Performance Clackamas

Clackamas County Strategic Plan

Adopted September 18, 2014

Clackamas County

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.

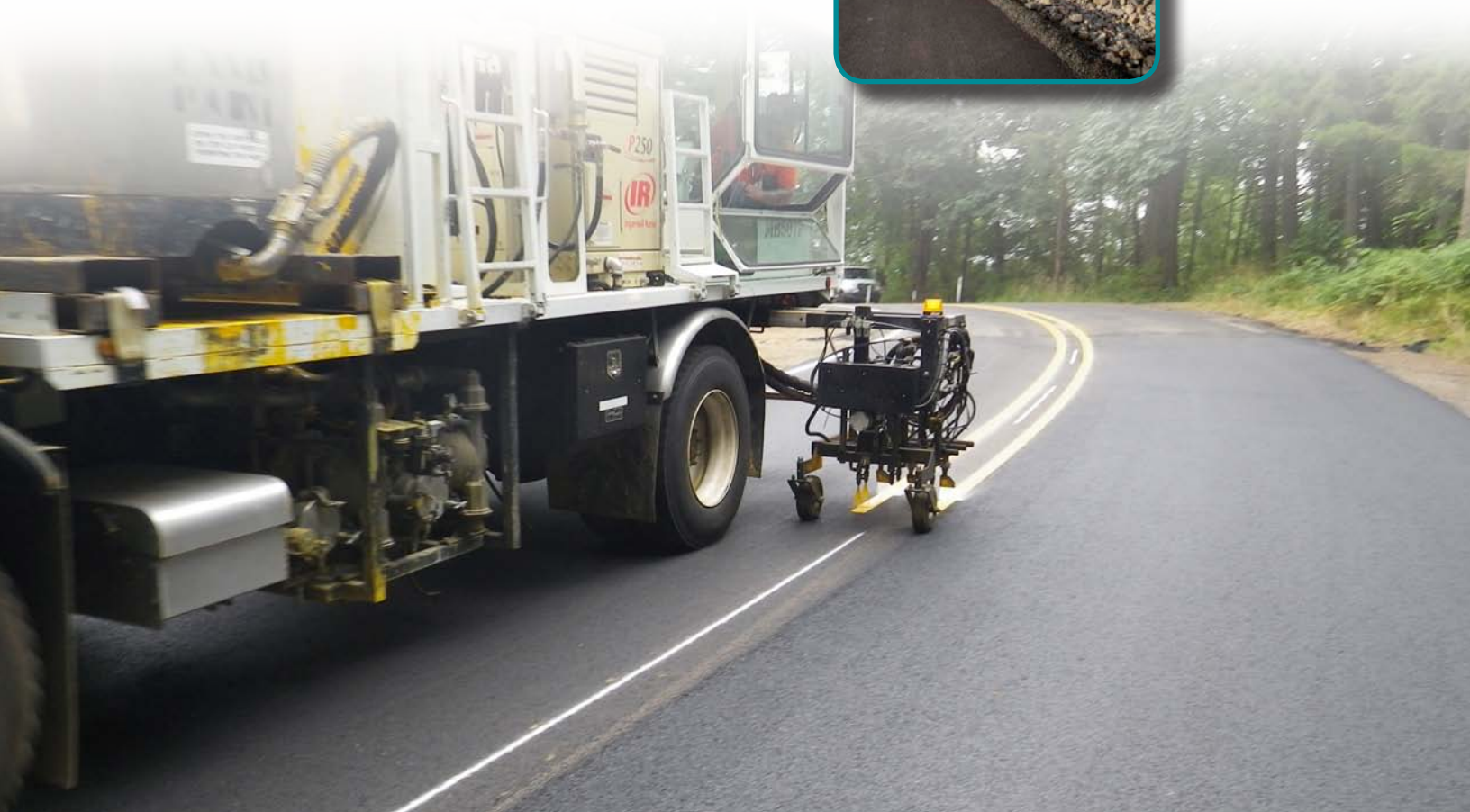
- By 2019, 10,000 family wage jobs will be created in Clackamas County.*
- By 2019, wages earned in Clackamas County will be at or above the national average.**
- By 2019, the home ownership rate in Clackamas County will be 72 percent or greater.
- By 2019, $500 million in new capital asset investment 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.

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Business and Community Services - Sheriff's Office
Transportation and Development - Water Environment Services
Health, Housing and Human Services