

Budget Reviewer's Guide

The Fiscal Year 2016-17 Clackamas County Proposed Budget is provided here for your review. The book is arranged in the order in which presentations are anticipated during the Budget Committee meetings on May 31 through June 2 with each department or item having its own tab. The tab numbers are cross-referenced with a **meeting schedule found in the front pocket of the binder**. The Budget Committee will meet in the Development Services Building Auditorium at 150 Beavercreek Road, Oregon City beginning at 8:30 am Tuesday May 31 with dates and times for subsequent meetings to be confirmed by the Committee at this first meeting. Public testimony will be heard beginning at 5:30 pm on June 2.

For Fiscal Year 2016-17, we continue the process initiated in 2015-16 for the way Clackamas County and its component units (agencies) submit budget requests. There are two distinct components: Maintenance Level Budgets and Policy Level Proposals.

Maintenance Level Budgets: reflect what a department needs to continue to provide substantially the same services at substantially the same levels of service. It is understood that grants and other funding sources may vary between years. Notwithstanding these funding fluctuations, we anticipate that departments will offer the same range of services, in spite of variations in the number of service recipients seen or the number of service encounters recorded. Those normal variations will be presented within a department's Maintenance Level Budget as long as the essential type and level of service will continue. Existing full-time equivalent positions (FTE) might be reassigned or reclassified as needed in response to changes in funding resources.

The Budget Office assisted the departments in establishing their maintenance levels by adjusting FY 2015-16 budget numbers to reflect changes in costs of existing staff and allocated costs for FY 2016-17. General Fund support for FY 2016-17 was adjusted in proportion to the General Fund share of current FY 2015-16 budget support.

Departments then entered and balanced their Maintenance Level budget requests.

If a department wants the Budget Committee to consider a significant addition or change in type or scope of service or a request for increased General Fund support, this request falls outside the scope of the Maintenance Level Budget. These significant desired changes are addressed through Policy Level Proposals which are submissions of budgetary requests for new/changed efforts or areas of focus by departments.

There will be competition for funding available to accommodate these new Policy Level Proposals. These Proposals have NOT been included in the line item budgets presented in this book as their approval is not assumed.

The County Administrator may recommend some Policy Level Proposals for approval by the Budget Committee but the Committee will see and consider all proposals and make their final decisions during the Budget meetings. **A complete list of Policy Level Proposals may be found in the front pocket of the binder behind the meeting schedule.**

Performance Clackamas

Performance Clackamas is the plan that was adopted by the County Commissioners in September 2014 after consideration of public input received over the prior 18 months at business meetings, open houses, community events, surveys and other methods. Performance Clackamas is built around strategic priorities and measurable goals with specific outcomes.

The 5 strategic priorities are:

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

Under each of these priorities, the Commissioners adopted measurable strategic goals and timelines for their accomplishment to direct the focus and

effort of the departments they oversee. **These goals and their timelines along with more detailed information about Performance Clackamas follow this Budget Reviewer's Guide.**

The County then began implementation of Managing for Results, a strategic planning and management system that focuses on measurable results for customers. Nine departments have developed their Performance Clackamas strategic business plans. All departments under the oversight of the Board of Commissioners will have completed strategic business plans by June 30, 2017.

Performance Clackamas departments will present their Performance Based Budgets using data from their Strategic Business Plans in a specific new, purpose-driven, and much more detailed format. These plans are a result of a rigorous process undertaken over the last two years. First, each department's key staff spent several days receiving training in Managing for Results principles. With that background, they identified and articulated the priorities and results they are trying to address on behalf of their customers and then determined how to track and report on those results and their costs in a way that allows the both department and the public to easily evaluate their progress.

Work is divided into broader Lines of Business and more specific Programs for sets of services that have a common purpose or result. The Program is the building block of Performance Based Budgeting. It is here that core services, performance measures, revenues and expenses, staffing and General Fund support are detailed. Since six new departments are budgeting by Program for the first time in FY 2016-17, some don't yet have year to year comparisons. We can compare current budget requests with historical levels of total funding, General Fund support and staffing on a fund by fund basis and that comparison is included in the opening pages of each Performance Clackamas department's budget documentation.

Departments that have not yet developed their strategic business plans will be presented as in previous years. Each begins by detailing the work it does, outlining its goals, and reporting on its performance. A summary report

follows to compare operating revenues with operating expenditures, General Fund support and staffing. A line-item budget request for each fund completes the budget documentation.

We are always trying to improve our communications and would sincerely appreciate your comments about how we can make our presentations more helpful. Please contact the Budget Office at 503-742-5425 with your suggestions. Thank you.

Clackamas County – All Fund Reports

The reports in this section are designed to provide the reader with a quick historical view of all county funds.

Summaries of Revenue and Expense display all funds together in the same format that was used in the document for individual funds. These highlight major revenue and expenditure categories, compare operating revenues with operating expenditures, show changes in ending fund balance and General Fund support (as applicable) and detail changes in staffing.

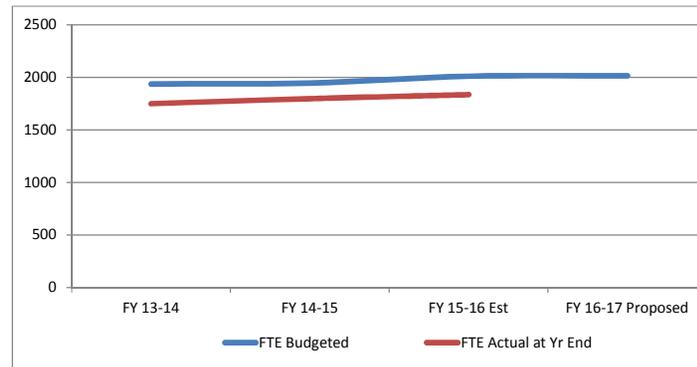
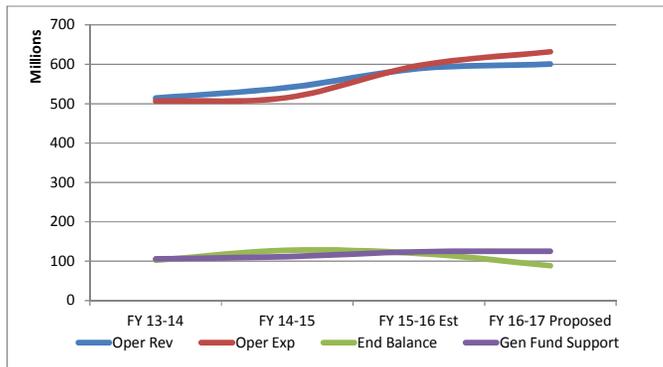
The first summary in this section shows the full county budget (the sum of all the individual funds). Next we show what the budget looks like after internal transactions have been removed. **Internal transactions** are amounts that are double-counted in the county budget when each fund is reported separately. For example, the General Fund records property tax as revenue and sends it to other funds as interfund transfer expense. The funds receiving the transfer record it as revenue again and then record an expenditure when they use the money to pay for operations. Similar double counting takes place when funds use revenues they have generated to reimburse payroll expense or pay for allocated costs or charges for services from other county departments.

For those who prefer graphic presentations, a series of **pie charts** has been included. They compare:

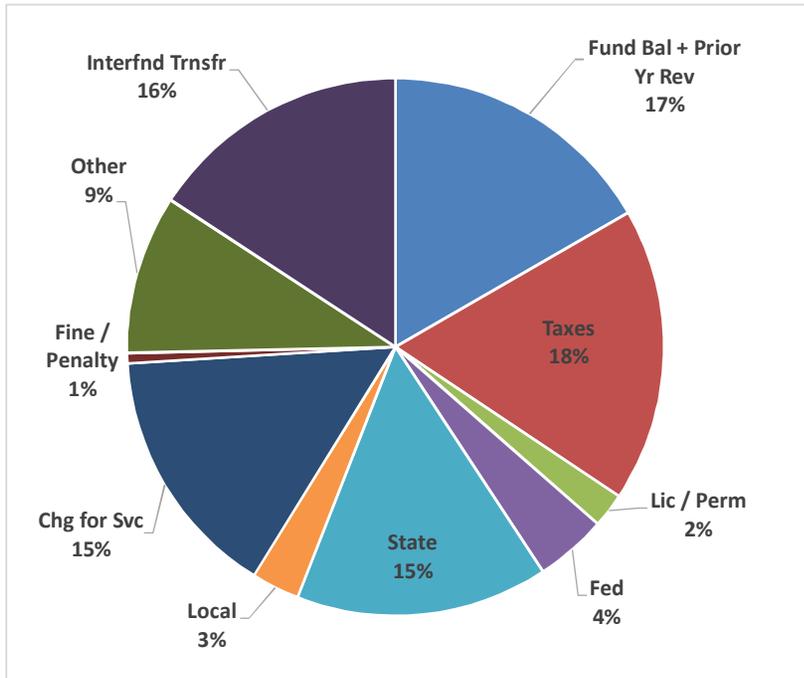
- Countywide revenues and expenses year to year both before and after internal transfer transactions have been removed
- Budget requests by department
- Staffing requests by department

**Clackamas County - All Funds
Summary of Revenue and Expense**

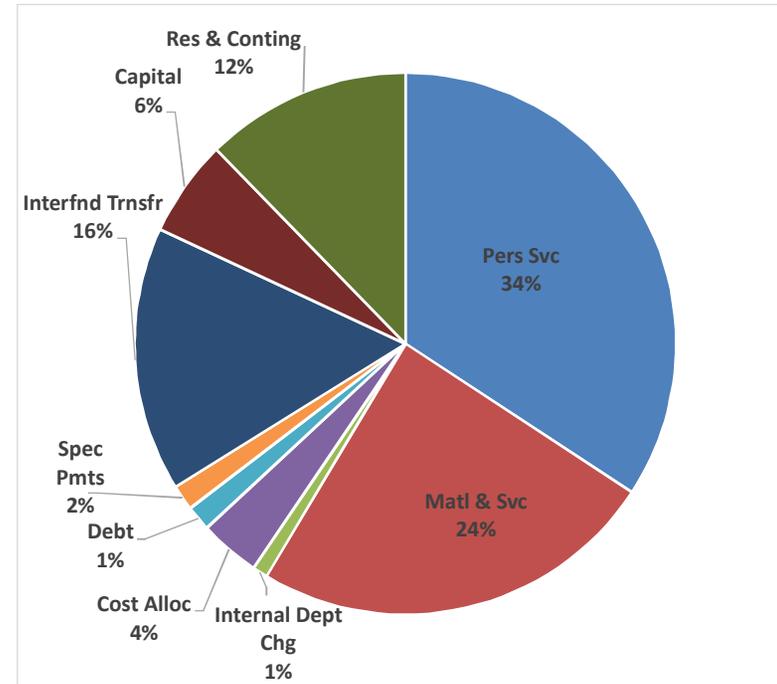
	FY 13-14	FY 14-15	FY 15-16 Amended Budgeted	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	94,960,091	102,644,949	127,792,759	127,810,530	120,033,150	-7,759,609	-6.1%
Prior Year Revenue	8,586,146	5,345,402	4,613,208	3,908,526	0	-4,613,208	-100.0%
Taxes	111,650,742	116,760,870	121,288,064	122,358,294	127,556,600	6,268,536	5.2%
Licenses & Permits	14,622,171	15,084,478	17,581,432	17,577,818	14,961,291	-2,620,141	-14.9%
Federal Grants & Revenues	22,924,468	24,627,235	24,929,888	22,692,745	30,991,619	6,061,731	24.3%
State Grants & Revenues	84,649,270	88,419,027	110,989,591	103,511,853	109,483,222	-1,506,369	-1.4%
Local Grants & Revenues	14,984,079	19,011,249	19,862,512	19,987,765	20,908,897	1,046,385	5.3%
Charges for Service	95,575,366	104,637,190	115,546,401	113,516,378	109,475,824	-6,070,577	-5.3%
Fines & Penalties	4,813,002	5,042,826	4,837,978	4,527,853	4,494,090	-343,888	-7.1%
Other Revenues	42,692,232	54,905,617	63,613,707	61,809,448	68,980,701	5,366,994	8.4%
Interfund Transfers	113,787,465	107,011,727	120,852,412	119,243,384	113,715,566	-7,136,846	-5.9%
Operating Revenue	514,284,941	540,845,621	604,115,193	589,134,064	600,567,810	-3,547,383	-0.6%
% Change	NA	5.2%	11.7%	8.9%	1.9%		
Personnel Services	207,196,341	211,031,626	241,263,232	228,174,709	246,658,916	5,395,684	2.2%
Materials & Services	118,668,162	142,935,794	184,970,201	169,917,167	175,398,160	-9,572,041	-5.2%
Indirect Costs (Internal Dept Chgs)	5,755,418	4,109,590	6,614,152	6,470,883	6,535,071	-79,081	-1.2%
Cost Allocation Charges	25,251,806	24,435,609	24,433,958	24,249,072	26,116,686	1,682,728	6.9%
Debt Service	17,329,568	13,134,854	14,292,677	13,632,177	10,933,743	-3,358,934	-23.5%
Special Payments (other governments & agencies)	0	82,807	15,333,878	9,603,105	10,955,961	-4,377,917	-28.6%
Interfund Transfers	113,787,415	107,011,727	120,852,412	119,243,386	113,715,566	-7,136,846	-5.9%
Capital Outlay	18,611,373	12,938,038	35,224,798	25,620,944	41,768,491	6,543,693	18.6%
Operating Expenditure	506,600,083	515,680,045	642,985,308	596,911,443	632,082,594	-10,902,714	-1.7%
% Change	NA	1.8%	24.7%	15.8%	5.9%		
Reserve for Future Expenditures	0	0	28,651,082	0	29,050,282	399,200	1.4%
Contingency	0	0	60,271,562	0	59,468,084	-803,478	-1.3%
Ending Balance (if applicable) (includes Reserve & Contingency)	102,644,949	127,810,525	88,922,644	120,033,151	88,518,366	-404,278	-0.5%
General Fund Support (if applicable)	106,003,735	111,854,478	126,308,348	124,277,999	125,193,808	-1,114,540	-0.9%
Full Time Equiv Positions (FTE) Budgeted	1938.4	1947.0	2011.6		2016.7	5.1	0.3%
Full Time Equiv Positions (FTE) Filled at Yr End	1750.6	1798.0		1836.2			
Full Time Equiv Positions (FTE) Vacant at Yr End	187.9	148.9		175.4			



Clackamas County - All Funds FY 16-17 Proposed Budget



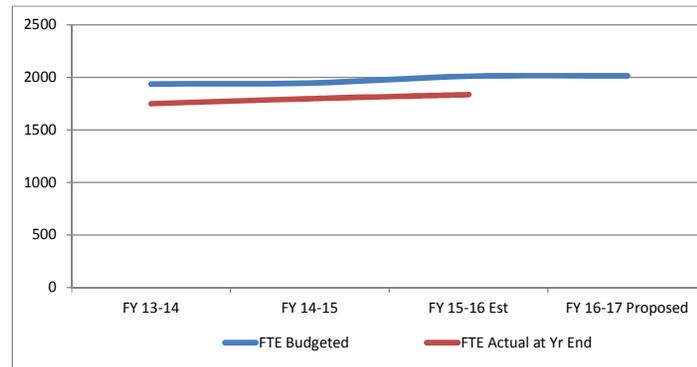
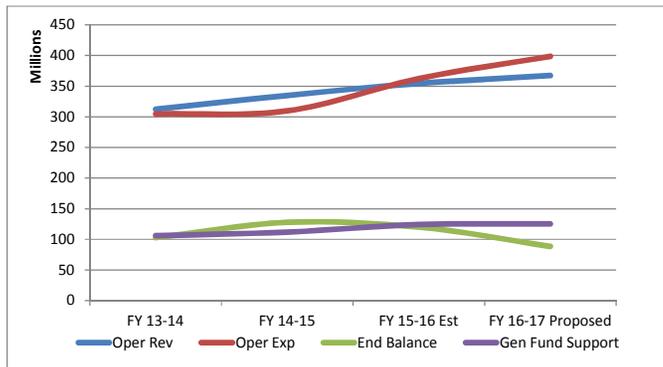
Resources



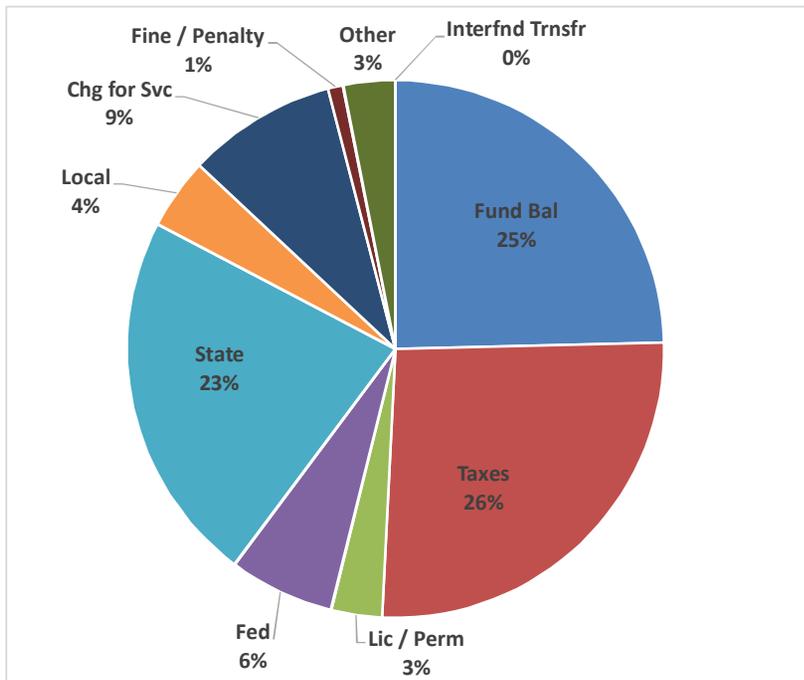
Requirements

**Clackamas County - All Funds After Internal Transactions are Removed
Summary of Revenue and Expense**

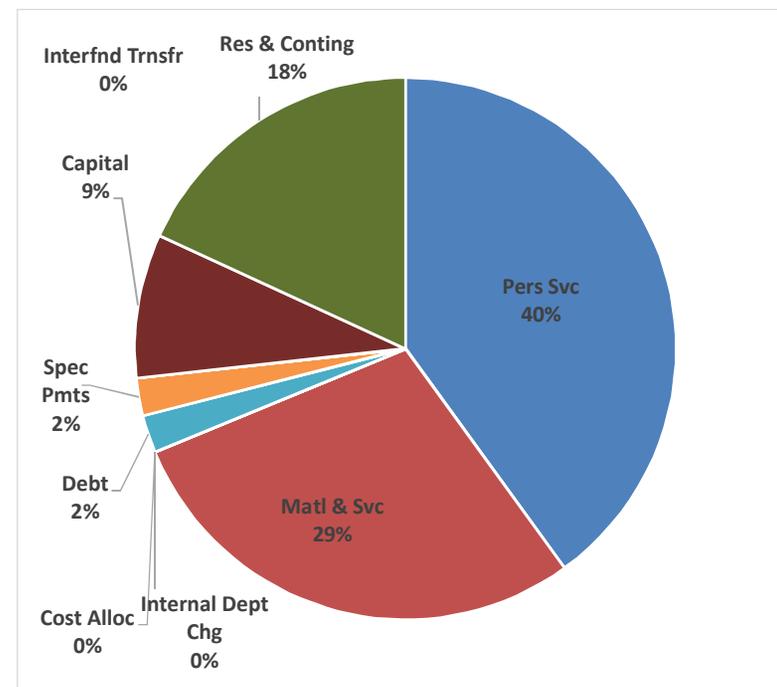
	FY 13-14	FY 14-15	FY 15-16 Amended Budgeted	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	94,960,091	102,644,949	127,792,759	127,810,530	120,033,150	-7,759,609	-6.1%
Prior Year Revenue	8,586,146	5,345,402	4,613,208	3,908,526	0	-4,613,208	-100.0%
Taxes	111,650,742	116,760,870	121,288,064	122,358,294	127,556,600	6,268,536	5.2%
Licenses & Permits	14,622,171	15,084,478	17,581,432	17,577,818	14,961,291	-2,620,141	-14.9%
Federal Grants & Revenues	22,924,468	24,627,235	24,929,888	22,692,745	30,991,619	6,061,731	24.3%
State Grants & Revenues	84,649,270	88,419,027	110,989,591	103,511,853	109,483,222	-1,506,369	-1.4%
Local Grants & Revenues	14,984,079	19,011,249	19,862,512	19,987,765	20,908,897	1,046,385	5.3%
Charges for Service	35,358,637	42,950,997	46,371,481	46,603,296	43,717,335	-2,654,146	-5.7%
Fines & Penalties	4,813,002	5,042,826	4,837,978	4,527,853	4,494,090	-343,888	-7.1%
Other Revenues	14,762,641	17,705,639	12,072,565	13,517,135	15,244,709	3,172,144	26.3%
Interfund Transfers	0	0	0	0	0	0	0%
Operating Revenue	312,351,156	334,947,723	362,546,719	354,685,285	367,357,763	4,811,044	1.3%
% Change	NA	7.2%	8.2%	5.9%	3.6%		
Personnel Services	181,660,510	176,250,061	192,168,764	182,329,070	194,994,148	2,825,384	1.5%
Materials & Services	87,064,846	107,376,386	144,396,717	131,277,368	140,220,204	-4,176,513	-2.9%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	0	0	0	0	0	0	0%
Debt Service	17,329,568	13,134,854	14,292,677	13,632,177	10,933,743	-3,358,934	-23.5%
Special Payments (other governments & agencies)	0	82,807	15,333,878	9,603,105	10,955,961	-4,377,917	-28.6%
Interfund Transfers	0	0	0	0	0	0	0%
Capital Outlay	18,611,373	12,938,038	35,224,798	25,620,944	41,768,491	6,543,693	18.6%
Operating Expenditure	304,666,297	309,782,146	401,416,834	362,462,664	398,872,547	-2,544,287	-0.6%
% Change	NA	1.7%	29.6%	17.0%	10.0%		
Reserve for Future Expenditures	0	0	28,651,082	0	29,050,282	399,200	1.4%
Contingency	0	0	60,271,562	0	59,468,084	-803,478	-1.3%
Ending Balance (if applicable) (includes Reserve & Contingency)	102,644,950	127,810,526	88,922,644	120,033,151	88,518,366	-404,278	-0.5%
General Fund Support (if applicable)	106,003,735	111,854,478	126,308,348	124,277,999	125,193,808	-1,114,540	-0.9%
Full Time Equiv Positions (FTE) Budgeted	1938.4	1947.0	2011.6		2016.7	5.1	0.3%
Full Time Equiv Positions (FTE) Filled at Yr End	1750.6	1798.0		1836.2			
Full Time Equiv Positions (FTE) Vacant at Yr End	187.9	148.9		175.4			



**Clackamas County - All Funds After Internal Transactions are Removed
FY 16-17 Proposed Budget**



Resources

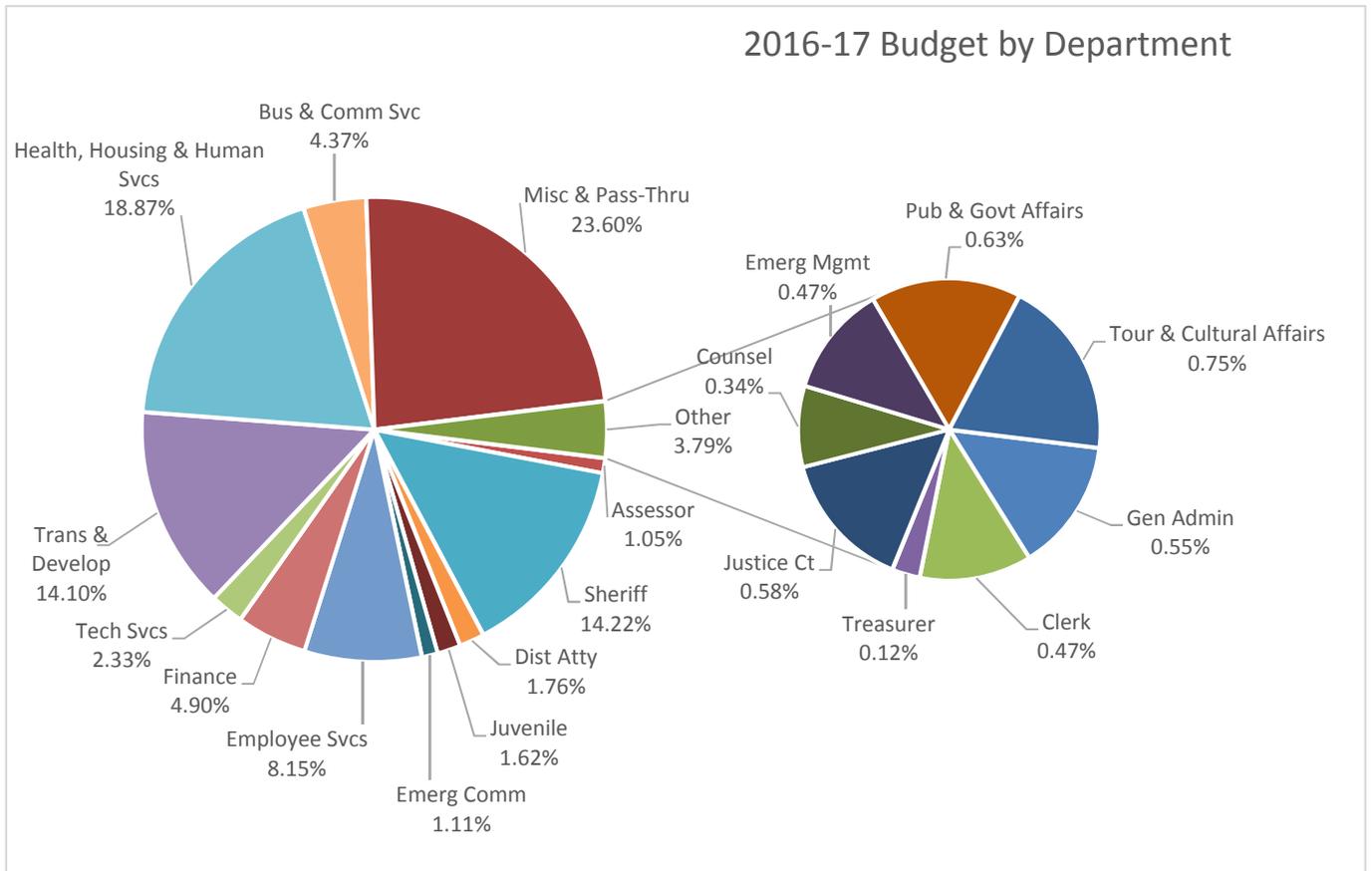


Requirements

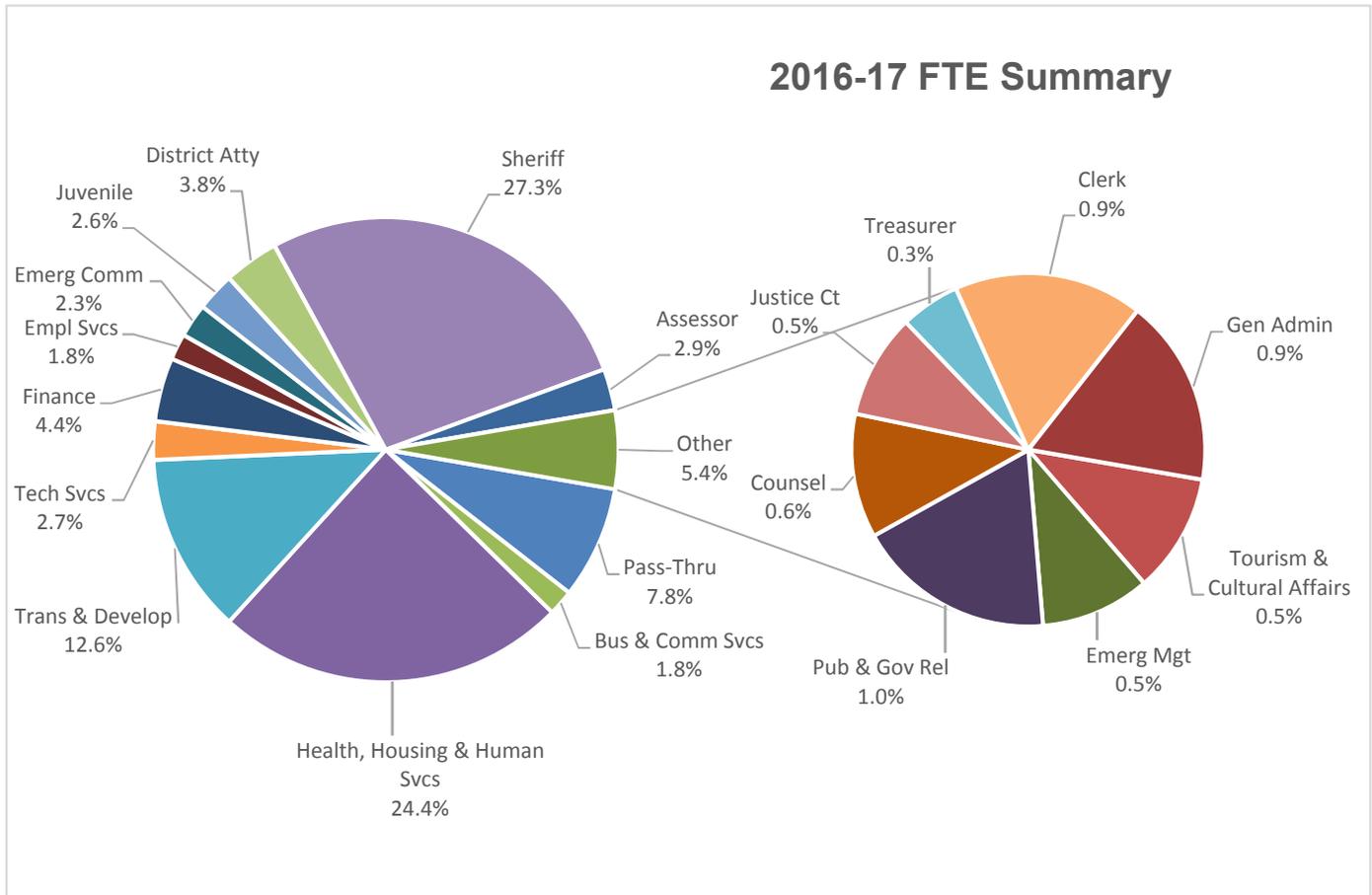
Clackamas County Proposed Budget FY 2016-17	As Proposed (all lines)	Remove Internal Transactions	Net Budget
Fund Bal at End of Prior Yr	120,033,150		120,033,150
Taxes	127,556,600		127,556,600
Licenses & Permits	14,961,291		14,961,291
Federal Revenues	30,991,619		30,991,619
State Revenues	109,483,222		109,483,222
Local Government & Other Agencies	20,908,897		20,908,897
Charges for Services	109,475,824	(65,758,489)	43,717,335 cost alloc, indirect costs, other interdiv charges
Fines & Penalties	4,494,090		4,494,090
Other Revenue	68,980,701	(53,735,992)	15,244,709 agency payrolls, some employee benefits
Interfund Transfers	113,715,566	(113,715,566)	0 operating transfers (\$103 million from General Fund)
Revenue Summary	<u>720,600,960</u>	<u>(233,210,047)</u>	<u>487,390,913</u>
Personal Services	246,658,916	(51,664,768)	194,994,148
Materials & Services	175,298,160	(35,177,956)	140,120,204
Indirect Costs	6,535,071	(6,535,071)	0
Cost Allocation Charges	26,116,686	(26,116,686)	0
Debt Service	10,933,743		10,933,743
Special Payments	10,955,961		10,955,961
Interfund Transfer	113,715,566	(113,715,566)	0
Capital	41,846,064		41,846,064
Reserve for Future Expenditures	29,050,282		29,050,282
Contingency	59,490,511		59,490,511
Expenditure Summary	<u>720,600,960</u>	<u>(233,210,047)</u>	<u>487,390,913</u>

The internal transactions eliminated above are amounts that are double-counted in the County budget. For example, the General Fund records property tax as revenue and sends it to other funds as interfund transfer expense. The funds receiving the transfer record it as revenue again and then record an expenditure when they use the money to pay for operations. Similar double counting takes place when funds use revenues they have generated to reimburse payroll expense or pay for allocated costs or charges for service from other county departments. The funds receiving these monies also record it as revenue and then as expense when they pay their bills.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Est Actual	2016-17 Proposed
Requirements by Department					
General County Administration	2,994,465	3,421,034	3,679,898	3,662,598	3,994,150
Assessor	6,638,746	6,707,590	7,382,210	7,032,212	7,588,409
Clerk	2,664,231	2,686,548	3,503,555	3,570,756	3,395,812
Treasurer	640,997	664,653	857,909	848,417	846,887
Sheriff	87,133,724	89,084,726	102,064,446	98,534,842	102,476,158
District Attorney	10,721,538	11,102,661	12,277,973	11,797,972	12,689,484
Justice Court	5,191,552	3,088,183	4,811,737	3,891,560	4,186,151
Juvenile	8,390,341	9,182,133	12,530,969	10,248,216	11,682,391
County Counsel	1,899,683	2,027,029	2,383,496	2,159,075	2,450,929
Emerg Management	2,720,954	2,191,349	3,283,290	2,365,925	3,361,356
Emerg Communications	5,660,568	6,101,259	7,975,162	6,645,346	7,970,183
Public & Gov Affairs	3,260,977	3,185,590	4,060,266	3,592,984	4,548,195
Employee Services	13,527,054	27,701,745	51,186,739	39,990,415	58,742,383
Finance	20,484,198	21,237,664	36,197,084	23,419,193	35,302,843
Technology Services	14,272,178	14,044,779	18,532,516	16,804,847	16,807,968
Transportation & Development	61,125,039	54,571,280	106,819,913	73,394,378	101,570,709
Health, Housing & Human Svcs	100,156,497	106,812,285	141,536,914	118,204,650	135,995,120
Business & Community Svcs	24,644,490	15,067,412	36,722,158	20,497,439	31,472,648
Tourism & Cultural Affairs	3,400,586	3,752,899	5,348,919	4,675,068	5,433,055
Miscellaneous & Pass-Thru Items	131,072,265	133,049,228	170,752,798	145,575,551	170,086,129
Total Requirements by Department	506,600,083	515,680,047	731,907,952	596,911,444	720,600,960



<u>Department</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
General County Administration	17.40	17.80	17.80	18.80
Assessor	57.50	57.50	58.50	58.50
Clerk	22.00	19.00	19.00	19.00
Treasurer	5.00	6.00	6.00	6.00
Sheriff	529.50	536.50	548.00	550.75
District Attorney	73.80	74.30	78.30	77.30
Justice Court	10.50	10.50	10.50	10.50
Juvenile	49.95	51.00	54.00	54.00
County Counsel	11.50	11.50	12.50	12.50
Emergency Management	11.00	11.00	11.00	11.00
Emergency Communications	42.00	44.50	47.00	47.00
Public & Government Affairs	16.00	19.00	20.00	20.00
Employee Services	33.70	34.70	37.80	36.80
Finance	76.53	85.03	87.03	89.53
Technology Services	48.50	50.50	51.50	53.50
Transportation & Development	233.55	236.30	245.60	253.10
Health, Housing & Human Services	483.91	466.82	501.66	492.36
Business & Community Services	39.00	41.00	34.00	36.00
Tourism & Cultural Affairs	9.00	10.00	12.00	12.00
Miscellaneous & Pass-Through	168.09	164.01	159.39	158.01
Total Budgeted Full-Time Equivalents (FTE's)	1,938.43	1,946.96	2,011.58	2,016.65



PERFORMANCE CLACKAMAS CLACKAMAS COUNTY STRATEGIC PLAN

ADOPTED SEPTEMBER 18, 2014



BOARD OF COUNTY COMMISSIONERS

John Ludlow, Chair
Jim Bernard
Paul Savas
Martha Schrader
Tootie Smith

Facilitated by Managing Results, LLC

Performance Clackamas is Clackamas County's new strategic plan and new way of ensuring that the county meets high performance standards for serving the public. The plan focuses on five overarching strategic priorities, selected by the Board of Commissioners after considering more than a year of public input from surveys, town hall meetings, business meetings and other forms of community comment. Each goal is supported by measurable and specific objectives along with a timeline. The progress made toward accomplishing the objectives will be available to the public.

The strategic priorities are:

- 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

Adoption of **Performance Clackamas** demonstrates the county's intent to focus on the customer in everything it does, and to be able and willing to keep taxpayers informed about what they and their community are getting for their money.

The format of **Performance Clackamas** is based on Managing for Results (MFR), a comprehensive and integrated management system focused on achieving results for the customer. By adopting a MFR-based system, the Clackamas County Board of Commissioners is committing the entire Clackamas County organization, including its elected officials, its administrative structure, its employees and its budget, to achieving positive results for our customers.

Five basic components capture the essence of MFR:

- Identify the priorities the county is trying to address on behalf of its residents;
- Develop an overall plan for addressing those priorities;
- Develop policies, programs, activities and services that align to those priority areas;
- Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
- Develop and track costs and performance data to allow the county and its residents to gauge the county's progress toward reaching its goals and objectives.

All county employees play a role in ensuring that the county remains committed to achieving positive results for customers. Every county department will identify its customers, and apply MFR principles to improve performance and demonstrate how effectively and efficiently it is delivering programs and services to customers. In turn, customers will have the opportunity to know how the county is serving them and how the county is using its financial resources.

For more information and updates: www.performanceclackamas.us
or email performanceclackamas@clackamas.us

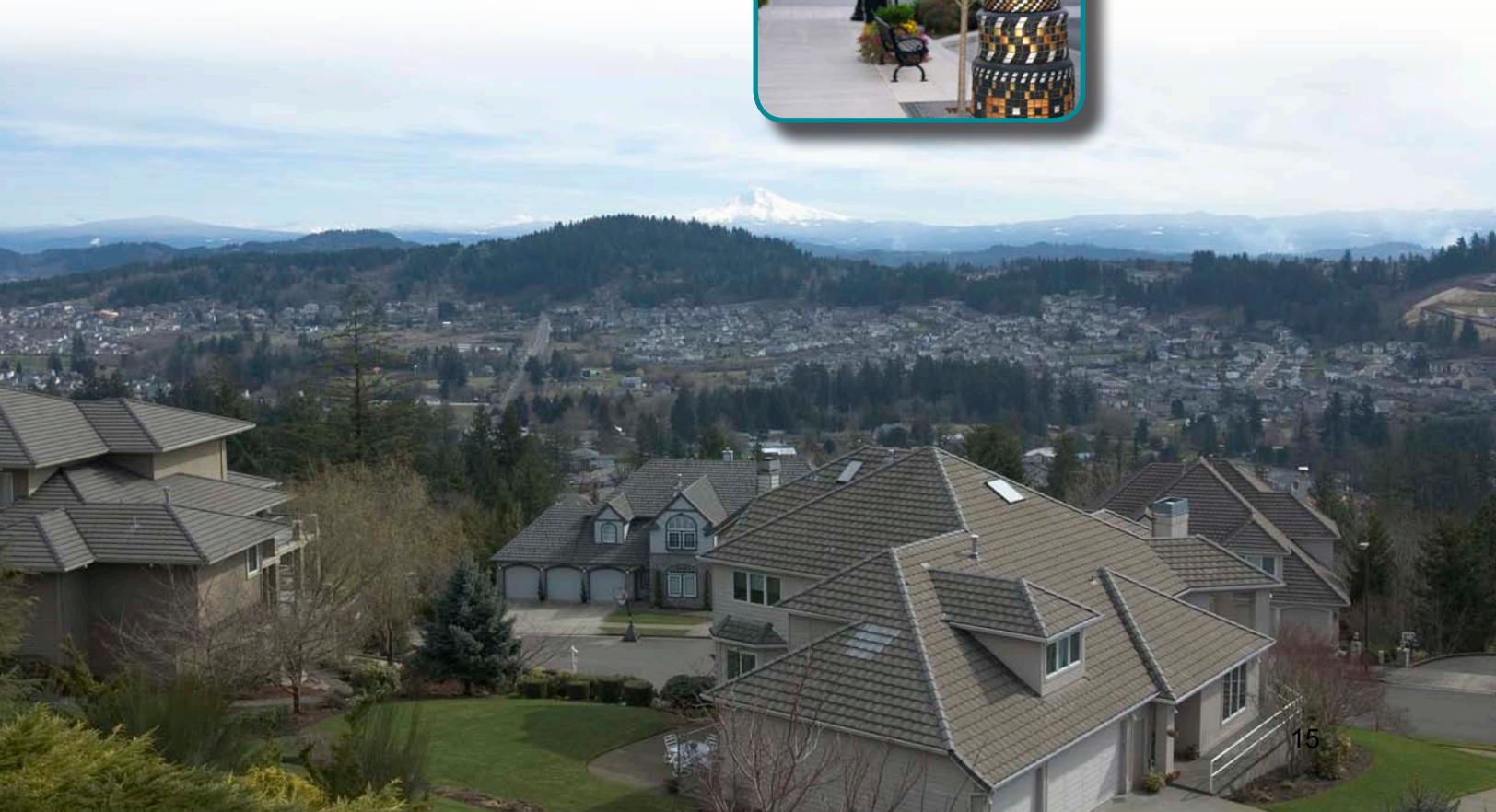
GROW A VIBRANT ECONOMY

The future prosperity of Clackamas County's residents will be built on good paying jobs that support families, affordable housing, capital investments that grow current businesses, and on the availability of employment lands where new businesses can easily locate and expand within the county.

- By 2019, 10,000 family wage jobs will be created in Clackamas County.*
- By 2019, wages earned in Clackamas County will be at or above the national average.**
- By 2019, the home ownership rate in Clackamas County will be 72 percent or greater.
- By 2019, \$500 million in new capital asset investment will be realized within Clackamas County.
- By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.
- 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.

*Compared to 2012.

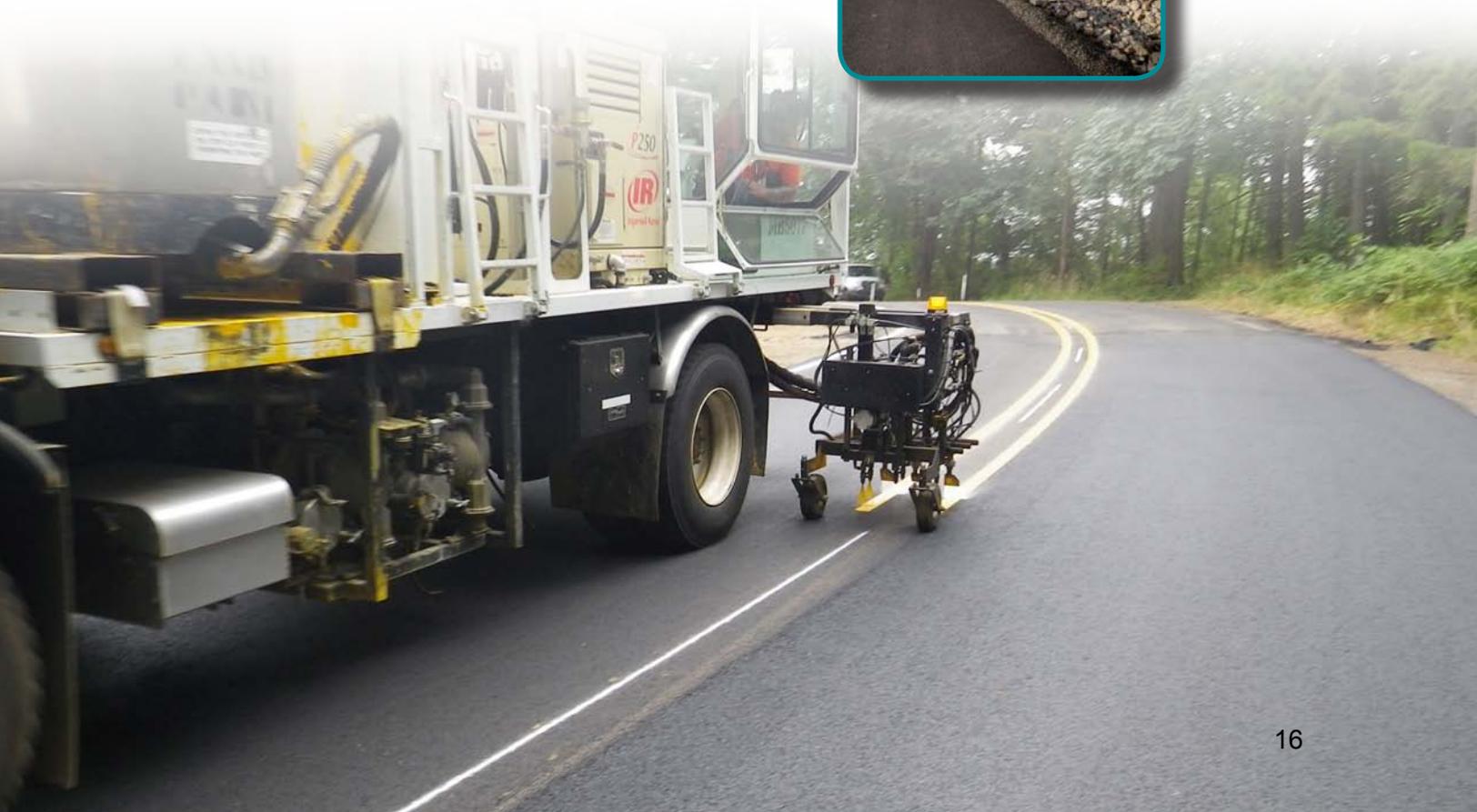
**All industries, as measured by the Bureau of Labor and Statistics.



BUILD A STRONG INFRASTRUCTURE

Long-term investments in roads and transportation infrastructure will generate commercial enterprise and jobs along key corridors, as well as ease commute times for many residents. Updating county facilities will ensure services are accessible to residents well into the future while containing construction costs and avoiding further delays.

- By 2019, 120 additional miles of county roads will be improved to 'good to excellent' status, a nine percent increase from 2014.
- By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.
- By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).
- By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.
- By 2016, the Master Plan for county facilities will be updated, including an assessment of the condition of county buildings and a funding plan.



ENSURE SAFE, HEALTHY AND SECURE COMMUNITIES

Focusing on the well-being of our families and communities reflects the best of our character. Investments in providing services to those needing medical care, addressing homelessness among veterans, reducing recidivism among offenders, lowering the crime rate and making our children safe - these efforts, combined with success in creating jobs, will give definition to the county's efforts to alleviate poverty and will help ensure the safety, health and security of our communities.

PUBLIC HEALTH

- By 2018, 95 percent of county residents will have access to routine health care.
- By 2020, the number of children needing placement in foster care will be reduced by 50 percent.
- By 2020, there will be no domestic violence related homicides in Clackamas County.
- By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.
- By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

PUBLIC SAFETY

The safety of children and families will be a county priority as evidenced by:

- By 2019, the violent crime rate in Clackamas County will be less than 95 per 100,000 persons per year.
- By 2018, the property crime rate in Clackamas County will be less than 2,400 per 100,000 persons.
- By 2020, juvenile recidivism will be below 17 percent.
- By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent.
- By 2018, Clackamas County will achieve a Community Rating System score for flood safety (CRS) of 4, resulting in substantial savings in flood insurance premiums for county residents.



HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES

The abundant natural resources and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A balanced approach that honors, utilizes, promotes and invests in our natural resources will generate prosperity and help secure those resources for future generations.

- By 2019, federal lands in Clackamas County will produce \$6 million annually for the county.
- By 2020, there will be a five percent annual increase in Gross Domestic Product from agricultural lands in Clackamas County.
- By 2020, five new, natural resource-based processors will be located in Clackamas County.
- By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County.



BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT

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 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.

Original printing 8/14

Photos courtesy Oregon's Mt. Hood Territory and the following Clackamas County Departments:

Business and Community Services - Sheriff's Office

Transportation and Development - Water Environment Services

Health, Housing and Human Services





Performance Clackamas

Adopted by the Board of County Commissioners, September 2014

Frequently Asked Questions

Performance Clackamas is a new strategic plan and management system for Clackamas County based on a process known as Managing for Results. Beginning with the Board of County Commissioners (BCC), Clackamas County is working to provide a roadmap of what the County aspires to achieve over the next five years. As part of that plan, each County department will be completing a customer focused, outcome-based Strategic Business Plan.

Performance Clackamas includes specific measurable outcomes focused on five strategic priorities:

- Build 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

Under each strategic priority, the BCC adopted measurable strategic goals to be accomplished over the next several years. Those goals will be periodically reviewed and updated and, if needed, adjusted.

Following are some answers to frequently asked questions about the Managing for Results process and **Performance Clackamas**.

For more information, go to PerformanceClackamas.us, call 503-655-8581 or email performanceclackamas@clackamas.us.

Q. What is Managing for Results?

A. MFR encourages elected officials, administrators and all employees of a jurisdiction to focus on achieving positive results for the jurisdiction's customers. There are five basic components of the MFR process:

1. Identify the priorities the jurisdiction is trying to address on behalf of its customers;
2. Develop an overall plan for addressing those priorities;
3. Develop policies, programs, activities and services that align to those priority areas;
4. Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
5. Develop and track costs and performance data to allow the jurisdiction and its customers to gauge the organization's progress toward reaching its goals and objectives.

Q. What led the BCC to try this new type of strategic planning?

- A.** The process has been successfully implemented in several U.S. cities and counties. MFR provides a number of qualities the Commission considers important.
- The BCC wants to engage in a strategic planning process that focuses on customers, makes a positive difference in how the County works and has long-lasting results.
 - The BCC wants to implement a process that will result in visible, positive impacts on the public. The Commission studied similar processes in governments across the U.S. that achieved high levels of public satisfaction as a result of their strategic planning efforts.
 - The BCC wants outcomes-based management to show community members what they are getting for their money.

Q. How were the strategic goals chosen?

- A.** The 28 strategic goals were carefully selected by the Board of County Commissioners through an extensive, two-day study and review process. The process included consideration of public input received over the past 18 months at business meetings, open houses, community events and surveys.

Q. The County doesn't have complete control over a number of the strategic goals, so why are they in the plan?

- A.** Each goal is related to topics that the County can influence, even if the County cannot control the outcome. The goals help the BCC and employees focus their efforts on issues and initiatives considered vital to the future of the County. For example, the job creation goal is influenced by a number of factors, many of which are beyond the control of the County. But the County can influence job creation through land use planning, business recruitment and providing an environment in which businesses can expand.