

Amendment 1

Strategic Plan

Update (FY 2022-23 Priorities)



Clatsop County

Proposed (pending adoption)

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County Manager's Message



As more people discover and move to Clatsop County, and state and federal laws shape what counties can or must do, our communities will change. The way we can make sure that this change is for the better is through thoughtful planning and action.

In 2020, the Clatsop County Board of Commissioners created a strategic plan which sets a direction for our future and holds the County government accountable for turning vision and values into reality. The Plan reflects our commitment to transparency. It describes our priorities and sets important benchmarks and the results we hope to attain.

A good strategic plan also unifies communities, which only happens when the public and stakeholders are involved in envisioning the future Clatsop County. We'd like to thank all those who have contributed to this important process and helped us get to where we are today in achieving what we set out to do.

Now, two years into our strategic plan and emerging from a pandemic, we have accomplishments we would like to highlight:

Internet/Broadband Expansion

- Developed a strategy to improve internet connectivity to the most under-served communities in the County's unincorporated areas
 - Participating with Jewell Shcool District to improve internet connectivity strategies in Jewell, Elsie, and Vinemaple area
 - Supporting of a strategic plan to improve hard fiber infrastructure as a member of the COL-Pac Broadband Team (Clatsop, Columbia, Tillamook, and western Washington counties)

Housing/Development

- Released a Request for Expression of Interest for surplus County-owned land for cities and nonprofits to use to address housing and other public service needs
- Released a Request for Proposal for the development of North Coast Business Park and currently reviewing submissions

Water Quality

- Participating in a Water Needs Analysis by the Association of Oregon Counties (AOC)

Wildfire Prevention

- Formed a group of stakeholders with representatives from Clatsop County Fire Defense Board, OSU Extension, ODF, State Fire Marshall Office, and Western States Fire Chiefs Association that is developing local wildfire education, regulatory framework, enforcement, and resiliency efforts

Child Care

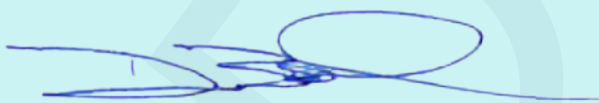
- Formed a Child Care Strategy Work Group that is developing a strategy and design for local child care services and will lead implementation

Mobile Crisis Intervention

- Contributed \$80,000 of our federal American Rescue Plan Act funds to strengthen Clatsop Behavioral Healthcare's Mobile Crisis Team

Earlier this year, the County Board of Commissioners dedicated additional time to review the Plan. Amendment 1 to the Strategic Plan, is the result of this work— it explains how far we have come and where we go from here.

We have an exciting future ahead of us in Clatsop County. We value and appreciate all who gave their time, energy and passion to creating a roadmap that will lead us into the future Clatsop County we want and deserve.



Don Bohn
Clatsop County Manager

Introduction

Our Strategic Plan

Strategic Plans are important tools that are built from public input. They help people understand the County's vision, the direction being taken, and reasons why. Clatsop County began its year-long strategic planning process in January 2020.

This collaborative effort engaged elected officials, County employees, stakeholder groups, and the general public and was conducted in partnership with the Center for Public Service at Portland State University. The result is the County's current Strategic Plan (also referred to as the Plan), adopted by the Board of County Commissioners in January 2021.

Amendment 1

This document is the first amendment to the Strategic Plan. Its purpose is to update the Plan with our new FY 2022-23 priorities. You will find that some FY 2021-22 priorities (or certain parts of them) will carry over into FY 2022-23.

Amendment 1 is made up of three parts.

- Part 1:** Strategic Plan Components
- Part 2:** FY 2021-22 Progress Report
- Part 3:** FY 2022-23 Priorities



Notes:

1. *FY is an acronym for fiscal year (i.e. FY 2021-22 refers to fiscal year 2021-2022)*
2. *Clatsop County's fiscal year is from July 1st to June 30th each year (i.e. FY 2021-22 refers to July 1, 2021 through June 30, 2022)*

Strategic Plan Components

Overview

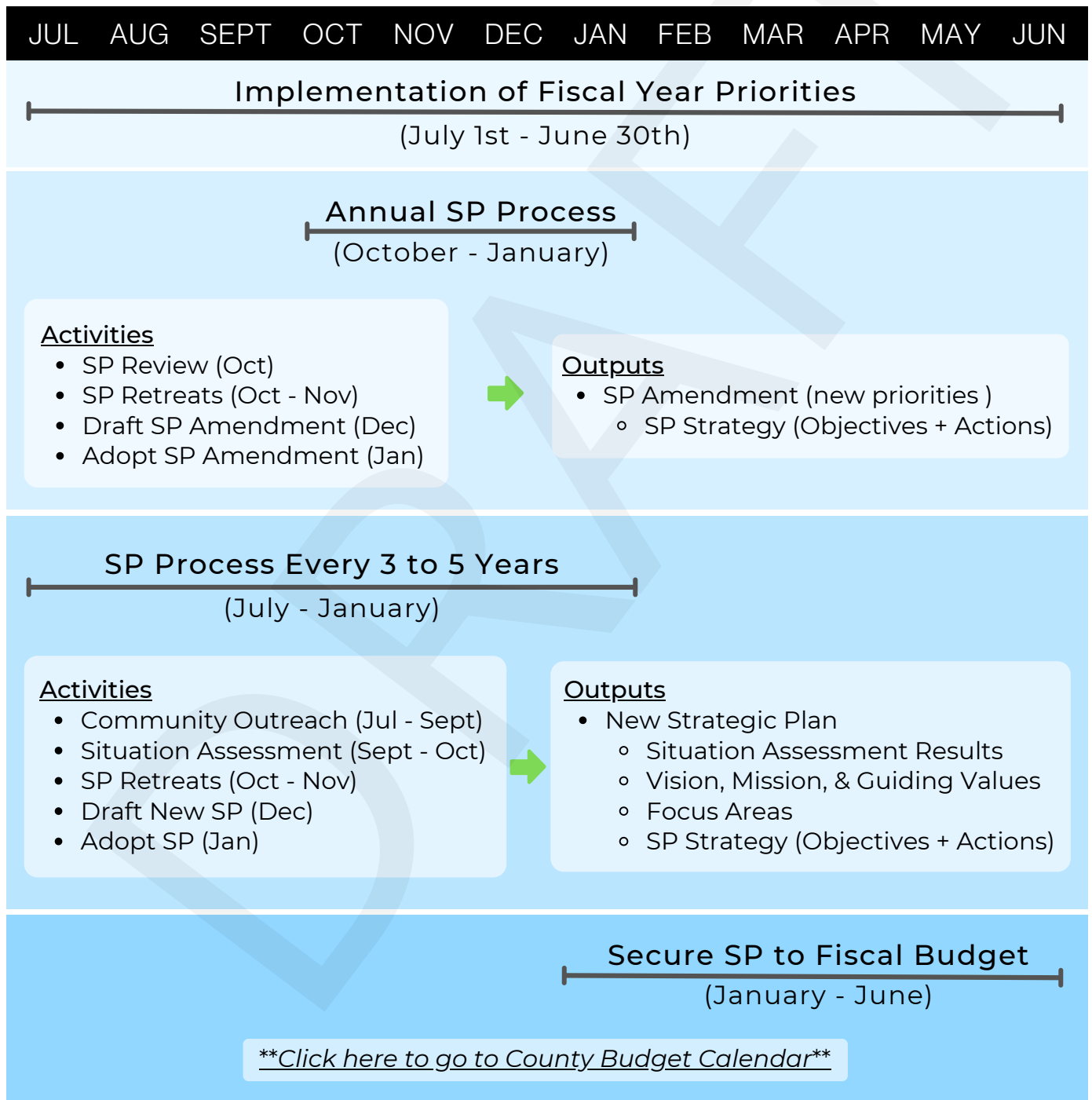
The following illustration and accompanying sections provide a general overview for each part of the Plan.



Strategic Plan Outline

Strategic Planning Process

The illustration below provides a general outline of the strategic planning process.



Strategic Plan Review: County employees give a presentation to the Board on progress made towards completing the adopted Strategic Plan priorities, as well as an outline of that fiscal year's strategic planning process.

Strategic Planning Retreats: The Board meets for a facilitated discussion of strategic plan components under review that fiscal year.

Community Outreach: County employees engage with the community, listening to and gathering public feedback. The information received guides the situation assessment.

Our Vision, Mission, & Guiding Values

Overall, the Plan aids the County in earning its reputation, holding it accountable to its **vision**. The Plan provides a means for the County to carry out its **mission**, while honoring its **values**. As we approach fiscal year 2022-23, these components of the Plan (adopted in January 2021) remain unchanged.

VISION



In a world of change and uncertainty, people trust Clatsop County to provide public services and facilities in an effective, efficient, and equitable manner. These essential elements of a high quality of life, including economic prosperity, ecosystem integrity, health, safety, and social connection are provided by working collaboratively and in partnership with other public, non-profit, and private sector service providers.

MISSION



Clatsop County will (1) identify the broad services it understands community members want and are willing to support, and then (2) provide those services effectively, efficiently, equitably, within budget, and in partnership with other public, non-profit, and private sector service providers.

GUIDING VALUES



Engagement and Collaboration

Leadership in County-wide coordination of services and problem solving by bringing together, engaging, listening to, and cooperating with community members and stakeholders of diverse backgrounds, experiences, thoughts, and perspectives.

Effectiveness and Efficiency

Decision-making and operations that effectively and efficiently achieve outcomes consistent with the vision.

Equity

Equitable treatment, access, opportunity, and advancement for all.

Transparency and Accountability

Public policy decisions are made in open meetings. The County is accountable for its decisions and their implementation.

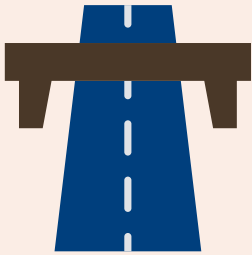
Focus Areas

The Strategic Plan identifies five areas the County will focus on to carry out its mission. The focus areas (listed below) were adopted in January 2021 and remain the same for FY 2022-23.



GOVERNANCE

...roles, relationships, and processes that allow the County to effectively, efficiently, and transparently choose and deliver valued services that are consistent with the County's vision, mission, and values.



INFRASTRUCTURE

...public spaces and utilities provided/maintained by the County, such as roads, water and wastewater treatment plants, and pipes.



ECONOMIC DEVELOPMENT

...actions that help create and sustain a strong, diverse, and resilient economy, such as job creation and retention, supporting livable wages, expanding public transportation, comprehensive community planning, and removal of regulatory barriers where feasible and appropriate.



ENVIRONMENTAL QUALITY

...natural resources that provide life and sustenance to the County, such as the ocean, rivers, streams, and the immense forest, and the actions that conserve, protect, and promote the sustainability of this intertwined ecosystem.



SOCIAL SERVICES

...issues and services that impact the ability of individuals, families, and communities to thrive and must be addressed in collaboration with state, regional, and community partners, such as mental health, addictions, houselessness, child care, and trauma.

Strategic Plan Priorities (Objectives & Actions)

During the County's annual strategic planning process, the Board of County Commissioners establishes new and/or continued priorities to carry out the County's mission in the upcoming fiscal year. These priorities are transformed into measurable **objectives** (goals) and organized by focus area. Each objective is then ranked by level of priority (tier 1, 2, or 3):

Tier 1: (highest priority)

- Addresses a key issue of **primary importance**
- **Likely to complete** the assigned action by the end of the fiscal year

Tier 2: (medium priority)

- Addresses a key issue of **secondary importance**
- The assigned action **may be completed** by the end of the fiscal year

Tier 3: (lowest priority)

- Addresses an issue of **general importance**
- **May or may not begin** that fiscal year
- **Likely to carry-over** into the next fiscal year's priorities

An **action** is assigned to each objective. It explains how the County will achieve that objective. Together, the objective and its action serve as strategic plan strategy.

FY 2021-22 Progress Report

GOVERNANCE

Tier	Objective	Action	Current Progress	Estimated Completion
1	Improve Governance Processes	Document and initiate implementation and training to integrate annual planning, budgeting, performance benchmarks, and reporting to the public.	90%	June 2022
2	Community Engagement Plan	Develop community engagement plan and enhance capabilities to execute.	75%	June 2022
3A	Internal Communication Plan	Develop an internal communication plan for employees and Board communications.	50%	June 2022
3B	Equity/Inclusion Program for County Services	<i>(reflected in FY2022-23 priorities)</i>		
3C	Youth Advisory Board	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3D	Review and Update Board Rules	Review and update Board rules.	50%	June 2022

INFRASTRUCTURE

Tier	Objective	Action	Current Progress	Estimated Completion
1A	Housing Strategies (Part 1, Overview)	Form a working group to develop strategies for the County to be an active and strategic partner in the development of public, private, and non-profit affordable housing units.	50%	June 2022
		Identify County-owned property potentially suitable for affordable housing and initiate a process to engage public, private, and non-profit partners in site-specific development options/strategies.	75%	June 2022
1B	Internet Strategy	<p>Develop and implement a geographic specific strategy to improve internet connectivity to the most under-served communities in the short/medium term.</p> <p>Begin with the Jewell/Elsie/Vinemapple area based on the highest percentage of families without internet service.</p> <p>Develop a process that can be replicated in other communities in future phases.</p>	50%	June 2022
2A	Housing Strategies (Part 2, Specific)	Form a working group to identify barriers and gaps to affordable housing and to identify what types of housing are missing.	50%	June 2022
		Create a dashboard of all housing units in the development pipeline, including location, type, number of units/bedrooms, affordability, and development timeline and identify a variety of housing options that allow individuals to be able to transition from one environment to the next as their situation allows or warrants a change.	75%	June 2022
2B	COL-PAC Broadband Action Team	Participate in the COL-PAC Broadband Action Team (BAT) process to develop a strategic plan to improve the hard fiber infrastructure in Columbia, Clatsop, Tillamook, and western Washington County.	90%	June 2022

ECONOMIC DEVELOPMENT

Tier	Objective	Action	Current Progress	Estimated Completion
1	North Coast Business Park	Formalize plan to market/sell North Coast Business Park for development purposes that includes an assessment of private/public partnership opportunities.	90%	June 2022
2	Evaluation of Regulatory Barriers/Gaps	<p>Initiate a process to review local regulatory barriers to economic development. This will include an evaluation of opportunities to reduce cost of development such as, but not limited to:</p> <p>1) Conduct wetland delineations in particular geographic areas where wetlands are prevalent; and/or</p> <p>2) Assist with surveying costs or preparation of elevation certificates for properties within Special Flood Hazard Areas.</p>	25%	December 2022
3A	Toolkit of Business Incentives	<i>(reflected in FY2022-23 priorities)</i>		
3B	Use of State Video Lottery Funds	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3C	Partner on Evaluation of Economic Development Agencies' Activity	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3D	Expand Transit Options for Tourist Traffic	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3E	Continue Support of Clatsop County Arts Council	Continue support of the Clatsop County Arts Council and annual "Arts Summit" as an integral and growing element of a diverse economy.	100%	July 2021
3F	Equity/Inclusion Program for County Services	<i>(reflected in FY2022-23 priorities)</i>		
3G	Youth Advisory Board	<i>(reflected in FY2022-23 priorities)</i>		

ENVIRONMENTAL QUALITY

Tier	Objective	Action	Current Progress	Estimated Completion
1	Environmental Quality Action Team	Create an Environmental Quality Action Team that will assess existing studies and State and local initiatives on climate conditions and natural climate solutions that apply to Clatsop County.	25%	December 2022
		Initiate, oversee, and review studies of natural resource conditions where information is lacking. Priority should be given to freshwater sources.	0%	June 2023
		Review the mapping of "resilient lands" completed for Oregon to ensure those systems and places remain resilient.	25%	June 2022
2A	Water Assessment (focus on Clatsop Plains)	Initiate a moratorium on building homes with septic systems on less than one acre in the Clatsop Plains area.	25%	To be determined
		Complete a water assessment study to analyze groundwater quality and quantity and prepare projections for future use. This study should also include surface water.	50%	June 2022
2B	Fire Protection Education	Partner with the Clatsop County Fire Defense Board and Oregon State University (OSU) Extension employees to prepare education and preparedness exercises related to defensible fire space. These may include webinars and a program to promote smarter development (use of appropriate building materials in forested areas).	50%	June 2022
2C	Visitor Education	Work with the Tourist Studio to develop an education program for visitors/tourists to promote "leave no trace" tourism.	90%	June 2022
3A	Adopt the Tsunami Overlay Zone	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3B	County-wide Salmon Recovery Plan	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		

SOCIAL SERVICES

Tier	Objective	Action	Current Progress	Estimated Completion
1A	Navigation/Drop-in Center (multiple services)	In collaboration with community partners, develop a nation/drop-in center that would be a single location that an individual can drop into throughout the day to be able to access or be directed to a variety of services (e.g. showers, laundry facilities, meals, public health services, mental health services, foot care, art therapy, Social Security, IDs, housing, veteran services, employment services, and more.	75%	June 2022
1B	Child Care Strategy	Form, participate, and support a group of stakeholders that will identify and implement a broad range of strategies to expand and retain quality, diverse, and sustainable child care resources. This process will include a literature review of best practices deployed in other communities and strategies to leverage public, private, and non-profit expertise and resources.	50%	June 2022
3A	Resource Development Team for Trauma Services	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3B	Sober-Housing Options	<i>(not likely to begin this year and does not carry over to FY2022-23 priorities)</i>		
3C	Strengthen Mobile Crisis Intervention	Strengthen the Clatsop Behavioral Healthcare mobile crisis intervention team's ability to respond to mental health crises and consider a CAHOOTS model approach.	75%	June 2022

FY 2022-23 Priorities

The remaining pages detail the Strategic Plan priorities for FY 2022-23 and how the County and its employees will address them.

KEY



FOCUS AREA

(Tier) Objective
Action

GOVERNANCE

(1A) County-wide Communications and Engagement Plan (Internal/External)

Create a County-wide plan with processes/procedures that address how the County, in a timely manner:

1. Engages with and communicates information to employees,
2. Engages with and communicates information to the public and stakeholders, and
3. Develops processes to receive feedback from the public.

(1B) Board's Relationship with Other Entities

Establish the following in the Board's rules:

1. Clatsop County's commitment to participating in professional associations (NACo, AOC, etc.) and representative bodies,
2. The role of a Commissioner when assigned as the liaison (committee assignments) between the County and a professional association or representative body,
3. The process/procedure for determining committee assignments, and
4. How a Commissioner updates the Board on information regarding their committee assignments.

(1C) County Operations Sustainability Plan

Create a plan for sustainable County operations that addresses:

1. How and what the County procures,
2. Feasible energy efficiency goals for County facilities and equipment, and
3. Fiscal sustainability.

(3) Equity Plan for Access to Services

Create a plan to support and ensure equitable access to County services.

INFRASTRUCTURE

(1A) Consolidated Emergency Communications

Continue collaboration with city partners to develop a feasible plan for integrated/consolidated emergency communications (9-1-1).

(1B) Tide Gates & Levees

Continue County efforts in the development of a natural hazard mitigation project and apply for eligible federal/state funding opportunities.

(2) Carrying Capacity Analysis

Conduct an analysis of the County's carrying capacity and cost of needed expansion to accommodate growth, as it relates to infrastructure, economic development, and environmental quality.

ECONOMIC DEVELOPMENT

(1) Economic Development Strategies

Develop a process to:

1. Evaluate regulatory barriers and gaps,
2. Work with regional partners/agencies to develop an economic development plan for each sector, and
3. Create a toolkit of business incentives.

(2) Increase Workforce Housing Inventory

Utilize County-owned land to increase local inventory of workforce housing.

(3) Economic Development Training for Board of Commissioners

Identify economic development training for Clatsop County Board Commissioners.

ENVIRONMENTAL QUALITY

(1) Water Quality and Needs Assessments

Continue work with:

1. Association of Oregon Counties' (AOC) water team to champion local water needs in future regional and statewide water funding and planning effort and
2. North Coast Watershed Association (NCWA) to enhance stream flow monitoring.

(2A) Proper Dumping of Septage

Continue collaboration with city partners to:

1. Accept septage and
2. Develop plans for anaerobic digester.

(2B) County Wetland Bank Creation

Evaluate the feasibility of creating a publicly-owned wetland bank.

(3) Subduction Event Preparation

Assess County's current processes/procedures for during and after a subduction event. Create a plan to implement assessment recommendations.

SOCIAL SERVICES

(1A) Child Care

In coordination with the Child Care Strategy Advisory Group, evaluate local feasibility of Michigan (Muskegon) Model of child care.

(1B) Homelessness Initiatives/Actions

Develop:

1. Time, place, and manner ordinance for HB 3115 compliance and
2. Plan for a local micro housing project in collaboration with city and community partners.

(1C) Crisis Stabilization Center

Facilitate/coordinate round table discussions with community providers about next steps for expanding County's crisis stabilization capacity.