

Clatsop County Commission
Work Session III, 25 August 2020
Strategic Plan

1

Clatsop County Commission
Work Session III, August 2020
Item I. Overview of Today's Topics

- I.1 Introductions
- I.2 Agenda and meeting procedures
- I.3 Context for today's meeting

2

Agenda

Agenda, Work Session III for Strategic Plan (25 August 2020, 1 PM)

1:00		Call to order; introductions
1:05	Item 1	Overview of today's topics Presentation: agenda and process; where we are on the Plan
1:10	Item 2	Vision Mission Values Principles
1:10	2a	Presentation: Context and suggested language
1:30	2b	Commission discussion
2:20	Item 3	Break
2:30	Item 4	Focus-Area Selection
2:30	4a	Presentation: Context and suggested focus areas
2:40	4b	Commission discussion
3:25	Item 5	Focus-Area / Work-Group Process
3:25	4a	Presentation: Suggested process
3:35	4b	Commission discussion
4:00		Close

Meeting Procedures

- Basic format for each agenda item:
Presentation, then Commission discussion
- Procedures for GoToMeeting
 - Raise hand; Theresa will note in queue
 - If a question and we answer, follow-up allowed
- Procedures for any meeting
 - County staff also available to answer questions
 - Finish one topic before going to next
 - Close is good enough
- From Commissioner Survey
 - Focus: ideas for County future, not wording

Where we are on the Strategic Plan

0 Front Material (4 pages, not counting cover and blank pages)

Cover

Table of Contents 1

Acknowledgements 1

Preface 1

Summary (Plan on a Page) 1

20 – 30 Pages.

Supporting appendices.

A separate, high-quality

2-to-4-page summary.

1 Introduction (total 3 - 4 pages)

Strategic Plan: **What and Why**

How the Plan is **Organized**

How the County **Will Use the Plan**

How the County **Developed the Plan**

What the County **Learned**

2 Foundation for Action (total 2 pages)

This section describes **VMVP**

3 Situation Assessment (total 2 - 3 pages)

Summary of what was **presented at Work Session 2**

4 County Actions (total 10 pages)

Assume **5 categories of Actions; = Focus Areas**

two pages and 2 – 3 specific actions per category

5 For More Information (total 1 page)

5

Why decisions need to be made today

- General agreement among Council and managers: adopt Plan before end of year
- Working backwards, that will be tight
- VMVP language can be polished later
but...
- Decision on *focus areas critical* so working groups can get started

6

Clatsop County Commission Work Session III, August 2020 Item 2. VMVP

- 2.1 Summary of suggested language
- 2.2 Commission discussion and decisions

7

Context for Suggested Language

- Assumptions: p 2 – 3 of memo
- Focus on County government as a means for improving quality of life for people in County
- The logic
 - Vision: a desired future for County operations and citizen quality of life
 - Mission: what the County does toward the vision
 - Values: guidance on how to operate
 - Principles: some further guidance

8

Vision (a desired future)

- Public and private organizations, and citizens in general, view Clatsop County government as a trusted and effective organization for coordinating and, in many cases, providing the delivery of facilities and services that improve the lives of its citizens. A central theme of County service delivery is resilience. The County plays a central role in coordinating public and private service providers so that they effectively maintain a mix and level of facilities and services that in turn maintain a quality of life in the County (economic prosperity; ecosystem integrity; health and safety; social connection, and more) in a world of constant change.

9

Mission (what the County does in pursuit of that vision)

- The County's mission is to (1) clearly specify the broad services it believes its citizens want and are willing to support, and then (2) provide those services effectively, efficiently, within budget, fairly, and in partnership with other public, private, and non-profit service providers.

10

Values (guidance on how to operate)

- The County will pursue its Vision and discharge its Mission in ways that are consistent with its Values related to good government. Of course its actions must be legal (it must comply with federal and state mandates, and must follow its own adopted policies), and there are dozens of common values about behavior that its Commissioners and staff will try to model. For this Plan in 2020, however, the elected Commissioners are letting all parties know that they and the County staff will give particular attention in policymaking and operations to these values:

Equity
Transparency / Accountability

Engagement / Collaboration
Effectiveness / Efficiency

11

Values (continued)

- Equity. Fair treatment, access, opportunity, and advancement for all. In many cases that will mean equal treatment. In some cases, because of past inequities, fairness may be seen to require preferential treatment for some people or classes.

12

Values (continued)

- *Engagement / Collaboration. County government provides only a small percentage of the goods and services that provide quality of life, but its County Commission represents all residences and businesses in the County. The County is the logical nexus for County-wide coordination of services and problem solving. It needs to engage and listen to citizens and interest groups; it needs to encourage collaboration among providers of facilities and services that contribute to all aspects of quality of life.*

13

Values (continued)

- *Transparency / Accountability. Decision will be made in the open, and the County will be accountable for its decisions and their implementation. Transparency is important in part because it makes Commissioners accountable for their decisions, and staff accountable for their actions to deliver services and implement County policy adopted by Commissioners. It is also important because understandable decision-making is fundamental to the pursuit of other values: e.g., engagement / collaboration, and effectiveness / efficiency.*

14

Values (continued)

- *Effectiveness / Efficiency. The County must choose and do the right things, and it must then do them well.*

15

Principles (further guidance)

- *In a world of change and uncertainty, the County cannot predict every situation that will affect people in the County. As County Commissioners and staff make decisions about new situations that are not directly covered by existing County policy, they will use these “fundamental principles” for guidance:*
 - *The County’s role is to be a:*
 - *Service provider, partner, supporter*
 - *Funder of countywide services*

16

Principles (continued)

- *The County cannot provide services alone: it must act in partnership other service providers in the public, private, and non-profit sectors.*
- *In general, the County will provide services consistent with its key adopted policies (for example, its Strategic Plan, Comprehensive Plan, long-run financial plan, budget,)*
- *Notwithstanding the principles above, in situations that provide immediate threats to the lives or property of people in the County, Commissioners and staff will consider legal standards and consult to the extent possible with other authorities and organizations, and then act in what they determine to be the best interest of people in the County.*

17

Commissioner Survey Responses (4): Summary

In General

w/ Response \approx 1 2

w/ Response \approx 2 2

Concepts generally accepted

Shorter; more affirmative language

Vision

Two rewrites (see my memo)

Mission

fairly \rightarrow equitably

Yes, combine Vision / Mission

Values

Equity: Delete 2nd sentence

Transparency/Acct: ok with concept but not the words.

“honor letter and spirit of public meeting law” is the sense

Principles

Change 4th bullet (see my memo)

Entire section is confusing and unnecessary

18

Commission Discussion

- **General impressions**
 - Like / Don't; Strengths / Weaknesses
- **Edits to the language**
- **Agreement to approve (with direction on whatever amendments desired)**

19

10 Minutes

Clatsop County Commission Work Session III, August 2020 Item 3 Break

1 Overview of Today's Topics

2 VMVP

3 Break

4 Focus-Area Selection

5 Focus-Area Process

20

Clatsop County Commission
Work Session III, August 2020
Item 4. Focus-Area Selection

- 4.1 Summary of suggested focus areas
- 4.2 Commission discussion and decisions

21

Context for Suggested Focus Areas

- See pages 7 – 8 of memo
- Broad ways to categorize:
 - governance, facilities, and services
 - maintenance and improvement of quality of life, which includes economic, environmental, and social quality
 - Commissioner interests
- Not necessarily what is “most important”
Rather: what is important that will not get done with the focus of the Commission?

22

Suggested Focus Areas

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

23

Focus-Areas: some examples of Actions

- **Governance:** *Actions in this focus area could include other issues and values that have been raised: transparency / accountability; engagement / collaboration; equity; effective and efficient decision-making (including data-driven decisions, process and format for Council work plan and work sessions, staff reports and communication).*
- **Infrastructure:** *Actions in this focus area could include ones related to broadband, capital facilities priorities and programming.*

24

Focus-Areas: some examples of Actions

- **Economic Development:** *Actions in this focus area could include coping with COVID, collaboration with and financial support for economic development, balancing goals for economic development and environmental quality.*
- **Environmental Quality:** *Actions in this focus area could include protection of certain natural resources, addressing climate change and emergency preparedness, ties to the new Comprehensive Plan, balancing goals for environmental quality (ecosystem services) and economic development.*

25

Focus-Areas: some examples of Actions

- **Social Services:** *Actions in this focus area could include listing and assessment of County and partner programs for physical and mental health; ties of social services, via human capital and avoided government costs, to economic development; childcare; homelessness; improved systems for policing that might offload social problems (e.g., homelessness, mental health) from sworn officers to social service providers.*

26

Commissioner Survey Responses (4): Summary

In General

w/ Response = 1 3

w/ Response = 2 1

really like this part of the plan

Specifics

Commissioners need more discussion to be clear on collective interest. Or are we acting independently in our working groups?

No mention of housing!

Terry Comment:

This summary is only for the selection of the five focus areas. In general, lots of agreement.

But...

There are more questions about the *process*. I note those under the next agenda item.

27

Commission Discussion

- **General impressions**
 - Like / Don't; Strengths / Weaknesses
- **Alternatives**
- **Select Five**

28

Clatsop County Commission
Work Session III, August 2020

Item 5. Focus-Area / Work-Group Process

- 5.1 Summary of suggested process
- 5.2 Commission discussion and decisions

29

Suggested Process

- Pages 9 – 11 of memo
- 5 focus areas / work groups; 5 Commissioners; one Commissioner per area as chair. Assignments by area TBD
- Working Groups: 5 – 10. County staff to do all meeting logistics, research, and writing (including final report)
- 3 meetings for each work group (see memo)
- Terry Moore to facilitate all meetings
- Kickoff with training meeting for all
- Tight schedule: to be discussed

30

Working Group “reports” basis for Plan text on *Actions*

- Similar structure for all 5 focus areas
 - (1) What’s the Issue: Challenges and Opportunities
 - (2) Desired Outcomes
 - (3) the Specific Action and ..
 - (3a) how Action is expected to address the issue and VMVP
 - (3b) how Action fits with other current activities
 - (3c) who does what
 - (3d) by when
 - (3e) funding
 - (3f) how to monitor progress/success.

31

Commissioner Survey Responses (4): Summary

In General

Not many comments

Specifics

Error noted: I mistakenly put Com.Thompson on two working groups...I intended Com.Sullivan for Governance

Commissioners should collectively decide the leadership of Focus Groups and decide the agenda for each

From Don: given the timing and number of meetings, may need others from PSU besides Terry to facilitate some WG meetings

32

Commission Discussion

- General impressions
 - Like / Don't; Strengths / Weaknesses
- Alternatives
- Select Five

33

Work Plan as Revised in July

Month	1 Strategic Planning	2 Process and Procedures
Jan	Kickoff with CC Staff Work Session 1 (WS1) ↔	
Feb - Jun	Situation Assessment (SA): External drivers. Preliminary work on Vision, Mission, Values, Principles (VMVP)	Situation Assessment (SA): Internal drivers. Document current P&P
Jly	CC discussion of SA and implications for VMVP; direction on strategy focus areas (WS2) ↔	
Jly - Sep	VMVP tentatively adopted; Development of Strategies (Actions, Policies); Partial draft of Strategic Plan	Evaluation of P&P Most important / easiest areas for improvement. Benefits / costs / tradeoffs
Sep	CC discussion of strategies / actions by focus area; partial plan draft. Of P&P evaluation. Direction for final draft of full plan (WS3) ↔	
Oct - Nov	Draft Strategic Plan	Draft Handbook for P&P
Nov	CC discussion and adoption of Strategic Plan and Handbook for P&P (WS4) ↔	
Nov - Dec	CC 2021 priorities and work plan	

CC=County Commissioners P&P=Processes and Procedures ↔ = Key CC work session; public input

This plan now needs revision because of delays in August related to vacations or other commitments. In sum, (1) the Working Groups need to have reports by early Oct. for (2) an adopted Plan by mid-Dec, and (3) work plan by end of Jan.

34