



CLATSOP COUNTY

BOARD OF COMMISSIONERS AGENDA

WORK SESSION

VIRTUAL MEETING

Wednesday, April 03, 2024

BOARD OF COMMISSIONERS:

Mark Kujala, Dist. 1 – Chair
Courtney Bangs, Dist. 4 – Vice Chair
John Toyooka, Dist. 2
Pamela Wev, Dist. 3
Lianne Thompson, Dist. 5

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JOIN THE BOARD OF COMMISSIONERS VIRTUAL MEETINGS

To access the meeting by phone – Please dial 1-253-215-8782.

Webinar ID: 811 6152 6666

Passcode: 975161

([Zoom link](#))

WORK SESSION: 10:15 AM

Work Sessions are an opportunity for Board members to discuss issues informally with staff and invited guests. The Board encourages members of the public to attend Work Sessions and listen to the discussion, but there is generally no opportunity for public comment. Members of the public wishing to address the Board are welcome to do so during the Board's regularly scheduled meetings held twice monthly.

TOPICS:

1. Agenda Review {10 min}
- [2.](#) Clatsop Behavioral Healthcare's Semiannual Update {20 min} {Page 2}
- [3.](#) Proposed Methodology to Establish Limits on Short-Term Rental Units {30 min} {Page 11}
- [4.](#) Draft Planning Process for Strategic Plan 2026 {30 min} {Page 30}

ADJOURNMENT

As necessary Executive Session will be held in accordance with but not limited to: ORS 192.660 (2)(d) Labor Negotiations; ORS 192.660 (2)(e) Property Transactions; ORS 192.660 (2)(f) Records exempt from public inspection; ORS 192.660 (2)(h) Legal Counsel

Agenda packets also available online at www.co.clatsop.or.us

This meeting is accessible to persons with disabilities or wish to attend but do not have computer access or cell phone access. Please call 325-1000 if you require special accommodations at least 48 hours prior to the meeting in order to participate.

Board of Commissioners Clatsop County

WORK SESSION AGENDA ITEM SUMMARY

April 3, 2024

Topic:	Clatsop Behavioral Healthcare's Semiannual Update
Presented By:	Amy Baker, Executive Director of Clatsop Behavioral Healthcare

Informational Summary:	Clatsop Behavioral Healthcare (CBH) Executive Director Amy Baker will provide a semiannual update, reporting on the community mental health, addiction treatment, recovery, and prevention, and problem gambling services CBH provides to the residents of Clatsop County.
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Attachment List

A. CBH Presentation Slides

CBH SUD Treatment



PRESENTED BY
CBH

Agenda Item #2.



CLATSOP
BEHAVIORAL
HEALTHCARE

Page 3

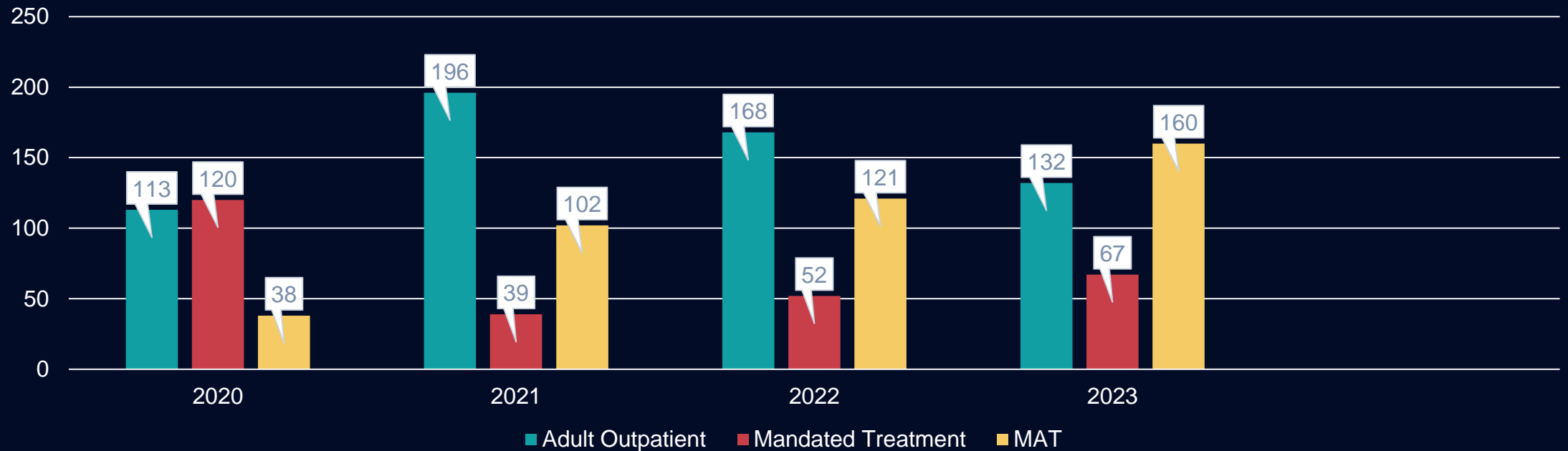
Agenda

SUD Program Admissions
SUD Average Days in Service
Recovery Ally 2023 Data
Trends & Themes

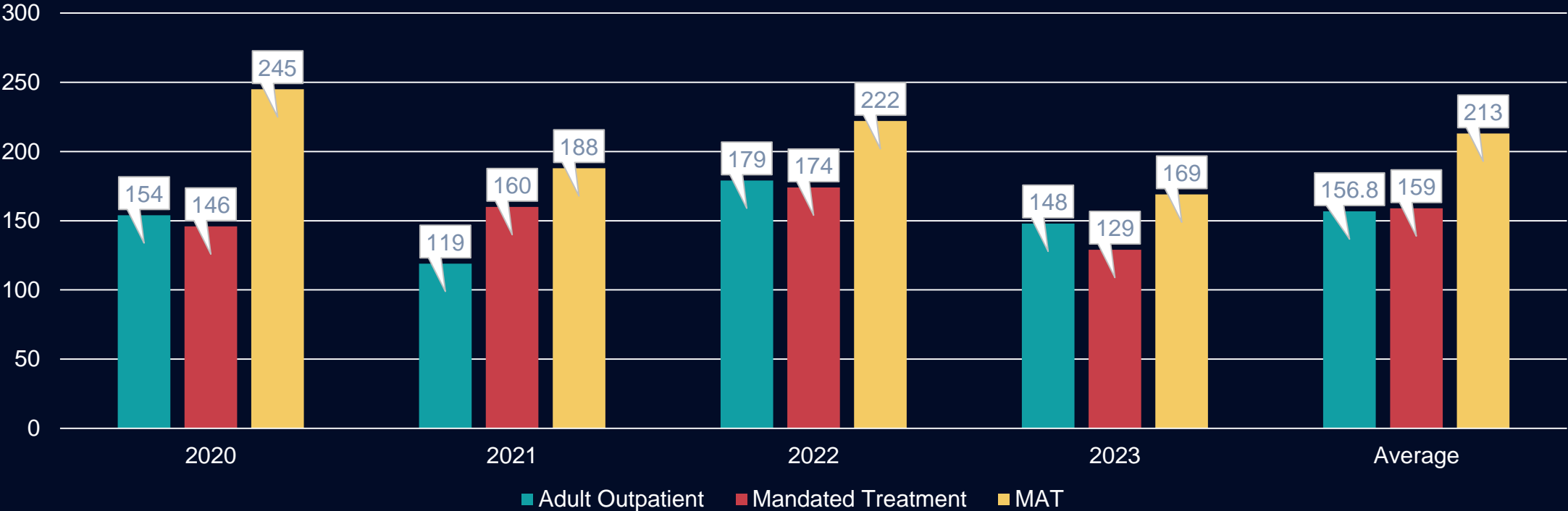


Substance Use Disorder Treatment

Program Admissions



Average Days in Service



Overview

		2019	2020	2021	2022	2023
	AD-ADT					
Clients			121	193	199	170
Activities			981	1437	2426	3300
Average			8	7	12	19
	MANDAT					
Clients			186	90	71	95
Activities			3125	1717	1244	1975
Average			17	19	18	21
	MAT					
Clients			76	113	188	238
Activities			3855	5103	6412	6681
Average			51	45	34	28
Total Clients			383	396	458	503

Recovery Ally 2023 Data

- BHRN Jail Outreach – 120 Adults in Custody
- South County Outreach – 260 Individuals Outreached
- Community Partner Referrals
 - CBH – 61
 - CMH – 37
 - PSH – 22
 - Crisis – 24
 - DHS – 9
 - Helping Hands – 9
 - HART – 4
- Cold Weather Gear – 84
- Rapid Access Center – 704 individuals

Programs and Services Updates

Marine Drive Property Update

Red Lion Project

Primary Care for CBH Clients

Workforce

Diversity Equity Inclusion Work



Thank you

Amy Baker

Rick Martinez



Board of Commissioners Clatsop County

WORK SESSION AGENDA ITEM SUMMARY

April 3, 2024

Topic:	Proposed Methodology to Establish Limits on Short-Term Rental Units
Presented By:	Gail Henrikson, Community Development Director

**Informational
Summary:**

In June 2022, your Board directed staff to develop a framework, including a process and schedule, for instituting limitations on the number of short-term rental units within unincorporated Clatsop County.

On August 3, 2022, staff presented your Board with a proposal to establish a 4% cap on short-term rentals by zone. At that time, your Board postponed further discussion on this issue, due to the pending referendum filed by residents to repeal Ordinance 22-05. That referendum was defeated in the May 2023 election and Ordinance 22-05 is now in effect.

While your Board did not provide specific direction to staff regarding preferred geographic locations or limitation levels, it is understood from previous Board direction that tourism is an integral component of the economy of Clatsop County and that quality of life issues should be balanced against property rights and the economic impact of visitors to unincorporated areas.

On October 18, 2023, staff presented a revised methodology and background information to your Board for additional input and direction. Those options included geographical and numerical limitations for short-term rentals within Clatsop County. Following discussion at the October 18 work session, your Board requested additional time to review and analyze the proposed methodology.

As the County is moving forward with proposed amendments to the LAWDUC to facilitate housing construction, the question of STR caps has again been raised by members of the public. This was also discussed by your Board during a housing amendments work session on February 14. As understood by staff, your Board requested that further discussion of STR caps be scheduled for a future work session. At this April 3 work session, staff will present the methodology originally discussed with your Board on October 18, 2023. The purpose of the presentation is to obtain input from your Board regarding the proposed methodology, including whether any revisions should be made to either the proposed geographic locations or the numerical limitations.

Attachment List

A. October 18, 2023, Methodology Presentation Slides



SHORT-TERM RENTAL CAPS

Community Development
October 18, 2023



BACKGROUND

25 public meetings since 2019

Ordinance 22-05 referendum



STR LOCATIONS AND COMPLAINTS

Community Development
October 18, 2023



STR LOCATIONS (BY ZONE)

- # of permitted STRs decreased from 2022 to 2023
- The majority of STRs (74%) are located west of Highway 101
- Arch Cape has the highest number and the highest percentage of STRs

TABLE 1: SHORT-TERM RENTAL LOCATIONS BY ZONE*

ZONE	NUMBER OF STRS (2022)	PERCENTAGE OF TOTAL STRS ¹ (2022)	NUMBER OF STRS (2023)	PERCENTAGE OF TOTAL STRS ¹ (2023)	NUMBER OF STRS WEST OF HIGHWAY 101 (2023)
Agriculture Forestry (AF) ¹	1	0.6%	1	0.57%	0
Arch Cape Rural Community Residential (AC-RCR)	68	37.6%	66	37.71%	55
Coastal Beach Residential (CBR)	25	13.8%	20	11.43%	20
Coastal Residential (CR) ² - Cove Beach	17	9.4%	17	9.71%	17
Coastal Residential (CR) ² - Outside Cove Beach	6	3.3%	6	3.43%	3
Exclusive Farm Use (EFU) ¹	4	2.2%	4	2.29%	0
Knappa-Svensen Rural Community Residential (KS-RCR)	1	0.6%	1	0.57%	0
Residential-Agriculture 1 (RA-1)	19	10.5%	19	10.86%	12
Residential-Agriculture 2 (RA-2)	7	3.9%	8	4.57%	1
Residential-Agriculture 5 (RA-5)	9	5.0%	8	4.57%	2
Rural Community Residential (RCR)	2	1.1%	2	1.14%	0
Rural Service Area – Single-Family Residential (RSA-SFR)	2	1.1%	2	1.14%	0
Single-Family Residential 1 (SFR-1)	8	4.4%	9	5.14%	8
Tourist Commercial	1	0.6%	1	0.57%	1
Urban Growth Boundary (UGB)	11	6.1%	11	6.29%	11
TOTAL	181	100.0%	175	100.00%	130
% OF STRs LOCATED WEST OF HIGHWAY 101					74.29%

*As of August 2022 and October 6, 2023

Source: Clatsop County GIS and Assessment and Taxation

¹ Permits for STRs in resource zones were issued in error and cannot be renewed

² 17 STRs (9.71% of all STRs) are located in Cove Beach, the remainder of STRs in the CR zone are located outside Cove Beach



STRs AS PERCENTAGE OF DWELLING UNITS

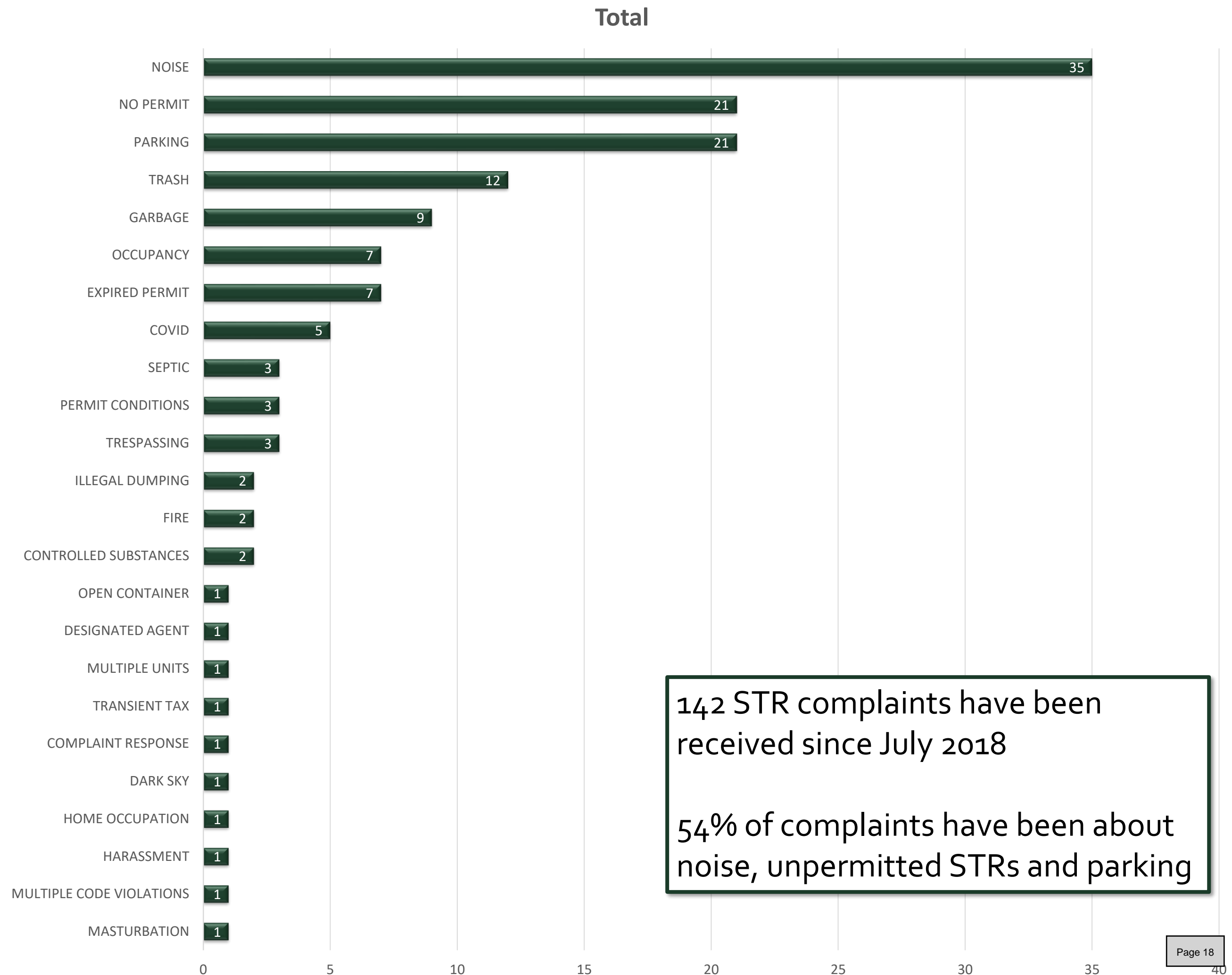
*As of September 5 and October 12, 2023

TABLE 2: STRs AS PERCENTAGE OF DWELLING UNITS			
ZONE	NUMBER OF STRs WEST OF HIGHWAY 101 (2023)	TOTAL # OF DWELLING UNITS WEST OF HIGHWAY 101 ¹	PERCENTAGE OF STRs PER ZONE
Arch Cape Rural Community Residential (AC-RCR) ¹	66	361	18.28%
Coastal Beach Residential (CBR)	20	301	6.64%
Coastal Residential (CR) ² – Cove Beach	17	70	24.29%
Coastal Residential (CR) ² – Outside Cove Beach	3	33	9.09%
Residential-Agriculture 1 (RA-1)	12	268	4.48%
Residential-Agriculture 2 (RA-2)	1	23	4.35%
Residential-Agriculture 5 (RA-5)	2	192	1.04%
Single-Family Residential 1 (SFR-1)	8	293	2.73%
Urban Growth Boundary (UGB)	11	213	5.16%
TOTAL	140	1,754	7.98%

Source: Clatsop County GIS and Assessment and Taxation
 1 Includes areas west and east of Highway 101



What are the STR Complaints?

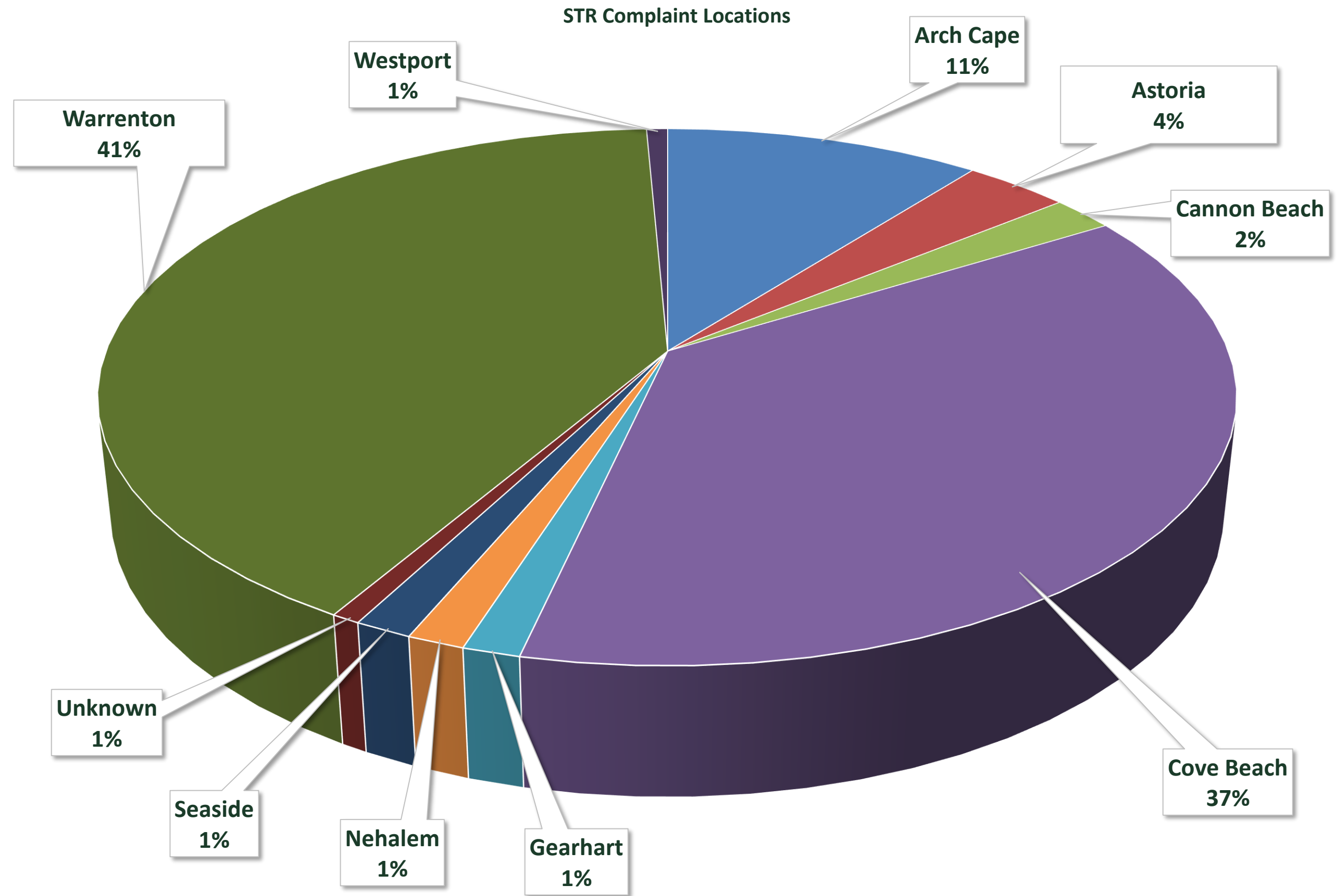




Where are the STR Complaints?

Arch Cape: 15
Astoria: 5
Cannon Beach: 3
Cove Beach: 53
Gearhart: 2
Nehalem: 2
Seaside: 2
Unknown: 1
Warrenton: 58
Westport: 1

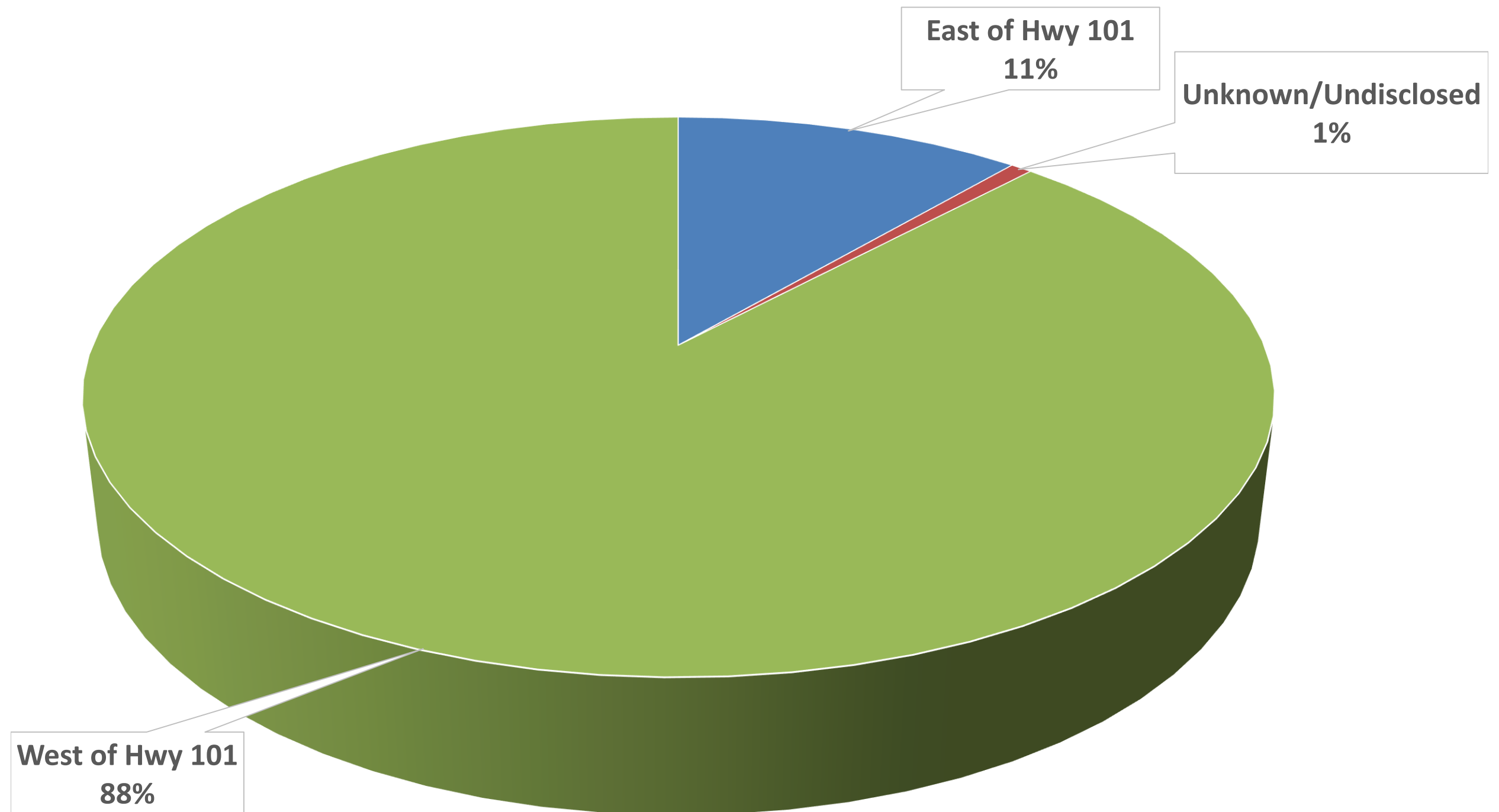
Agenda Item #3.



Cove Beach: 1 property generated 20 complaints (41%) of all complaints
Warrenton: 1 property generated 26 complaints (45%) of all complaints



Where are the STR Complaints?



Cove Beach: 1 property generated 20 complaints (41%) of all complaints

Warrenton: 1 property generated 26 complaints (45%) of all complaints

East of Highway 101: 16

West of Highway 101: 125

Unknown/Undisclosed: 1



Verified Complaints



61 (43%) of the 142 complaints received were either:

- Outside the jurisdiction of Clatsop County Code Compliance
- Found not to be a violation
- Could not be verified by Code Compliance staff



Initial Recommendations

Community Development
October 18, 2023



RECOMMENDATION ANALYSIS AND NOTES

- **74% of STRs are located west of Highway 101**
- **88% of STR complaints are also located west of Highway 101**
- 4% cap was originally proposed in August 2022. Based upon 2017 University of Oregon study that focused on urban areas
- 2022 Lincoln County ordinance capped STRs at 1-2% on 7 different geographic sub-areas
- Four different cap levels analyzed, ranging from 1%-10% of total dwellings in each zone
- Different levels would accommodate STR growth in other areas, while decreasing STRs in highly concentrated areas
- Board can identify an alternative percentage
- Different percentages could be applied to different zones



ALTERNATIVES ANALYSIS

- Existing STRs would continue to be permitted until sold or transferred
- No new STR permits issued if zone is over limit
- Wait list would need to be developed and maintained for new STR applications

TABLE 3: ALTERNATIVE STR CAP PERCENTAGES (BY SINGLE FAMILY RESIDENTIAL ZONE¹)

ZONE	CURRENT NUMBER OF STRS	NUMBER OF EXISTING DWELLINGS WEST OF HWY 101	1% CAP ⁴	4% CAP ⁴	7% CAP ⁴	10% CAP ⁴
Agriculture Forestry (AF) ²	1	N/A	N/A	N/A	N/A	N/A
Arch Cape Rural Community Residential (AC-RCR)	66	361	4	14	25	36
Coastal Beach Residential (CBR)	25	301	3	12	21	30
Coastal Residential (CR) – Cove Beach	17	70	1	3	5	7
Coastal Residential (CR) – Outside Cove Beach	6	33	1	1	2	3
Exclusive Farm Use (EFU) ²	4	N/A	N/A	N/A	N/A	N/A
Knappa-Svensen Rural Community Residential (KS-RCR) ³	1	N/A	N/A	N/A	N/A	N/A
Residential-Agriculture 1 (RA-1)	19	268	3	11	19	27
Residential-Agriculture 2 (RA-2)	7	23	1	1	2	2
Residential-Agriculture 5 (RA-5)	9	192	2	7	13	19
Rural Community Residential (RCR) ³	2	N/A	N/A	N/A	N/A	N/A
Rural Service Area – Single-Family Residential (RSA-SFR) ³	2	N/A	N/A	N/A	N/A	N/A
Single-Family Residential 1 (SFR-1)	8	293	3	12	21	29
Tourist Commercial ⁴	1	N/A	N/A	N/A	N/A	N/A
Urban Growth Boundary (UGB)	11	213	2	9	15	21
TOTAL STRs IN CAPPED AREAS			20	70	123	174
STR Units Available for Other Areas East of Highway 101			155	105	52	1
TOTAL	175	1,754	175	175	175	175

Source: Clatsop County GIS and Assessment and Taxation

1 Includes areas west and east of Highway 101

2 STRs are not permitted in resource zones. Existing permits will not be renewed.

3 and zones only located east of Highway 101 are not
Agenda Item #3. and STR cap

4 If % was less than 1, number was rounded to one



INITIAL RECOMMENDATIONS

The proposed method is similar to the method used in Lincoln County, which created 7 sub-areas where STRs are capped.

Lincoln County choose to cap STRs at 1-2%, depending upon the region.

Staff is recommending a cap of 4-10%, depending upon zone

No caps proposed east of Highway 101, except Arch Cape

No caps proposed for multi-family or commercial properties

Proposed Caps

- Apply 10% cap to AC-RCR zone (Arch Cape). This would apply both east and west of Highway 101
- Apply either a 4% or 7% cap to all other single-family residential zones west of Highway 101
- Do not apply caps at this time to any properties that are east of Highway 101 or that are zoned multi-family or commercial
- Establish overall countywide cap of 175 STRs for unincorporated Clatsop County
- Continue to monitor areas without caps for STR creep or increased complaints
- Owners could continue to renew existing STR licenses
- STR #s in capped areas would eventually decrease as properties are sold or transferred
- Waiting list would need to be developed to track owners who want to apply for a license as availability occurs



ADDITIONAL RECOMMENDATIONS FOR PROCEDURAL REVISIONS AND STANDARDS

The recommended revisions would apply to all short-term rentals including those in Arch Cape.

Implemented Procedural Changes

- Require inspections when licenses are renewed
- Require Code Compliance sign-off on renewals to verify that the property does not have any outstanding code violations

Proposed Revisions

- Restrict hot tub and swimming pool use during quiet hours (10PM-7AM)
- Prohibit events such as weddings, corporate retreats, rehearsal dinners, etc. at STRs
- Limit or prohibit non-paying day guests of STR renters
- Require all STRs to be operated within the primary dwelling and prohibit the use of an accessory dwelling unit as an STR
- Prohibit unattended or unleashed barking pets
- Allow immediate revocation of an STR permit by the Community Development Director following three verified violations. Revocation can be appealed via the process already established in Sections 5.12.120 and 5.24.060, Clatsop County Code
- Incorporate additional regulations prohibiting boat, trailer and/or RV parking within public rights-of-way



ADDITIONAL RECOMMENDATIONS FOR PROCEDURAL REVISIONS AND STANDARDS

The recommended revisions would apply to all short-term rentals including those in Arch Cape.

Proposed Revisions (cont'd)

- Decrease permit length from two years to one year
- Increase STR permit fee from \$550 to \$1,000.
 - Assuming the number of STRs remains constant at 175 units, the would generate a total of \$78,750 each year
 - Additional funds could be used to fund a part-time code compliance position dedicated to short-term rental compliance and pay for the County's STR complaint hotline
 - Currently, the hotline is paid using general funds
 - Code Compliance does not currently receive any funding from the STR application fee



BOARD DIRECTION

1. Does the Board want to continue moving forward with establishing caps?
2. If so, is the method proposed by staff acceptable or are additional changes needed?

NEXT STEPS

October 2023

- Draft proposed amendments as directed by your Board

November 2023:

- 1st public hearing

December 2023

- 2nd public hearing



Discussion

Community Development

October 18, 2023

Board of Commissioners Clatsop County

WORK SESSION AGENDA ITEM SUMMARY

April 3, 2024

Topic: Draft Planning Process for Strategic Plan 2026
Presented By: Don Bohn, County Manager
Amanda Rapinchuk, Management/Policy Analyst

Informational Summary: Clatsop County's Strategic Plan 2021 is the roadmap that continues to guide the coordinated efforts of the County. Adopted by the Board of County Commissioners in January 2021, it is the result of a year-long planning process, conducted in partnership with the Center for Public Services at Portland State University, and was a collaborative effort that engaged elected officials, staff, stakeholder groups, and the public.

Annual Reviews and Updates

Clatsop County's annual strategic planning process is the structure through which the Board has continued to assess implementation of Strategic Plan 2021 and adjust fiscal year priorities (the work plan) as needed. At the conclusion of each annual planning process, the Board adopts an Annual Update to the Plan, affirming the County's priorities for carrying out the vision and mission of Strategic Plan 2021 in the upcoming fiscal year.

Revising the Plan

Every three to five years, the Board will engage in a more in-depth strategic planning process, reflective of the work completed in 2020 for the development of Strategic Plan 2021. During this planning process the County will engage the community in reexamining the Plan's vision and revising the Plan to reflect any changes to internal and external factors impacting the County and how to address them.

Planning Process for Strategic Plan 2026

For this agenda item, County staff will present a draft planning process for revising Strategic Plan 2021 to create Strategic Plan 2026. As drafted, preparation for the planning process begins this month (April 2024), the first phase of the planning process would kick-off in January 2025, and adoption of Strategic Plan 2026 would occur in February 2026.

Attachment List

- A. Presentation Slides
- B. Strategic Plan 2021 Overview



DRAFT PLANNING PROCESS FOR STRATEGIC PLAN 2026

Don Bohn, County Manager
Amanda Rapinchuk, Management/Policy Analyst

Date:
April 3, 2024



AGENDA

PLANNING FOR STRATEGIC PLAN 2026

Why are we doing this and what will be the product?

Strategic Plans

The Planning Process

Who will be involved?

Roles

Process Manager

Stakeholder Engagement

How will we do it and when?

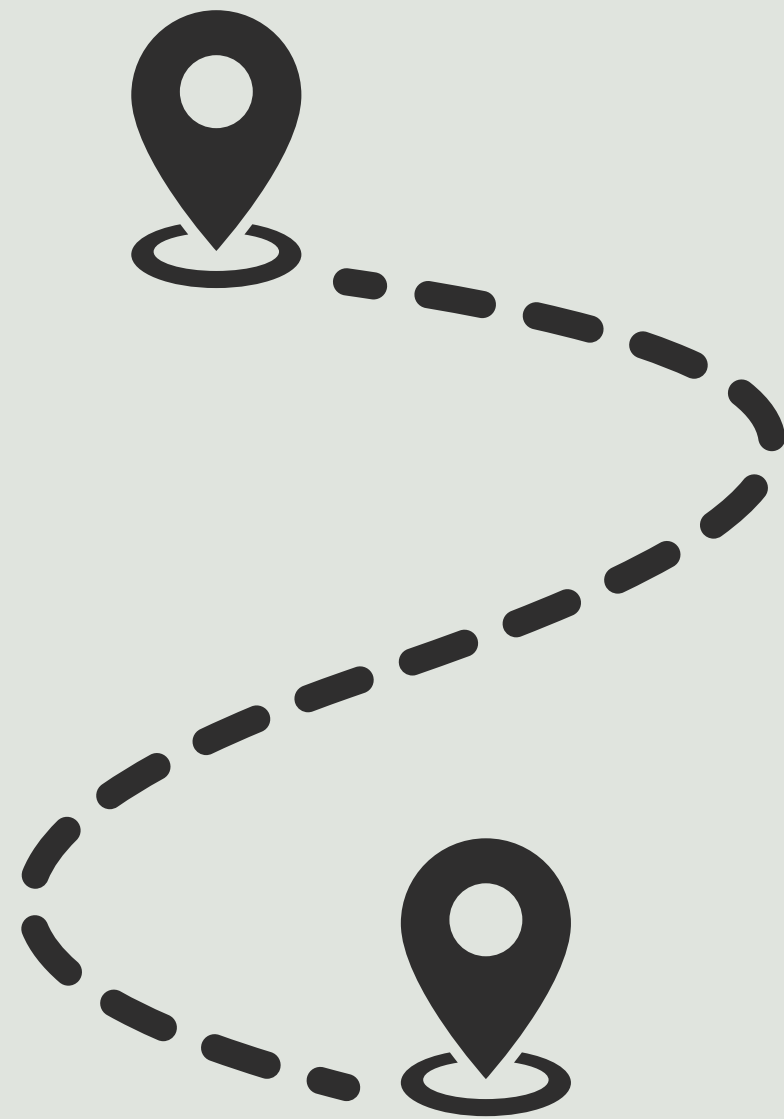
Planning Phases

Estimated Timeline



STRATEGIC PLANS

- A roadmap that guides the coordinated efforts of an organization
- Matches priorities with resources
- Allows an organization to adapt to the community's changing needs
- Provides for transparency and accountability



What we want – Our vision for the future of Clatsop County

How we will act – Our mission for achieving our vision and the values that guide us

Factors we must consider – Internal and external factors that influence how we will carry out our mission

What we will focus on – The areas we will focus on to carry out our mission

What we will do – Our work plan: fiscal year priorities



THE PLANNING PROCESS

Annual Reviews & Updates – every year

Assessing our implementation of the Plan and adjusting our work plan as needed

- What is the progress of our current fiscal year priorities (work plan)?
- Are there new external or internal factors that need to be addressed?
- What adjustments do we need to make to continue carrying out the vision and mission of the Strategic Plan?

Revising the Plan – every 3 to 5 years

Assessing our vision and revising the Plan to reflect new realities and lessons learned

- How are internal and external factors impacting the County?
- Has our vision, mission, or guiding values changed?
- What areas do we need to focus on for the next 3-5 years (i.e. infrastructure, economic development, etc.)?
- What do we need to prioritize as we begin carrying out the vision and mission of this new Plan?



ROLES

Process Champion – Clatsop County Board of Commissioners

Process Manager – Strategic Planning Advisory Committee (SPAC)

Administrative Support – County staff

Subject Matter Experts – County staff and contracted strategic planning facilitator - optional

Stakeholder Engagement Advisors/Champions –
Stakeholder Advisory Committee (SHAC)





PROCESS MANAGER

Strategic Planning Advisory Committee (SPAC)

Purpose

Support the Clatsop County Board of Commissioners in their efforts to discern our community's shared vision for Strategic Plan 2026 by developing and implementing a strategic planning process that welcomes residents, businesses, community partners, and other stakeholders to craft mutual expectations, dreams, and hopes for our community.



PROCESS MANAGER

Strategic Planning Advisory Committee (SPAC)

Members

4-6 members appointed by the Board with input from the County Manager

Professional experience/skills:

- Strategic planning
- Business or public administration
- Organizational development
- Process improvement
- Community engagement

Duties & Responsibilities

- As directed by the Board, lead the planning process for Strategic Plan 2026
- Committee meetings throughout the planning process
- SPAC Representative: Provide 5-minute monthly updates to the Board during their work sessions
- Support the County's Budget Committee with building strategic plan priorities into the County's fiscal year budget



STAKEHOLDER ENGAGEMENT

Stakeholder Advisory Committee (SHAC)

Purpose

Identify preferred methods of communication and engagement for different groups of stakeholders throughout Clatsop County and encourage community members they represent or serve to attend or participate in strategic planning activities and events.



STAKEHOLDER ENGAGEMENT

Stakeholder Advisory Committee (SHAC)

Members

7-9 members appointed by the County Manager

Desired Areas of Representation:

- 2SLGBTQIA+ community
- Business owners
- Children and families
- Houseless community
- Immigrant population
- Low-income or unemployed households
- Military and veterans
- Older adults
- Persons on parole or formerly incarcerated
- Persons with disabilities
- Rural communities
- Spanish-speaking population
- Students
- Tribal communities

Duties & Responsibilities

- Identify potential barriers to communication and engagement with different groups of stakeholders throughout the County
- Provide SPAC recommendations for the communications strategy
- Encourage community members they represent/serve to attend or participate in strategic planning activities and events



PLANNING PHASES

Phase 1: Launch

SPAC – Develop strategic planning outline, calendar, and communications strategy

SPAC/SHAC – Design and schedule data gathering activities/events

County Staff – Communicate upcoming process to the community

Phase 2: Data Gathering

SPAC/SHAC/County Staff

- Conduct public outreach activities/events for community feedback, such as surveys, workshops, focus groups, and community events
- Conduct Situation Assessment

Phase 3: Analysis

County Staff – Compile data and summarize findings

SPAC – Propose Strategic Plan 2026 components

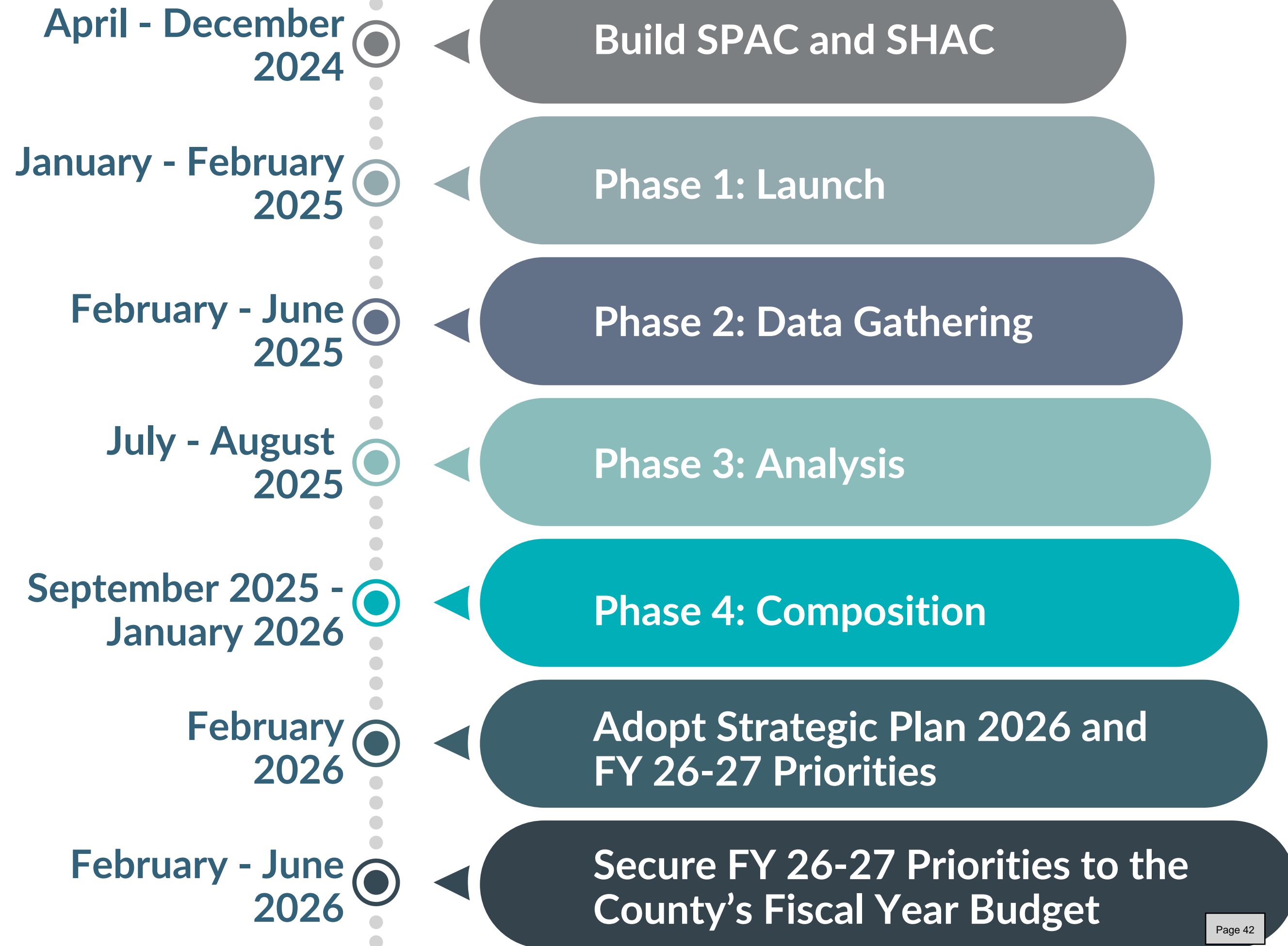
(Situation Assessment, Vision, Mission, Guiding Values, and Focus Areas)

Phase 4: Composition

Board of Commissioners/SPAC – Develop proposed Strategic Plan 2026 for Board review and adoption



ESTIMATED TIMELINE





QUESTIONS?

DRAFT PLANNING PROCESS FOR STRATEGIC PLAN 2026



Don Bohn, County Manager
Amanda Rapinchuk, Management/Policy Analyst

Date:
April 3, 2024



STRATEGIC PLAN 2021

CLATSOP COUNTY

OVERVIEW

Updated:
January 2024

STRATEGIC PLAN OVERVIEW

What is a Strategic Plan?

- Our roadmap
- Defines our vision, mission, and guiding values
- Guides coordinated efforts of elected officials and County staff



Why have one?

- Match priorities with resources
- Adapt to community's changing needs
- Be transparent and accountable



FRAMEWORK

STRATEGIC PLANS

- New plans are adopted every 3 to 5 years
- About a 16-month planning process

Components:

- Situation Assessment
- Vision, Mission, & Guiding Values
- Focus Areas
- Priorities for the First Fiscal Year

ANNUAL UPDATES

- Adopted every fiscal year
- Annual planning process is from September to February

Components:

- Fiscal Year Priorities

FISCAL YEAR PRIORITIES EXPLAINED

Objectives

Topics, issues, or solutions

- What the Board wants to address

Actions

Plans or strategies

- How the Board wants to address an objective

Tiers

Levels of importance

- Tier 1 = High priority. Immediate action.
- Tier 2 = Medium priority. May take more than one fiscal year.
- Tier 3 = Low priority. May be addressed in a future fiscal year.

Results

Measurable outcomes

- The end result of an action

STRATEGIC PLANNING PROCESS

Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun

Implementation of Fiscal Year Priorities

(July 1 - June 30)

Annual SP Process

(September - February)

Activities

- Strategic plan review
- Board work sessions (about 3)
- Adopt upcoming fiscal year priorities



Output

Annual Update to Strategic Plan

Secure Fiscal Year Priorities to County Budget

(February - June)

SP Process Every 3 to 5 Years

(About a 16 Month Process)

Planning Phases

- Launch — outline the planning process
- Data Gathering — community outreach activities
- Analysis — review and summarize findings



Output

New Strategic Plan

Composition — draft new strategic plan
Adoption

Agenda Item #4.

CLATSOP COUNTY'S STRATEGIC PLAN 2021

SITUATIONAL ASSESSMENT

Internal Factors

- Strengths
 - County's cash reserves
 - New County Manager
 - Positive feedback from internal and external evaluations of County services
 - Willingness to evaluate and improve
- Areas for Improvement
 - Governance: evaluation, documentation, and decision-making
 - Community and stakeholder engagement
 - Homelessness, child care, and disaster preparedness services

External Factors

- Demographic and Social:
 - Large aging population
 - Child care desert
 - Addiction
 - Lack of affordable housing
- Technological:
 - Lack of broadband infrastructure and maintenance
- Economic:
 - Continued population growth
 - Historical reliance on natural resource and tourism industries
 - Unequal income distribution
- Environmental:
 - Interest in sustainable practices for renewable resources
 - Climate change
- Political:
 - Political polarization
 - Limited partnerships with agencies and interest groups

CLATSOP COUNTY'S STRATEGIC PLAN 2021

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.

MISSION

Clatsop County will:

- Identify the broad services it understands community members want and are willing to support
- 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
- Effectiveness and Efficiency
- Equity
- Transparency and Accountability

FOCUS AREAS

	Governance	
	Infrastructure	
	Economic Development	
	Environmental Quality	
	Social Services	