

2016

# The Department of Finance



**Performance**

**Clackamas**

Strategic Business Plan

**6/14/2016**



DEPARTMENT OF FINANCE  
**PERFORMANCE CLACKAMAS  
 STRATEGIC BUSINESS PLAN**

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MARC GONZALES  
DIRECTOR

DEPARTMENT OF FINANCE

PUBLIC SERVICES BUILDING

2051 KAEN ROAD | OREGON CITY, OR 97045

December 31, 2014

To the Corporate Reviewer and Interested Parties:

We are transmitting our package of departmental Purpose Statements and Performance Measures for the Performance Clackamas project. It has been an enlightening period of learning, interacting with many Finance Department co-workers, the consulting team from Managing Results, and other departments as we have compared notes and moved through a rigorous process designed to change the way Clackamas County does business with our customers and measures how effectively we have embraced this cultural shift. This document encompasses the Financial Management, Facilities Management, Fleet Services, Procurement, and Administrative Lines of Business in Performance Clackamas to date.

There are many to thank in the Finance Department, all of whom contributed in one way or another through the last months. Each work unit provided expertise on their own programs and demonstrated a willingness to think about those efforts in new ways. As a result we have delivered a well-coordinated set of desired outcomes and ways to measure progress, which we will be improving over time as we learn even more from actively applying the metrics we have developed.

The Finance Department management team, in alphabetical order by last name, - Vicky Anderson, David Bodway, Jeff Jorgensen, Lane Miller, Diane Padilla, John Stockham, and Christa Wolfe – was among the first to support this concept, and applied their energies through multiple daylong meetings. Each brought a team of dedicated employees to the table to further design the way the department will apply the programs identified for maximum results. These individuals and their staff are recognized on the following page. Also, my thanks go to Finance department team members Cindy Trumpower and Cindy Oberson for documenting the meetings of the Finance Management team.

I also want to thank the County's Executive Management Team, many of whom have been drafted as the Corporate Designers, for the hours already pitched in and the many to come over time as each department joins the Performance Clackamas project. Special thanks to County Administration - Don Krupp, Nancy Newton and Laurel Butman- for their assistance along the way and support of the time and intense effort this will take to achieve a complete result. Dan Chandler has been the resource for all in this to date, researching the ways in which strategic planning can lead to budgeting for performance and ultimately to more effective government. And Ernest Hayes in the BCC office has been the quiet, effective and efficient organizer of multiple meetings to move Performance Clackamas forward.

Thank you.

Sincerely,  
Marc Gonzales  
Director, Department of Finance

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## INTRODUCTION

Commencing in mid-2014, the County gathered the Department Directors and the County Administration team together to plan the implementation of a transformative process known as Managing for Results. The prologue to this event was the intensive process of goal-setting for the Board of Commissioners using the services of consulting firm Managing Results, Inc. The Commissioners arrived at five overarching principles and then developed goals and timelines to drive efforts of the department under their oversight. These principles and goals form the foundation of the action plan now known as Performance Clackamas.

Performance Clackamas attempts to strengthen the ties from budgeted resources to results achieved on behalf of customers of the County's operating and internal service departments. In pursuit of this, over the next two to three years, Clackamas County is converting the current approach to budgeting to a new Performance Budgeting and Measurement system, which will be applied to each department overseen by the Commissioners, and to those departments headed by independently elected officials that choose to participate.

The County, through its annual budget development process, has in the past urged departments to set performance standards for each departmental function and measure them. Consistent use of and attention to such standards has not been the norm. Instead, some departments veered away from applying measures of outcomes or results, and continued to measure inputs and efforts. Others made annual updates to their chosen outcome measures, but their meaningfulness was never the focus of budget discussion or description, and so the utility of these measures was low.

In this new approach, participating departments have gone through a rigorous process of defining the approach, applying uniform templates to identify the following:

- current operational issues,
- potential risks of continuing in the same way as done in the past,
- desired results or outcomes for customers of their services, and
- What measures would assure those outcomes would be achieved.

Over several iterations, involving every operating section, with representation from both management and represented employees, from supervisors to line operations, most facets of departmental functions were dissected and described. Additionally, as each iteration occurred, refinement of the original findings was applied, making the finished product of these many reviews and refinements a much more comprehensible and polished program of suggested changes to current practice, with strong descriptions of the relationship between how resources will be directed and how measurement of success will be done. Clackamas County's Department of Finance and its four divisions - Fleet Services, Purchasing, Facilities Management and Finance - was one of the four departments that volunteered to participate in the initial implementation of this redesigned approach.

## INTRODUCTION (continued)

Along the way, what did we learn? We gained a number of insights about how our operations were structured, whether best arrayed to meet current and future challenges (mostly not). We exposed some strengths in our staffs talents and skills, but primarily noted that we were under-resourced in several areas, principally our Facilities Management team. The group had a chance to explore the potential consequences of not addressing urgent underlying issues, such as the potential loss of institutional knowledge in Purchasing due to future retirements. We imagined new ways of providing services, particularly in the Finance and Facilities Management lines of business. We described the expected outcomes from changing our way of doing business and heard the voices of all involved, including many whom had never had a chance to participate in planning our activities before.

There will be some potential difficulties in implementing Performance Clackamas in our newly delineated lines of business and programs. Having identified the need for additional skill development in departmental financial positions, we are committed to providing the necessary skills training for using our accounting software, complying with Finance policies and procedures, and financial best practices. With the transition to Performance Budgeting, the Budget function will be assisting every department and program as they implement Performance Clackamas, helping them learn the new method of budget development. The County will ultimately need to transform the current financial and budgetary systems to better fit this model.

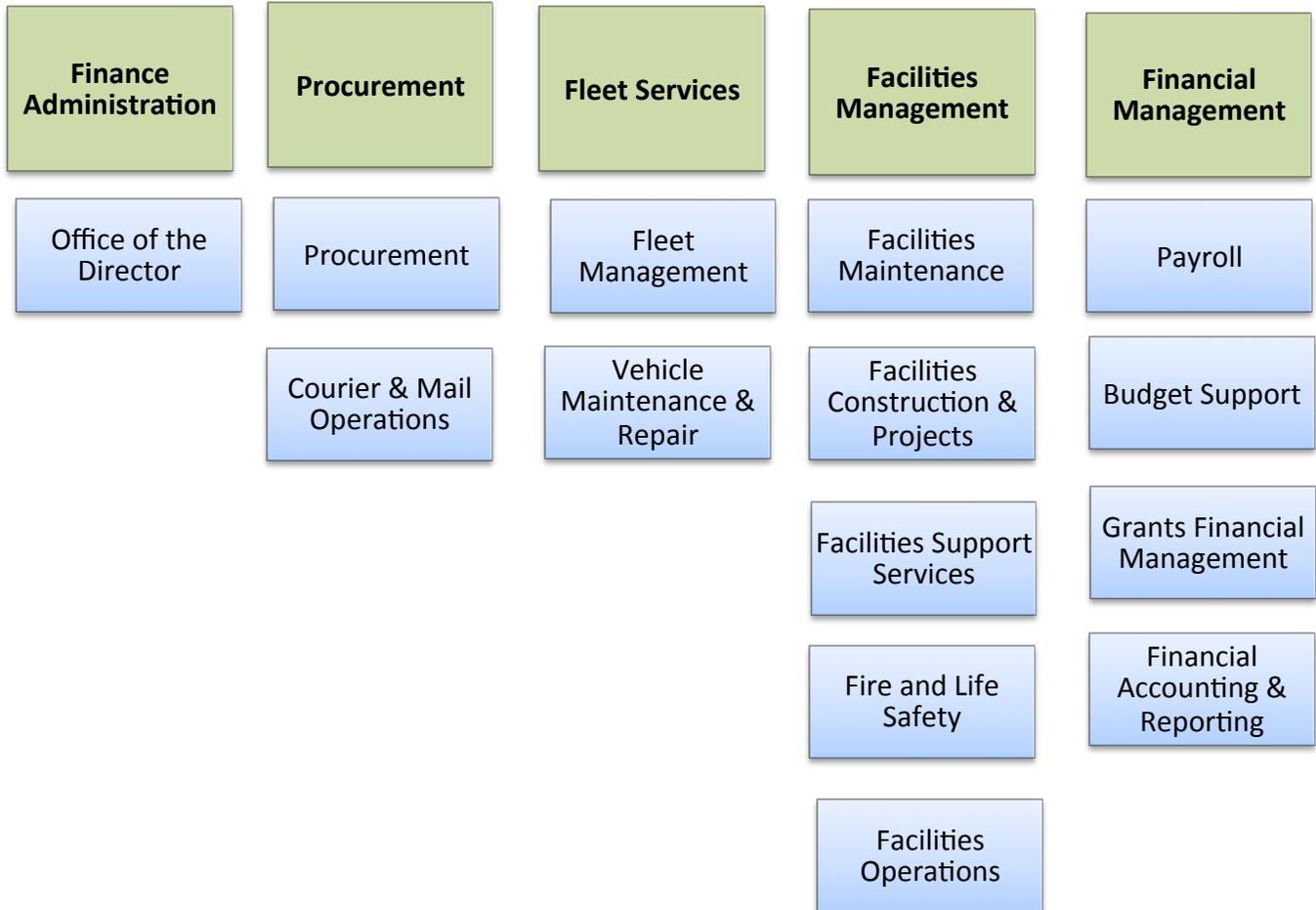
All of this complexity will put a high value on communication skills and transparency of purpose, so that both County workers and the public will be able to learn and discern what Performance Clackamas is offering in terms of clear information on how the County prioritizes and expends public funds. Departments will experience displacement from the old familiar way of developing budgets and will need guides to navigate new terminology and new practices. Our Budget function has already convened user groups to address the upcoming needs for training each department as it transitions.

## MISSION

The mission of the Department of Finance is to provide financial, facilities, procurement, mail, and fleet management services to County departments, other agencies, the Board of County Commissioners, and County employees so they can conduct the public's business in a transparent, financially responsible, and responsive manner.

**STRUCTURE**

**FINANCE**



## ISSUE STATEMENTS

### 1. Aging Workforce

***The number of County employees near or at retirement over the next 5-10 years, if not well managed, will result in:***

- Negative impacts on customer service
- Increasing costs and errors
- Longer decision-making processes
- Erosion of competency
- Loss of institutional knowledge
- Increasing workloads for Finance Department staff due to the loss of staff with strong institutional knowledge in other departments
- Increased number and length of new staffing recruitments
- Increased pressure on remaining senior staff

### 2. Lack of Role Clarity

***A mixed centralized/decentralized business model, particularly in the areas of accounting, grants, financing, procurement, and facilities management, has resulted in a lack of role clarity in some departments which, if not addressed, will continue to result in:***

- Diffused accountability
- Poor internal controls
- Ineffective communication channels and patterns
- Increased risks owing to unqualified and/or uncertified staff performing work
- Increased costs due to more rework
- Increased interdepartmental conflict
- Increased risk of audit findings

### 3. Performance Based Budget

***The County is implementing a Performance Based Budget which, if well implemented, will result in:***

- Achievement of Board and organizational strategic priorities
- The ability to relate customer results to budget numbers
- Systemic expectations for innovation and/or change
- Increased clarity and transparency in the County's budget process
- Focus on prioritizing financial resources to achieve strategic results
- Increased opportunities to streamline services

### 4. Benefits of "Performance Clackamas"

***The County's "Performance Clackamas" initiative will highlight accountability, drive expertise, and focus decision-making on measurable results, which will result in:***

- Clear standards for measuring success
- Greater adherence to financial standards and best practices
- Managers evaluated on their ability to achieve customer results
- Increased demand for training delivered by subject matter experts
- Increased ability to respond to diverse customer needs
- Enhanced cooperation and collaboration between departments

5. Use of Financial Systems

***Underutilization of, and lack of expertise in, existing financial technologies will, if not addressed, result in:***

- Increased reliance on Finance Department staff to provide information and problem solving which could be provided and resolved in the originating department
- Increased reliance on outside vendors and shadow systems for technology solutions
- Inaccurate information being used by decision makers and negative consequences for customers
- Rework or inability to properly provide service and maintenance of systems
- Increased cost for the Finance Department to deliver services

6. Lack of Professional Credentials Among Staff Performing Financial Tasks

***Lack of specific training, professional credentials and expertise in departments, if not addressed, will continue to result in:***

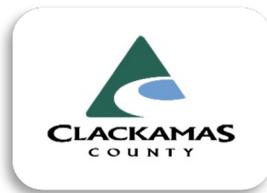
- Finance and its customers being deprived of accurate information on issues related to accounting, finance and budgeting
- Potential errors in critical areas such as payroll and capital funding
- Inconsistent application of financial best practices
- Increased rework of information by Finance
- Delays in meeting department requests
- County residents having inaccurate information when voting or expressing concerns
- Potential audit findings
- Continued preventable budget over-expenditures
- A weakened financial internal controls environment

## STRATEGIC RESULTS

**NOTE:** These results are identified and included in individual program performance measure summaries where they support department level strategic results. Each result is followed by the initials of the responsible program.

1. Build Public Trust Through Good Government:  
**County Departments will implement the Board of County Commissioners' Strategic Priority "Build Public Trust through Good Government" through enhanced transparency as evidenced by:**
  - By FY 2017-18, 100% of the County budget will be linked to Programs and measurable customer results through Performance Based Budgeting (BS)
  - By FY 2018-19, 100% of proposed program budgets will tie the level of funding to a level of customer results (FA&R)
  - By FY 2016-17, 50% of the County's budget document will contain strategic and operational results and performance measures in addition to budgetary information (BS)
  
2. County Departments' Use of Financial Information:  
**County Departments' capacity and competency to access and use the County's financial system will improve as evidenced by:**
  - By FY 2016-17, 80% of department program managers and identified administrative staff will have completed required levels of PeopleSoft system training to access and interpret essential reports (FA&R)
  - By FY 2016-17, 80% of department program managers will access budget to actual information from PeopleSoft system on a monthly basis (FA&R)
  - By FY 2016-17, 80% of Departments will be successfully operating within their adopted (or amended) budget (FA&R)
  
3. Asset Management and Building a Strong Infrastructure:  
**The County will protect the public's investment in fixed and movable assets as evidenced by:**
  - By FY 2019-20, 50% of County vehicles will be included in the Vehicle Replacement Reserve (FO)
  - By the end of FY 2016-17, a long term maintenance plan for County facilities will be completed, including an assessment of the condition of County facilities and the funding requirements(FA)
  - By FY 2019-20, 50% of future long term Facilities Program maintenance costs will be held in reserve (FA)
  
4. Improved Knowledge of Financial Performance:  
**County Departments will experience improved knowledge of their financial performance, as evidenced by:**
  - By FY 2017-18, a Finance policy and procedure manual will be complete and distributed to all departments, to include desk aids, workflows, and other tools (FA&R)
  - By FY 2017-18, a single point of entry for revenues will be established (FA&R)
  - By FY 2016-17, 80% of County employees who perform finance functions and tasks, will have completed required levels of education and gained the experience needed to complete those functions and tasks in line with best practices (FAR&R)
  - By FY 2016-17, 90% of departments will be providing required accounting information to the Finance Department for the previous month no later than the 20th of the ensuing month (FA&R)
  - By FY 2016-17, 90% of departments will have access to accounting information on a budget to actual basis by the last day of the month, for the previous month (FA&R)

## ADMINISTRATION



### ADMINISTRATION

*Programs:* Office of the Director

*Purpose:* The purpose of the Administrative Line of Business is to provide training, policy, project management, and contract services to County employees and human resources services to department employees so they can effectively manage finance, procurement, facilities, and fleet responsibilities necessary to their jobs.

#### *Key Results:*

- ▶ % Department positions inventoried and key positions identified (Target 100%)
- ▶ % Department retirement eligible employees and key employees with active succession plans in place (Target: 100%)

**Purpose Statement:**

The purpose of the Office of the Director is to provide training and development, policy, emergency management, project management, and contract services to County and department employees so they can effectively manage their public service responsibilities.

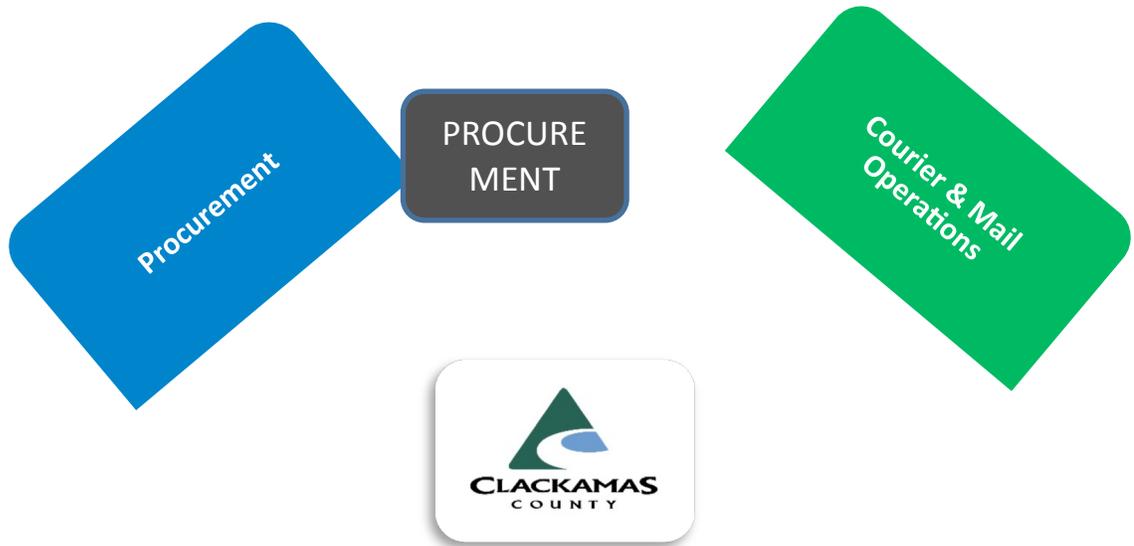
**Performance Measures****Results:**

- ▶ % Department employees attending at least one continuing education class annually (Target: 100%)
- ▶ % Department positions inventoried and key positions identified (Target 100%)
- ▶ % Department performance evaluations completed within two months of anniversary date (Target: 100%)
- ▶ % Department retirement eligible and key employees with active succession plans in place (Target: 100%)

**Services:**

- Training Curricula and Sessions for County Employees
- Confidential Financial Reviews
- Investigatory Review Consultations
- Policy Analyses
- Board Reports
- Legislative Action Reviews
- Department-generated Policies
- Continuity of Operations Plans
- Emergency Operations Center Support
- Property Lease Renewal Authorizations
- Contract Approvals
- Capital Projects Sponsorships
- Liaison and Representation Services
- Recruitments and Hires
- Position Reviews
- Employee Evaluations
- Grievance Responses
- Employee Training Plans
- Written Employee Communications
- Succession Plans
- Workforce Planning

## PROCUREMENT



### PROCUREMENT

*Programs:* Procurement, Surplus Property, Courier and Mail Operations

*Purpose:* The purpose of the Procurement line of business is to provide centralized procurement, and contract services, procurement card services, surplus property disposition, courier and mail services to County and affiliated agencies, so they can obtain the goods and services, personal/professional services, construction related services, and mail services necessary to conduct county business.

*Key Results:*

- ▶ % successfully completed procurements (Target 95%)
- ▶ Ratio of Clackamas County courier cost per stop to other jurisdictions' courier cost per stop (Target: 90%)

**Purpose Statement**

The purpose of the Procurement Program is to facilitate procurement processes, negotiate contracts, provide project consulting for a wide array of goods and services, personal/professional services, and construction related services to County departments, agencies, and districts ensuring an open, transparent, fair and compliant process.

**Performance Measures****Results:**

- ▶ % Successfully completed procurements (Target: 95%)

**Outputs:**

- ▶ # Contracts completed
- ▶ # Formal Procurements
- ▶ # Informal and Special Circumstance Procurements

**Demands:**

- ▶ # Contracts requested/required by customers/vendors
- ▶ # Procurements Requests

**Efficiency:**

- ▶ \$ Program expenditures per contract completed

**Services:**

- Contract Documents Compliance Reviews
- Contractor County Conflict Counseling Sessions
- Contracts Drafting, Negotiation and Facilitated Execution
- Field Purchase Orders
- Local Contract Review Board Rule (County Code) Reviews, Revisions, and Consultations
- Process Compliance Reviews
- Procurement Card Activity Monitoring Checks
- Procurement Card Program Management
- Contract Management Services
- Encumbrance Management
- Solicitation Documents
- Source Selection Consultations
- Surplus Inventory Dispositions

**Purpose Statement**

The purpose of the Courier and Mail Operations Program is to provide coordinated mail processing services, US Mail, and small parcel distributions services to County employees so they can convey mail, small parcels, and other materials in the most cost effective manner.

**Performance Measures****Results:**

- ▶ Ratio of Clackamas County courier cost per stop to other jurisdictions' courier cost per stop (Target: less than or equal to 90%)

**Outputs:**

- ▶ # Courier pick-ups and deliveries completed
- ▶ # Items mailed or shipped to outside entities

**Demand:**

- ▶ # Courier pick-ups and deliveries requested/required
- ▶ # Mail or shipping items requested/required

**Efficiency:**

- ▶ \$ Program expenditure per courier stop
- ▶ \$ Expenditure per item mailed

**Services:**

- Courier Pick-ups and Deliveries
- Presort Services
- US Mail and Small Parcel Shipping

## FLEET SERVICES



### FLEET SERVICES

*Programs:* Fleet Management, Vehicle Maintenance and Repair

*Purpose:* The purpose of the Fleet Services line of business is to provide fleet management; vehicle rental, acquisition, and documentation; vehicle life cycle care; fuel; and disposition services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

*Key Results:*

- ▶ % Vehicles included in the Vehicle Replacement funds (Target: 100%)
- ▶ Cost ratio per mile of annual IRS mileage reimbursement rate vs motor pool rate (Target: 95%)
- ▶ % Vehicles repaired and returned to service within one work day (Target: 80%)
- ▶ % Fuel gallons purchased by customers at 5 cents savings per gallon or greater compared to retail prices less taxes (Target: 90%)

**Purpose Statement**

The purpose of the Fleet Management Program is to provide assessment, procurement, replacement, policy, vehicle rental, and fuel purchasing, billing and reporting services to County employees so they can have access to reliable and cost effective vehicles and 24/7 access to fuel at below-retail prices.

**Performance Measures****Results:**

- ▶ % County vehicles included in the Vehicle Replacement funds (Target: 90%)
- ▶ % of Department vehicle requests satisfied (Target: 90%)

**Outputs:**

- ▶ # Vehicle purchases
- ▶ % Vehicles replaced
- ▶ Average age of vehicles

**Demands**

- ▶ # Vehicle purchases requested/required

**Efficiency:**

- ▶ % Vehicles being utilized effectively, as defined by annual use of more than 40% or 10,000 miles per year with a goal of 100% utilization

**Motor Pool Performance Measures****Results:**

- ▶ Cost per mile of Motor Pool vehicles compared to cost per mile for underutilized assigned vehicles (Target: ratio of 0.95 to 1.0)

**Outputs:**

- ▶ # Motor Pool vehicle trips provided

**Demands:**

- ▶ #Motor Pool vehicle trips requested

**Efficiency:**

- ▶ \$ Program expenditures per Motor Pool vehicle mile driven
- ▶ \$ Program expenditures per vehicle in service

**Fuel Services Performance Measures**

**Results:**

- ▶ % Fuel gallons purchased by customers at 5 cents per gallon or greater savings compared to retail prices less taxes (Target: 90%)

**Outputs:**

- ▶ # gallons of fuel (gas & diesel)

**Demands:**

- ▶ # Vehicle fuel purchases requested/required

**Efficiency:**

- ▶ Ratio of average cost per gallon of fuel compared to average retail annual cost per gallon

**Services:**

- |   |  |
|---|--|
| • Donated and Seized Vehicle Inspections  | • Motor Pool Procedures                                      |
| • Fleet Equipment and Supplies            | • Motor Pool Check-Outs                                      |
| • Fleet Consultations                     | • Motor Pool Vehicle Deliveries to Customer When Necessary   |
| • Fleet Telephone Inquiry Responses       | • Available Motor Pool Vehicles                              |
| • Light duty Vehicle Replacement Analysis | • Driver Fuel Cards  |
| • Vehicle Needs Assessments               | • Vehicle Fuel Cards   |
| • Vehicle Specifications                  | • Emergency Disaster Fuel Plan                               |
| • Take-Home Vehicle Reports               | • Fuel Gift Cards  |
| • Rental Car Company Rentals              | • Fuel Reports   |
| • Vehicle Disposals                       | • Vehicle Fuel Billing                                       |
| • Vehicle Licensing and Titling           | • Fuel Training Materials to Comply with State Fire Marshall |
| • Vehicle Markings                        | • Fuel Provider Relations                                    |
| • Vehicle Purchases                       | • Vehicle Fuel Purchase                                      |
| • New Vehicle Preparation                 |  |
| • Vehicle Replacement Fund Deposits       |  |

**Purpose Statement**

The purpose of the Vehicle Maintenance and Repair Program is to provide preventative maintenance, repair, tire, and body shop services to County employees so they are driving safe vehicles provided to them in a timely and cost effective manner.

**Performance Measures****Results:**

- ▶ % Preventative maintenance service visits completed on schedule (Target: 85%)
- ▶ % Vehicles repaired and returned to service within one work day (Target: 100%)

**Outputs:**

- ▶ # Light duty vehicle preventative maintenance service visits completed
- ▶ # Light duty vehicle tire replacements completed

**Demand:**

- ▶ # Light duty vehicle preventative maintenance service visits requested/required
- ▶ # Tire replacements requested/required

**Efficiency:**

- ▶ \$ Program expenditures per vehicle supported
- ▶ Vehicle shop hourly labor rate compared to average rate for area commercial repair shops
- ▶ Vehicle shop hourly labor rate compared annually to average rate for area dealerships

**Services:**

- Parts Inventory
- Tire Inspections
- Vehicle Body Repairs
- General Vehicle Repairs
- Safety Inspections
- DEQ Inspections and Reports
- Vehicle Tows
- Recall Notifications and Completions
- Vehicle Body Damage Estimates
- Tire Replacements
- Vehicle Repair Estimates
- Roadside Service
- Detailing of Vehicles
- Warranty Repairs
- Preventative Maintenance

## FACILITIES MANAGEMENT



### FACILITIES MANAGEMENT

**Programs:** Facilities Support Services, Facilities Construction and Projects, Facilities Maintenance, Fire and Life Safety, and Facilities Operations

**Purpose:** The purpose of the Facilities Management line of business is to provide collaborative facilities planning, construction and renovation, maintenance, safety, and energy management services to County-owned and -leased facility tenants so they can conduct County business in energy efficient, well maintained, clean, safe, and secure facilities.

#### Key Results:

- ▶ % Janitorial and landscape inspections that meet or exceed standards (Target: 100%)
- ▶ % County buildings constructed to County minimum standards for occupied space (Target: 100%)
- ▶ % Facilities maintained in good to excellent condition (Target: 75%)
- ▶ % Facilities where evacuation drills are conducted annually (Target: 100%)
- ▶ % County buildings where energy consumption has decreased in the last fiscal year (Target: 10%)
- ▶ Ratio of preventive maintenance to unplanned work orders (Target: 80%: 20%)

**Purpose Statement**

The purpose of the Facilities Maintenance Program is to provide building systems, electrical, security, and general maintenance services to tenants so, they can serve their customers in facilities that are safe and well-maintained.

**Performance Measures****Results:**

- ▶ % County facilities completely inventoried in an asset management program (Target: 100%)
- ▶ % Facilities maintained in good to excellent condition (Target: 75%)

**Outputs:**

- ▶ Total maintenance work orders
- ▶ # Scheduled preventative maintenance corrective actions completed
- ▶ # Unplanned corrective actions completed

**Demand:**

- ▶ # Scheduled preventative maintenance corrective actions required
- ▶ # Unplanned corrective actions requested

**Efficiency:**

- ▶ # Square feet maintained per maintenance technician

**Services:**

- Facilities Asset Management Reports
- Maintenance Corrective Responses
- Maintenance Emergency Responses
- Scheduled Maintenance Assessments

**Purpose Statement**

The purpose of the Facilities Construction and Projects Program is to provide estimation, design, construction, and project management services to tenants so they can serve their customers in well-designed, cost effective facilities.

**Performance Measures****Results:**

- ▶ 75 % of customers rate communication as good or very good.
- ▶ 75% of customers are satisfied or very satisfied with outcome of projects

**Outputs:**

- ▶ # Projects approved
- ▶ # Construction projects partnering with Energy Trust of Oregon

**Demand:**

- ▶ # Projects requested by tenants

**Efficiency:**

- ▶ Cost per square foot for Facilities-managed projects compared to cost per square foot for commercial construction projects

**Services:**

- Code Compliance Installations and Consultations
- Construction Compliance Consultations
- Construction Designs
- Construction Standards
- Emergency Disaster Responses
- HVAC Installations and Major Upgrades
- Renovations
- Projects
- Moves
- New Constructions
- Project Authorization Packages
- Project Consultations
- Project Plans and Archives
- Project Schedules

**Purpose Statement**

The purpose of the Facilities Support Services Program is to provide lease agreements, landscape, janitorial, and other planning and support services to tenants so they can serve their customers in facilities that are clean, well landscaped, and well maintained.

**Performance Measures****Results:**

- ▶ % Landscape inspections that “meet” or “exceed” maintenance and cleanliness standards (Target: 85%)
- ▶ % Janitorial inspections that “meet” or “exceed” maintenance and cleanliness standards (Target: 85%)

**Outputs:**

- ▶ # Landscape inspections conducted
- ▶ # Janitorial inspections conducted

**Demand:**

- ▶ # Landscape inspections required/requested
- ▶ # Janitorial inspections required/requested

**Efficiency:**

- ▶ \$ Contracted janitorial expenditure per interior sq. ft. managed

**Services:**

- Furniture Procurements and Installations
- In-Facility Café and Vending Contracts
- Inmate Crews Management
- Janitorial Paper/Bag Bulk Procurements
- Janitorial Inspections
- Janitorial Services
- Landscape Inspections
- Landscape Services
- Lease Negotiations and Contracts
- Moving Services
- Utility Payment Services
- Recycling Services
- Space Planning Services
- Special Event Plans and Set-ups
- Surplus Support Services
- Warehouse Storage

**Purpose Statement**

The purpose of the Fire and Life Safety Program is to provide training, inspection, reporting, and emergency response and coordination services to tenants so they can work and conduct business in safe, secure facilities.

**Performance Measures****Results:**

- ▶ % Facilities where required evacuation drills are conducted annually (Target: 100%)
- ▶ % Scheduled Fire and life safety inspections completed annually (Target: 100%)

**Outputs:**

- ▶ # Annual fire and life safety inspections conducted
- ▶ # Annual building evacuation drills conducted
- ▶ # Security reviews provided for investigations

**Demand:**

- ▶ # Fire and life safety inspections required
- ▶ # Annual building evacuation drills required

**Efficiency:**

- ▶ Ratio of special request to required evacuation drills

**Services:**

- Americans with Disabilities Act Compliance Inspections
- Automated Electronic Defibrillator Inspections
- Building Evacuation Drills
- Building Security Reviews
- Building Access Policies
- Fire and Life Safety Inspections
- Evacuation Plans
- Emergency Responses
- Disaster Mitigations
- Hazmat Responses
- Safety Committee Liaisons
- Safety Data Sheets
- Safety Policies
- Safety Reports
- Safety Training Sessions
- Security Guard Patrols

**Purpose Statement**

The purpose of the Facilities Administration line of business is to provide direct customer service, asset management request processing and dispatch, payments and financial tracking, and security identification/access badges to tenants so they can serve their customers in well managed facilities.

**Performance Measures****Results:**

- ▶ Ratio of preventive maintenance to unplanned work orders (Target: 80% preventive to 20% unplanned)
- ▶ % of identification card requests completed within \_\_\_ days of request.

**Outputs:**

- ▶ # of facilities and properties listed in the County Asset Management Program
- ▶ # Total work orders processed
- ▶ # of unplanned work orders created
- ▶ # Invoices processed

**Demand:**

- ▶ # of facilities and properties listed in the County Asset Management Program required
- ▶ # Total work orders requested
- ▶ # of unplanned work requests

**Efficiency:**

- ▶ \$ Average processing cost per work order

**Services:**

- Managed Assets
- Work Orders
- Identification/Access Badges
- Building Systems Technology
- Invoices
- Purchases
- Contracts
- Facilities Policies/Procedures
- Reception/Information Services
- Conference Room Scheduling/Set-up
- AutoCAD Services
- Managed Documents
- Data Entries

**Utility Management Performance Measures****Results:**

- ▶ % Departments that have received the Facilities utility utilization report by March 1 annually (Target: 100%)
- ▶ % County buildings where energy consumption has decreased in the last fiscal year (Target: 10%)

**Outputs:**

- ▶ # Utility Utilization Reports provided

**Demand:****Efficiency:**

- ▶ Average annual kilowatt hours of energy consumed per 1000 square feet.

**Services:**

- Department Utilization Reports
- Energy Usage And Efficiency Training Sessions
- Utility Research And Analysis

## FINANCIAL MANAGEMENT



### FINANCIAL MANAGEMENT

**Programs:** Payroll Services Budget Support, Grants Financial Management, and Financial Accounting & Reporting

**Purpose:** The purpose of the Financial Management line of business is to provide accounting and reporting, budgeting, payroll, and grants financial management services to County leaders and employees so they can manage and account for public funds in a responsible and transparent manner.

**Key Results:**

- ▶ Annual receipt of “unmodified” audit opinion
- ▶ % Budgets where expenditures do not exceed appropriations at end of fiscal year (Target: 100%)
- ▶ % Employees per pay period paid correctly and on time (Target: 99%)
- ▶ % Grants without audit findings (Target: 98%)

**Purpose Statement**

The purpose of the Payroll Program is to provide payroll consultation, inquiry response, report, and reconciliation services to County employees and departments so that employees are paid correctly and on-time.

**Performance Measures****Results:**

- ▶ % Employees paid correctly and on time per pay period (Target: 100%)
- ▶ % Employees paid on-time per pay period (Target: 99%)
- ▶ % Employees paid correctly and on-time per pay period (Target: 99%)

**Outputs:**

- ▶ # Timesheet amendments completed
- ▶ # Personnel Action Form verifications completed
- ▶ # Benefits account general ledger reconciliations completed

**Demand:**

- ▶ # Timesheet amendments requested/required
- ▶ # Personnel Action Form verifications requested/required
- ▶ # Benefits account general ledger reconciliations required

**Efficiency:**

- ▶ \$ Program expenditure per benefits account general ledger reconciliation conducted
- ▶ \$ Program expenditure per timesheet amendment completed
- ▶ \$ Per active employee in the timekeeping system

**Services:**

- |   |  |
|---|--|
| • Benefits Account General Ledger Reconciliations | • Personnel Action Form Verifications                |
| • Paystubs  | • Public Employees Retirement System Reconciliations |
| • Printed Paychecks                               | • Special Request Reports                            |
| • Employment Verifications                        | • Tax Deposits                                       |
| • Garnishments                                    | • Timesheet Amendments                               |
| • Labor Statistics Reports                        | • Unemployment Verifications                         |
| • Payroll   | • Union Contract Pay Inquiry Responses               |
| • Payroll Report Consultations                    | • Taxable Earning Statement (W2) forms               |

**Purpose Statement**

The purpose of the Budget Support Program is to provide budget development, consultation, and review services to County leaders and employees so they can effectively manage public funds, tie resources expected performance, and achieve desired results.

**Performance Measures****Results:**

- ▶ % Budgets where revenues do not exceed expenditures at end of fiscal year (Target: 100%)
- ▶ % Budgets where expenditures do not exceed appropriations (Target: 100%)

**Outputs:**

- ▶ # Cost allocation plan consultations conducted
- ▶ # Budget consultations conducted
- ▶ # Budget-to-Actual reports provided to County Administrator

**Demand:**

- ▶ # Cost allocation plan consultations requested
- ▶ # Budget consultations requested

**Efficiency:**

- ▶ Total budget \$ per Budget Support Program employee

**Services:**

- Five Year General Fund Forecast
- Supplemental Budget Changes
- Amendments Posted in Budget Software
- Annual Adopted Budget
- Annual Proposed Budget
- Budget Manual
- Budget Kick-Off Meeting
- Budget Development Consultations
- Budget Hearings
- Budget Presentation Templates
- Cost Allocation Consultations
- Cost Allocations Plans
- Indirect Cost Rate Development

**Purpose Statement**

The purpose of the Grants Financial Management Program is to provide financial consulting, accounting, reporting, and compliance services to County employees and grant sub-recipients so they can obtain and retain grant funding to provide services to their customers.

**Performance Measures****Results:**

- ▶ % Grant funding total dollars without audit findings (Target: 95%)
- ▶ % Grants without audit findings (Target: 98%)

**Outputs:**

- ▶ # Fiscal sub-recipient monitoring reviews completed
- ▶ # Sub-recipient grant agreement reviews completed

**Demand:**

- ▶ # Fiscal Sub-Recipient Monitoring Reviews required
- ▶ # Sub-recipient grant agreement reviews required

**Efficiency:**

- ▶ \$ Program expenditures per grant managed
- ▶ \$ Program expenditures per total grant \$

**Services:**

- Schedule of Expenditures of Federal Awards
- Financial Grant Draws
- Financial Grant Reports
- Fiscal Sub-Recipient Monitoring Reviews
- Grant Budget to Actual Reports
- Grant Management Consultations
- Monthly Grant Trainings
- Grant Accounting Services
- Single Audit Findings Corrective Action Plans
- Single Audit Support Services
- Sub-Recipient (Pass-Through) Grant Agreement Reviews

**Purpose Statement**

The Purpose of the Financial Accounting and Reporting Program is to provide comprehensive financial accounting and reporting services, in accordance with Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB), to County employees and outside agencies so they can manage and demonstrate responsible stewardship of the public funds.

**Performance Measures****Results:**

- ▶ Annual receipt of unmodified (clean) audit opinion
- ▶ Bond rating maintained or improved
- ▶ % Departments without audit findings reported (Target: 95%)
- ▶ Close the books and provide to the auditors by agreed upon delivery date (Target: 100%)

**Outputs:**

- ▶ # Journal Entries recorded
- ▶ # Accounting training sessions provided
- ▶ #Annual Financial Reports prepared

**Demand:**

- ▶ # Journal Entries requested/required
- ▶ #Accounting training sessions requested/required
- ▶ # Annual Financial Reports required

**Efficiency:**

- ▶ \$ Program expenditure per each Journal Entry recorded in PeopleSoft
- ▶ \$ Program expenditures per each Annual Financial Report prepared (6 per year)

**Services:**

- Issuance of mortgage interest paid (1098) and miscellaneous income (1099) forms
- General Ledger and Chart of Accounts Maintenance
- Account Reconciliations
- Adjusting journal entries
- Financial Consultations
- Daily Deposit posting
- Contract, Loan and Vendor Maintenance Actions
- Vendor Payments and Employee Reimbursements
- Journal entry and other transaction approvals
- External and Internal Invoices posting
- Financial Reports
- Financial Policies and Procedures
- Audit Committee Reports
- Financial Audit Finding Corrective Action Plans
- Comprehensive Annual Financial Reports/Statements
- New Accounting Standards Research and Implementation
- Year-End Audit Kick-Off Presentation
- Year-End Trial Balance Reports
- 
- Customer Inquiry Responses
- Treasury Transfer Requests

## 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 2-6 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 2-6 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 2-6 years to proactively respond to the critical trends, issues and challenges on the horizon.