

CLATSOP COUNTY STRATEGIC PLANNING

OCTOBER 2020

GOVERNANCE FOCUS AREA

Introduction

Clatsop County is developing a Strategic Plan to serve as the cornerstone of an annual process to link planning, budgeting, implementation, monitoring, and evaluation. The Board of Commissioners retained Portland State University, Center for Public Service, to facilitate and guide the planning process. The County has (1) defined a Vision, Mission, and set of Values; (2) assessed past, current, and likely future conditions that suggest areas that could benefit from special attention; and (3) evaluated and selected the most important areas for the Plan to address in FY 2021-22 (Focus Areas).

In August 2020, the Board of Commissioners identified five focus areas for the Plan to address, and created work groups to develop reports describing issues and evaluating potential actions to address them:

- Governance
- Infrastructure
- Economic Development
- Environmental Quality
- Social Services

In September 2020, the Governance Focus work group convened to discuss areas for focus and improvement over the next 12-18 months. The members of the group were:

Kathleen Sullivan, Board Chair, District 4 Commissioner
Matt Phillips, Sheriff
Don Bohn, County Manager
Monica Steele, Assistant County Manager
Tracie Krevanko, County Clerk
Joanna Lyons-Antley, County Counsel
Suzanne Johnson, Director, Assessment and Taxation
Gail Henrikson, Director, Community Development
Kelly Braaten, Director, Juvenile Services

**Presenters: Terry Moore and Mike Gleason, Portland State University

Description of Focus Area

Governance fundamentally refers to the interrelationships, interplay, roles, and processes that reinforce the effective, efficient, and transparent execution of the County's Vision, Mission, and Values and the delivery of relevant public policy and services. Effective governance requires knowledge of roles and the resources and training to deliver them well. The roles in a Commission-Manager form of government can overlap but generally include the following:

Governing Body	Staff
<ul style="list-style-type: none"> • Represent community interests 	<ul style="list-style-type: none"> • Effective and efficient operations
<ul style="list-style-type: none"> • Collegial deliberation and decision-making 	<ul style="list-style-type: none"> • Assistance with policy formation
<ul style="list-style-type: none"> • Value and data-based policy making 	<ul style="list-style-type: none"> • Policy implementation
<ul style="list-style-type: none"> • Organizational oversight/accountability 	<ul style="list-style-type: none"> • Policy and service evaluation
<ul style="list-style-type: none"> • Community leadership 	<ul style="list-style-type: none"> • Reporting/accountability to Board and community

Clatsop County endeavors to perform the governance function with a spirit of teamwork; productivity; transparency/accountability; effectiveness and efficiency; and equity/fairness.

Recommended Actions

Overview

After a governance topic orientation from Portland State University, the work group developed six actions for focus and investment. It categorized the proposed actions into tiers. Tier 1 refers to items that will be a primary focus during FY 2021-22, while recognizing select actions will be multi-year engagements. Tier 2 refers to items that will be worked on as time and resources are available; if not completed in the FY 2021-22 cycle, they will roll over as part of FY 2022-23 considerations.

Summary of Recommended Actions by Tier

Tier 1 - Foundational	Tier 2 – Next Step: Aspirational
Document and initiate implementation and training to integrate annual planning, budgeting, performance benchmarks and reporting to the public.	Develop an Equity and Inclusion Plan to be applied to County programs and services.
Develop Community Engagement Plan and enhance capabilities to execute.	Develop Youth Advisory Board
Develop Internal Communications Plan and enhance capabilities to execute, including but not limited to: <ul style="list-style-type: none"> • Enhance communications among Board members, Board members and staff, and County Manager and staff • Enhance reporting from Board members to rest of the Board from Committees and liaison assignments • Develop annual training curriculum for Board members and staff 	Tier 2 – Administrative
	Review and Update Board Rules

The work group developed the details for Tier 1 actions only, which follow. As the County begins to engage in Tier 2 actions, it would begin by developing a similar description of each action.

Details of Tier 1 Recommendations:

1. Document and initiate implementation and training to integrate annual planning, budgeting, performance benchmarks and reporting to the public.

How the action will address an issue of importance

This action addresses core governance roles and integration of varied processes into a rational, reliable, and deliverable format. It provides an annual process and calendar for the Board of Commissioners, staff, and residents to follow, participate in, and refine over time. Integration of core governance roles/functions addresses an expectation from the Board of Commissioners and the public that the County (1) be mission-driven; (2) execute a public budgeting process that informs, receives input, and fundamentally supports the service and policy priorities of the County; and (3) provide transparent reporting to the Board and public about progress and successes.

How the action fits with other current policies and activities

Integration of the core governance roles/functions is a goal of the Board of Commissioners and staff. It is consistent with Board Rules, Budget Policies, and best practices.

Who does what, and how

The County Manager’s Office will convene a working group of representatives from Budget and Finance, Information Technology, and select other departments to document the integrated process, and identify necessary tools, resources, and training. Their analysis and recommendations will be presented to the Board of Commissioners with detail on first-year implementation goals and objectives. The full integration of all elements will be a two- to three-year process.

Timeline

- Governance plan and integration calendar finalized – February 1, 2021
- First-year integration of Strategic Plan and Budget – FY 2021-22
- Performance Benchmarking Training/Initial Development – September – December, 2021
- Second-year integration of Strategic Plan and Budget – FY 2022-23
- First-year integration of Performance Benchmarks and Budget – FY 2022-23

Funding requirements

Description	One-time Expense	Annual/Ongoing	Total
Consultant -Performance Measurements (training, planning, development)	\$125,000	TBD - Minimal	\$125,000
Consultant – Refinement of Strategic Planning and Core Governance Functions	\$ 50,000	TBD- Minimal	\$50,000
Total	\$175,000		\$175,000

Monitoring progress

Regular Board briefings/updates.

2. Develop Community Engagement Plan and enhance capabilities to execute

How the action will address an issue of importance

Timely, transparent, accessible, comprehensive and accurate communication is essential to the legitimacy of local governments. Clatsop County needs to improve its delivery of information, as well as its ability to encourage and receive feedback as part of decision-making processes. This plan will address both the delivery and receipt of public information/feedback.

How the action fits with other current policies and activities

The action is consistent with Board Rules, Strategic Plan, and best practices.

Who does what, and how

The County Manager’s Office will lead a process, with the input of a consultant, to 1) document “best practices”, 2) consider diversity, equity and inclusion, 3) reinforce engagement in a representative democracy, 4) assess County resources required to improve engagement processes and outcomes, and 5) make recommendations to the Board of Commissioners regarding resource and training enhancements. The deliverables will include a public engagement “tool box” for use by departments and offices.

Timeline

Develop detailed work project plan for this action – March 1, 2021

Request resources for consultant and project support – FY 2021-22 budget process (June 2021)

Initiate Project – September 2021

Complete project with recommendations to Board of Commissioners February 2022

Funding requirements

Funding to develop the plan, includes approximately \$40,000 in consultant services. Additional resources will be required to fully implement the plan including the addition of a .50 FTE communications staff (\$35,000) and annual public opinion polling (\$25,000). Another .50 FTE (for a total of 1.0 FTE) will be necessary to support the Internal Communications Plan (see number 3 below).

Description	One-Time Expense	Annual/Ongoing	Total
Consultant – Plan & Toolbox	\$40,000	N/A	\$ 40,000
.50 FTE (CE Assistant)	N/A	\$35,000	\$ 35,000
Public Opinion Polling	N/A	\$25,000	\$ 25,000
Total	\$40,000	\$60,000	\$100,000

Monitoring progress

Regular Board briefings/updates.

3. Develop Internal Communications Plan and enhance capabilities to execute. Actions include (1) enhance communications among Board members, Board members and staff, and County Manager and staff; (2) enhance reporting to the Board from Committees and liaison assignments; and (3) develop annual training curriculum for Board members and staff.

How the action will address an issue of importance

This action primarily focuses on the interaction, sharing of information, and channels for formal and informal communication between the Board of Commissioners; Board of Commissioners and staff; and the County Manager’s Office and staff. In a multi-faceted agency such as the County, it is imperative that information is shared in a timely manner and formal/informal avenues for feedback and input are available. We desire to establish “esprit de corps” in our internal communications which includes a sense of duty to each other, loyalty and

commitment to support the success and performance of every individual and emphasizes the role of “team”. This action item reinforces our commitment to perform and execute the various roles of the County government with intentionality towards teamwork and grace.

How the action fits with other current policies and activities

This action is complementary and foundational to the goal of improving overall governance functions at Clatsop County. For the County to perform well externally; we must live our values, support each other and communicate with grace and consistency internally. This action is consistent with Board Rules, Strategic Plan and best practices.

Who does what, and how

The County Manager’s Office will coordinate a diverse internal team to develop a draft plan for Board of Commissioner feedback and consideration.

Timeline

A preliminary project plan will be prepared by January 15, 2021. The draft will be shared with the Board of Commissioners and internal stakeholder groups for comments and suggestions. Implementation will begin in earnest during the last quarter of FY 21 into the first quarter of FY 22.

Funding requirements

To fully and competently execute the Plan, staff anticipates a request to add a .50 FTE Community Engagement Assistant dedicated to internal communications. The combined requirement from the Internal and External communications plans, equates to a 1.0 FTE. This new position will partner with the existing Community Engagement Coordinator to support the execution of the respective plans in partnership with the Board of Commissioners and department staff.

Description	One-time Expense	Annual/Ongoing	Total
0.50 FTE (CE Assistant)	TBD - Minimal	\$35,000	\$35,000

Monitoring progress

Regular Board briefings/updates.

Tier 1 Summary Estimated Expenses

Task	One-time Expense	Annual/Ongoing	Total FY 21-22
1	\$175,000	TBD - Minimal	\$175,000
2	\$ 40,000	\$ 60,000	\$100,000
3	TBD - Minimal	\$ 35,000	\$ 35,000
Total	\$215,000	\$ 95,000	\$310,000