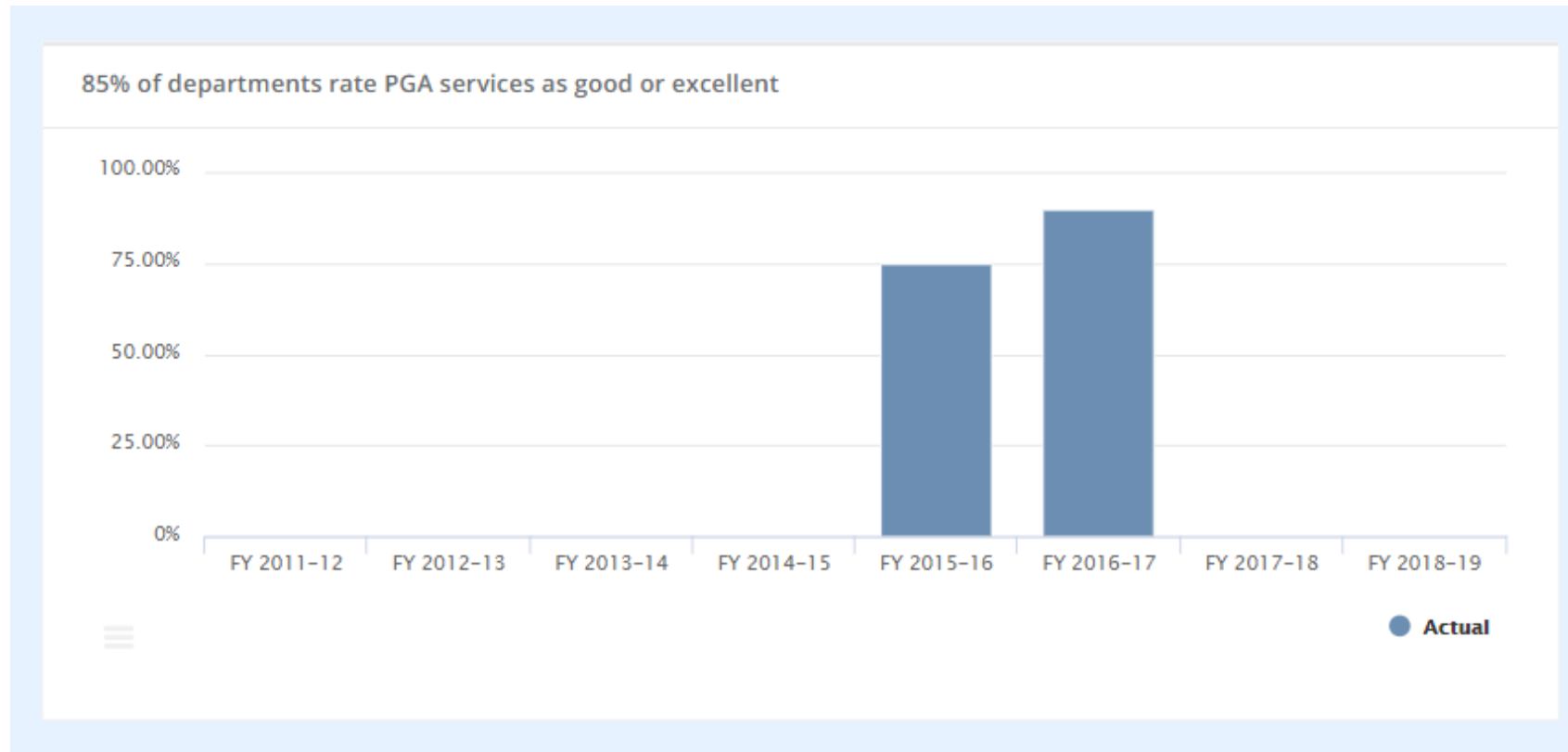35 intergovernmental meetings requested and provided

Communications, Engagement & Advocacy Line of Business - Office of the Director Program

90% of employees receive annual performance evaluations

Communications, Engagement & Advocacy Line of Business - Office of the Director Program

85% of departments rate PGA services as good or excellent

Clear Point Scorecards and Dashboards

- Since July, PGA data has been entered into the Clear Point program

- Scorecards provide us with helpful graphs and analytical tools that we use in our proactive decision making processes

TRANSPORTATION & DEVELOPMENT

PERFORMANCE CLACKAMAS
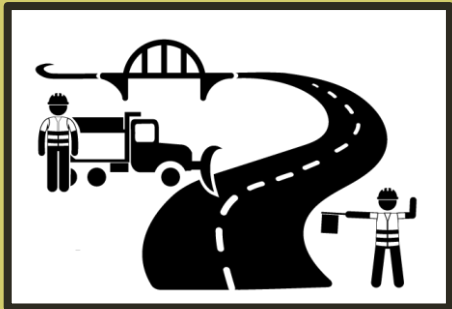IMPLEMENTATION STRATEGY

DEPARTMENT IMPLEMENTATION

Plan re-development

- Finding the correct measures

- Staff involvement

Department performance initiatives

"Improving the customer experience…"

- Increased accountability

- Performance enhancements

- Operational changes

PLAN RE-DEVELOPMENT

TRANSPORTATION & DEVELOPMENT

PLAN RE-DEVELOPMENT

2017 > Department process > Inclusive; encouraged staff involvement

- Staff participation / engagement; helped develop the measures

- Staff understand how the plan is being used

- Ensure measures represented the full scope of program work

- Confirmed wording and data availability during plan development

PLAN RE-DEVELOPMENT

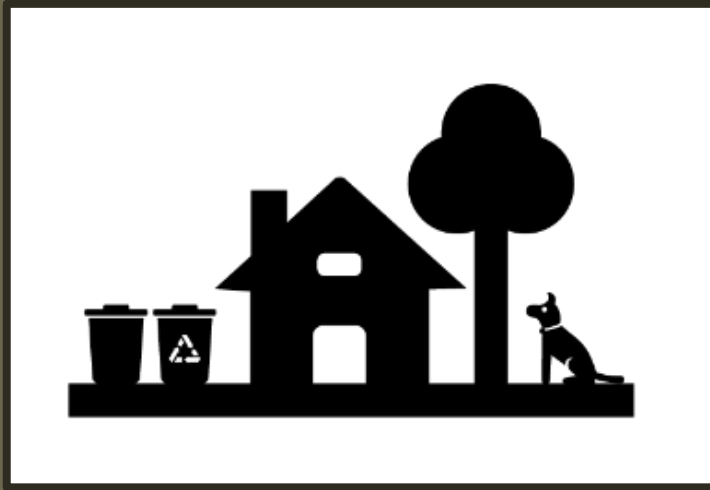**2017 > Department process > Inclusive; encouraged staff involvement**

- **84% staff involvement department wide**

- 27 meetings

- 222 staff
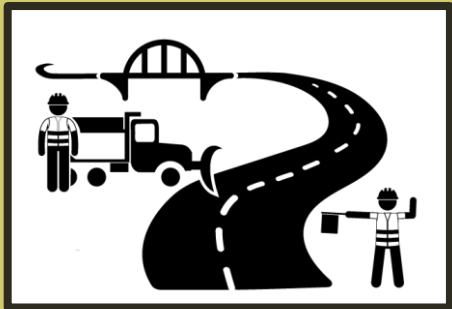
PROGRAM MODIFICATIONS

PERFORMANCE + OPERATIONS + ACCOUNTABILITY

Livable Communities

Code Enforcement
- Performance | Unregulated complaints. Website improvements; customer experience

Dog Services
- Performance | Licensing; "Tag you're it!" campaign. Online licensing
- Performance | Shelter Adoptions; Focusing on the right fit, the first time

Sustainability & Solid Waste
- Operations | Maintain focus on Disaster Debris Management Plan development

The purpose of the Livable Communities line of business is to provide **safety, compliance, resource conservation, solid waste and dog sheltering** services to **residents, property owners and businesses** so they can **experience a clean, safe, healthy and attractive community.**

Transportation
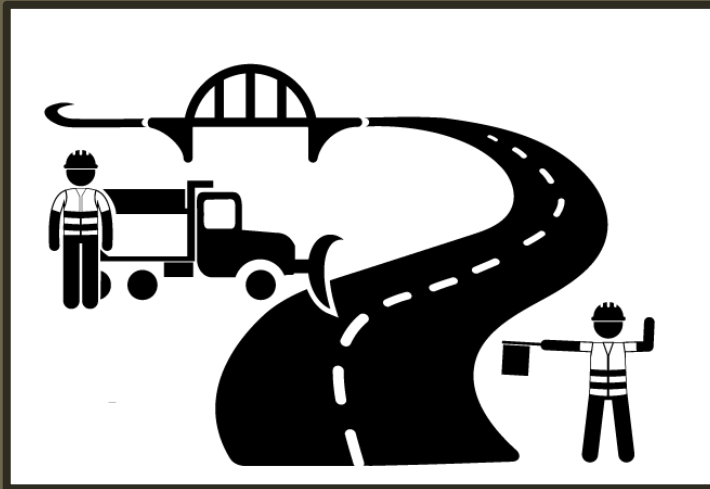
Transportation Maintenance
- Performance | PQI to PCI Transition; customer experience.
- Operations | Road transfers; reduce county maintenance responsibility

Transportation Construction
- Accountability | Maintain contract timelines and budgets

The purpose of the Transportation line of business is to provide **safety, maintenance, engineering, construction and operations** services to **users of the transportation system** so they can **travel safely and efficiently in Clackamas County.**

LAND USE, DEVELOPMENT & PERMITTING

Surveyor

- Performance | Measuring lots created countywide

Land Use & Permitting

- Performance | Measuring value and square footage added
- Operations | Geographic inspection area to improve permit timelines

Long-Range Planning

- Accountability | Consolidated annual work plan; annual report

The purpose of the **Land Use & Development** line of business is to provide **planning, property information and permitting** services to **residents, property owners, the development community and businesses** so they can **experience a safe, thriving and well-planned community, make informed decisions, invest and develop property.**
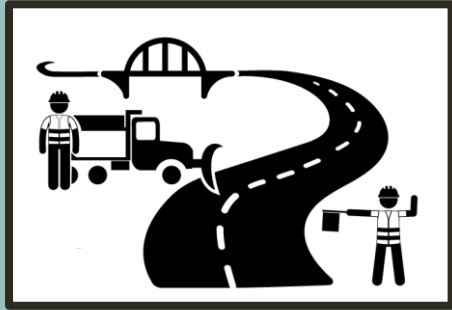
QUESTIONS?

Department/Program	# of Scorecards	Scorecards Updated within last 12 months as of 12.4.2018		12.1.2018	1.1.2019	2.1.2019
Assessment & Taxation						
Administration	24	0				
Property Records	17	0				
Property Tax Revenue	20	0				
Valuation	56	0				
Business & Community Services						
Administration	26	5				
Assets	21	10				
Economic Development	41	12				
Fair & Event Center	27	9				
Library	29	18				
Parks, Recreation & Golf	26	14				
Communications Department						
Administration	25	0				
Operations	27	0				
Tech Services	7	0				
Community Corrections						
Reintegration	35	0				
Community Coordination	11	0				
Disaster Management						
Disaster Management LOB	10	8				
Medical Examiner's Office	11	3				
Finance						
Administration	4	2				
Procurement	15	15				
Fleet Services	31	22				
Facilities Management	52	8				
Financial Management	43	39				
Health Housing & Human Services						
Director's Office	11	3				

Behavioral Health Division	41	11			
Children, Youth & Families	8	1			
Community Solutions	6	0			
Health Centers	19	13			
Housing & Community Development	19	17			
Public Health	49	11			
Social Services	50	40			
Human Resources					
Administration	11	4			
Contracts & Employee Relations	5	5			
Workforce Design	20	11			
Health, Wellness & Safety	6	3			
Juvenile Department					
Administration	11	1			
Public Safety	14	0			
Reformation	14	0			
Accountability	15	0			
Office of County Administration					
County Administration	50	17			
Office of County Counsel					
County Operations Legal Support	0	0			
Litigation & Labor	0	0			
Office of County Counsel	0	0			
Public & Government Affairs					
Administration	6	6			
Communications, Engagement & Advocacy	17	16			
Resolution Services					
Resolution Services LOB	15	11			
Technology Services					
Administration	6	1			
Applications	31	1			
Communication Services	38	2			
Enterprise Business Systems	11	5			
Technical Services	14	3			

Transportation & Development						
DTD Administration	5	5				
Livable Communities	36	18				
Transportation	27	9				
Land Use & Development	37	26				
Targeted Improvement Areas	14	5				
Data Collection Measures	0	0				
Water Environment Services						
Administration	29	0				
Customer Service & Outreach	37	0				
Operations	60	0				
Planning & Capital Delivery	29	0				
Total # of Scorecards vs. Updated	**1319**	**410**				