



CLATSOP COUNTY
BOARD OF COMMISSIONERS AGENDA WORK
SESSION
JUDGE GUY BOYINGTON BUILDING, 857
COMMERCIAL ST., ASTORIA, OR 97103

Wednesday, April 19, 2023

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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www.co.clatsop.or.us

JOIN THE BOARD OF COMMISSIONERS VIRTUAL MEETINGS

Clatsop County Board of Commissioners host virtual meetings on Zoom

The Board remains committed to broad community engagement and transparency of government. To provide an opportunity for public testimony, the Board will host virtual meetings on Zoom.

Join the meeting from your computer, tablet or smartphone ([Zoom link](#))

You can also dial in using your phone.

1-253-215-8782

Meeting ID: 503 325 1000

Passcode: 384761

WORK SESSION: 10:00 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. County Manager Update
- [2. Strategic Planning Retreat #3](#)

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 19, 2023

Topic: Strategic Planning Retreat #3
Presented By: County Manager Don Bohn,
Senior Fellow with the Center for Public Service Terry Moore, and
Management/Policy Analyst Amanda Rapinchuk

Informational Summary: Clatsop County's current strategic planning process is the structure through which the County Board of Commissioners:

1. Examines the County's progress implementing current priorities,
2. Considers what needs to be prioritized for FY 23-24, and
3. Updates Strategic Plan 2021 accordingly

Today the Board will discuss and solidify their desired actions for each FY 23-24 priority. The attached Assigning Actions to FY 23-24 Priorities document is intended to assist the Board's discussion.

Following this retreat, County staff will draft a proposed Annual Update to Strategic Plan 2021. This document is expected to go before the Board at the end of May, for their final consideration and possible adoption.

The following outlines previous activities from this fiscal year's strategic planning process, also depicted on the fourth page of the attached presentation slides.

STRATEGIC PLAN REVIEW – October 12, 2022

During this Work Session, the Clatsop County Board of Commissioners confirmed:

- Components of Strategic Plan 2021 that will remain the same for FY 23-24 (Vision, Mission, Guiding Values, and Focus Areas) and
- This fiscal year's strategic planning process

STRATEGIC PLANNING SURVEY #1 – October 18, 2022

Following the Strategic Plan Review, a survey was distributed to County Commissioners, County staff, and local stakeholders to gather input on desired priorities for the upcoming fiscal year (FY 23-24). Survey respondents reviewed the County's current progress in completing FY 22-23 priorities and identified which, if any, they want to continue (carry-over) into FY 23-24. Additionally, respondents listed new priorities, if any, they would like the Board to consider for FY 23-24.

STRATEGIC PLANNING RETREAT #1 – December 7, 2022

The Board reviewed the preliminary list of FY 23-24 priorities staff compiled from the results of the survey and discussed their desired changes.

STRATEGIC PLANNING SURVEY #2 – December 19, 2022

A follow-up survey was distributed to the County Commissioners for their feedback on assigning tiers (levels of importance) to each potential FY 23-24 priority.

STRATEGIC PLANNING RETREAT #2 – January 25, 2023

The Board reviewed the results of the second survey and the first draft of FY 23-24 priorities (staff suggestions) and discussed their desired changes to this list. Following their discussion, the Board reviewed staffs' notes on possible actions for their desired FY 23-24 priorities and provided initial feedback.

Attachment List

- A. Presentation Slides
- B. Assigning Actions to FY 23-24 Priorities (notes for the Board's discussion)
- C. Outline and Partial Draft of Annual Update



STRATEGIC PLANNING

Retreat #3

April 19, 2023



Agenda

10:00 A.M. OVERVIEW

- Current progress and plan for today**
- Outline and partial draft of update to Strategic Plan 2021**
(Terry Moore)

10:15 A.M. BOARD DISCUSSION

- Assigning Actions to FY 23-24 Priorities**
(Don Bohn & Board of Commissioners)

10:55 A.M. 5 MINUTE BREAK

11:00 A.M. BOARD DISCUSSION (CONTINUED...)

- Assigning Actions to FY 23-24 Priorities**
(Don Bohn & Board of Commissioners)

11:20 A.M. NEXT STEPS

- Adoption of FY 23-24 Priorities**
- Implementing the Strategic Plan**
(Terry Moore, Don Bohn, & Amanda Rapinchuk)



OVERVIEW

Current Progress & Draft Update

October ✓

Strategic Plan Review (Oct 12)

Staff present on upcoming strategic planning process



Board, Staff, & Stakeholder Survey (Oct 19)

Suggestions for FY 23-24 priorities

November ✓

Staff compile survey results

December ✓

Strategic Planning Retreat #1 (Dec 7)

Board discusses survey results & preliminary list of priorities, resulting in updated (draft) list



Board Survey (following week)

Commissioners review updated list and identify preferred FY 23-24 priorities & tier (level of importance)



Staff update draft list of priorities (per survey results)

January ✓

Strategic Planning Retreat #2 (Jan 25)

Board solidifies FY 23-24 priorities & assigned tier
Board discusses desired action for each priority



Staff summarize feedback from initial Board discussion of actions

→ April ●

Strategic Planning Retreat #3 (Apr 19)

Board solidifies desired actions



Staff draft Annual Update to Strategic Plan 2021

May/June ●

Adoption of FY 23-24 Priorities (TBD)

Board adopts new strategic plan priorities for FY 23-24
(Annual Update to Strategic Plan 2021)



Assigning Actions to FY 23-24 Priorities

Strategic Planning Retreat #3

Notes for the Board of County Commissioners' Discussion

CLATSOP
COUNTY



Annual Update FY 23-24 Priorities

STRATEGIC PLAN 2021



Table of Contents

County Manager's Message.....	03
Introduction.....	04
FY 2023-24 Priorities.....	05
Attachment 1: Strategic Plan 2021 Overview.....	06
Attachment 2: Progress Report.....	14
FY 2021-22 Priorities.....	15
FY 2022-23 Priorities.....	16



PAGE 2



BOARD DISCUSSION

Assigning Actions to FY 23-24 Priorities



NEXT STEPS

Adoption & Implementation

October 

Strategic Plan Review (Oct 12)

Staff present on upcoming strategic planning process



Board, Staff, & Stakeholder Survey (Oct 19)

Suggestions for FY 23-24 priorities

November 

Staff compile survey results

December 

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Board discusses desired action for each priority



Staff summarize feedback from initial Board discussion of actions

April 

Strategic Planning Retreat #3 (Apr 19)

Board solidifies desired actions



Staff draft Annual Update to Strategic Plan 2021

May/June 

Adoption of FY 23-24 Priorities (TBD)

Board adopts new strategic plan priorities for FY 23-24
(Annual Update to Strategic Plan 2021)

Adoption of New Priorities

Annual Update & the Big Picture



Implementation

What does this look like?



"HOW MANY BARS ARE YOU GETTING?"



The FCC is asking about **your** broadband internet, and providing **federal funds** to make improvements in Clatsop County. So let them know. **Check NOW** to be sure they have the right information for your area!

THE DEADLINE TO RESPOND IS THURSDAY, JAN. 12, 2023

Here's what you need to do....

STEP ONE

Go to broadbandmap.fcc.gov from your computer or cell phone, type in your address.

broadbandmap.fcc.gov



NEXT

Check the information by clicking on Fixed Broadband (your home).



THEN

Check the information by clicking on Mobile Broadband (your cell).

DOES THE INFORMATION LOOK RIGHT?

If **NO** - please go to **STEP TWO**. Let the FCC know. If **YES** - you are all set! Thank you for checking!

STEP TWO

- At this step, you will correct your location information one of two ways:
 - Location Challenge.** This is where you will notify the FCC that the information is incorrect for your location.
 - Availability Challenge.** This is when your location does not have internet services, but, the FCC mistakenly believes broadband is available.

THAT'S IT! THANKS TO YOUR HELP, WE HAVE A BETTER CHANCE OF GETTING THE FEDERAL FUNDS WE NEED TO IMPROVE ACCESS TO QUALITY BROADBAND SERVICES.



AVISO IMPORTANTE DEL CONDADO DE CLATSOP



CLATSOP COUNTY OREGON

ATTENTION CITIES & NON-PROFITS!

Surplus County Land Available for AFFORDABLE HOUSING & OTHER COMMUNITY NEEDS

Apply by 5p.m. May 13

Immediate Access to Someone to Talk to when in Distress

- Rapid Access Ce individuals
- Mobile Crisis - 2869 services pro
- Recovery Allies - services provide


HABITAT CONSERVATION PLAN IMPACTS TO CLATSOP COUNTY

A 35% reduction in annual timber revenues - with no upward adjustments over time in the "worst case scenario" for taxing jurisdictions, businesses, schools and other social and civic structures in our community.

↓35% PUBLIC SAFETY & SERVICE	↓\$1.4M PUBLIC SAFETY & SERVICE	↓\$900K GENERAL GOVERNMENT	↓\$600K GENERAL GOVERNMENT
↓\$32K ARTS & RECREATION	↓\$30K ARTS & RECREATION	Total Impact ↓\$3M	

This will impact the people in our community's health and well-being for generations to come. We deserve better.

clatsopcounty.gov



Assigning Actions to FY 23-24 Priorities

Strategic Planning Retreat #3

Notes for the Board of County Commissioners' Discussion

**CLATSOP
COUNTY**



INTRODUCTION

The Clatsop County Board of Commissioners' 2nd Strategic Planning Retreat took place on January 25, 2023. During this meeting, the Board confirmed their desired Strategic Plan priorities for the upcoming fiscal year (FY 2023-24, July 1, 2023 - June 30, 2024) and engaged in a preliminary discussion on the actions they would like assigned to each priority.

On February 22, 2023, the Board is scheduled to meet again for Strategic Planning Retreat #3 and solidify their desired actions. This document (created by County staff) is intended to assist the Board's discussion as they consider how to successfully address each individual FY 2023-24 priority.

Organized by the Strategic Plan's five focus areas (**Governance**, **Infrastructure**, **Economic Development**, **Environmental Quality**, and **Social Services**), each of the following pages includes:

- One FY 2023-24 priority (bolded and underlined at the top of each page)
- The assigned tier (level of importance)
 - Tier 1 = high priority
 - Tier 2 = medium priority
 - Tier 3 = low priority
- Possible action (derived from preliminary Board direction and further review of the County's current efforts)
- Considerations and staffs' best guess (when possible)
 - Deliverable (measurable outcome)
 - The County's Role (lead, collaborative partner, participant, etc.)
 - Others Involved
 - Type of Project (planning, implementation, or evaluation)
 - Additional Funds Required (outside of County's budget)
 - Estimated Month and Year of Completion
- Notes from the previous discussion during Strategic Planning Retreat #2

GOVERNANCE

County Operations Sustainability Plan (Tier 1)

Possible Action:

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.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	County plan for sustainable County operations
The County's Role (lead, collaborative partner, participant, etc.)	Lead
Others Involved	
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	None
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- No comments/questions

Community & Stakeholder Engagement (Tier 2)

Possible Action:

Develop the County's community engagement plan.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Adopted community engagement plan
The County's Role (lead, collaborative partner, participant, etc.)	Lead
Others Involved	
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- No comments/questions

Equity Plan for Access to Services (Tier 2)

Possible Action:

Create a plan to ensure equitable access to County services.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	County plan for equitable access to services
The County's Role (lead, collaborative partner, participant, etc.)	Lead
Others Involved	Community partners
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	December 2025

Notes from SP Retreat #2

- No comments/questions

INFRASTRUCTURE

Consolidated Emergency Communications (Tier 1)

Possible Action:

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

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Agreement with community partners for County-wide integration of emergency communications (9-1-1)
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner / process lead
Others Involved	Cities and emergency communications service providers
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- No comments/questions

State/County Transportation Safety Improvements (Tier 1)

Possible Action:

Identify funding for feasibility study of Astoria-Megler bridge (as it relates to suicide prevention improvements) and develop a plan for safety improvements along HWY 30.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	<ol style="list-style-type: none"> 1. Secured funding source for Astoria-Megler bridge feasibility study 2. County/State plan for safety improvements along HWY 30
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	ODOT, neighboring cities, and Knappa School District
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- Comm. Thompson: Concerned about focusing efforts on a long-term plan (feasibility study, required by ODOT) for improvements to Astoria-Megler bridge in light of ODOT's funding deficit and would like more consideration of immediate intervention, such as a county traffic safety committee
- Vice-Chair Bangs: Recognizes the importance of immediate intervention, but would like to continue efforts to obtain funding for feasibility study in coordination with Rep. Weber's work at the State-level

Rural Broadband Expansion (Tier 2)

Possible Action:

Jewell/Elsie/Vinemaple Areas

Install wireless internet infrastructure and confirm internet service provider (ISP).

or

Secure funding for wireless internet infrastructure and confirm internet service provider (ISP).

Knappa/Svensen Area

Network with Charter and other ISPs to enhance broadband.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	<u>Jewell/Elsie/Vinemaple Areas</u> Installation of wireless internet infrastructure and County agreement with ISP or Secured funding for wireless internet infrastructure and County agreement with ISP <u>Knappa/Svensen Area</u> County plan or strategy to support broadband improvements
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Public & private stakeholders and ISPs
Type of Project (planning, implementation, or evaluation)	Planning & Implementation
Additional Funds Required (outside of County's budget)	ARPA fund (already allocated to this project)
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- Vice-Chair Bangs: Would like to include the Knappa/Svensen area in this work
- Comm. Thompson: Would also like to include the Knappa/Svensen area

Tide Gates & Levees (Tier 2)

Possible Action:

In collaboration with local tide gate and levee districts, enroll all of the County’s eligible levee systems in the U.S. Army Corps of Engineers Levee Safety Program. Of the remaining tide gates and levees, examine options and develop a strategy for disbanding/dissolving those that are damaged and overburdened.

Considerations	Staffs’ Best Guess
Deliverable (measurable outcome)	<ol style="list-style-type: none"> 1. Enrollment of eligible levee systems in the U.S. Army Corps of Engineers Levee Safety Program 2. County strategy for disbanding/dissolving damaged and overburdened tide gates and levees that are not eligible for Levee Safety Program
The County’s Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County’s budget)	
Estimated Month and Year of Completion	December 2024

Notes from SP Retreat #2

- Chair Kujala: Noted that most of the County’s levees are not a part of the Corp. of Engineers’ annual inspection program and recommends the County:
 - 1) Assess which levee systems are eligible for the program
 - 2) Examine what can be done to disband/dissolve the levee systems that are not eligible for the program
- Vice-Chair Bangs: Recommends the County establish clear lines of communication with each tide gate and levee district and ensure that they are engaged in this conversation
- Comm. Wev: Appreciated Chair Kujala’s remarks

Carrying Capacity Analysis (Tier 3)

Possible Action:

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 in unincorporated areas.

Considerations	Staffs’ Best Guess
Deliverable (measurable outcome)	Carrying capacity analysis (County needs and possible solutions)
The County’s Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Local jurisdictions
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County’s budget)	Funds for contracted analysis
Estimated Month and Year of Completion	June 2026

Notes from SP Retreat #2

- Comm. Toyooka: Recommends the County examine what metrics/methodologies are currently used to measure carrying capacity and consider which are most relevant to the County’s unique needs and challenges when accommodating for growth

Evacuation Routes (Tier 3)

Possible Action:

Begin implementation of the County's Tsunami Evacuation Facilities Improvement Plan by designating land for assembly areas.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	County land designated for assembly areas (designated places for evacuees and survival equipment in the event of a tsunami)
The County's Role (lead, collaborative partner, participant, etc.)	Lead
Others Involved	Local jurisdictions
Type of Project (planning, implementation, or evaluation)	Implementation
Additional Funds Required (outside of County's budget)	Funds for signage, improvements, and survival equipment
Estimated Month and Year of Completion	June 2026

Notes from SP Retreat #2

- No comments/questions

Impacts of Sea Level Rise (on public infrastructure) (Tier 3)

Possible Action:

Work in partnership with the City of Cannon Beach, Fort Stevens State Park, the Department of Land Conservation and Development, and a NOAA Coastal Management Fellow to develop a plan for sea level adaptation.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Plan for sea level adaptation in unincorporated Clatsop County
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	City of Cannon Beach, Fort Stevens State Park, DLCD, & NOAA Coastal Management Fellow
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	May 2024

Notes from SP Retreat #2

- No comments/questions

ECONOMIC DEVELOPMENT

Economic Development Strategies Plan (Tier 1)

Possible Action:

Implement feasible recommendations from the County’s local development barriers code audit and engage local jurisdictions and partners in discussions about possible creation of a County-wide economic development plan or strategy for each sector.

Considerations	Staffs’ Best Guess
Deliverable (measurable outcome)	<ol style="list-style-type: none"> 1. Updated local development code 2. Regional consensus about whether or not to pursue a County-wide economic development plan or strategy for each sector
The County’s Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Local jurisdictions, chambers of commerce, CEDR, & other local partners.
Type of Project (planning, implementation, or evaluation)	Implementation & Planning
Additional Funds Required (outside of County’s budget)	
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- No comments/questions

Increase Workforce Housing Inventory (Tier 2)

Possible Action:

Continue to participate in the Clatsop Regional Housing Taskforce and develop a plan or identify a strategy to support workforce housing development within the County.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	County plan or strategy to support workforce housing development
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Clatsop Regional Housing Taskforce and other community partners
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- Comm. Wev: Suggested that the County may want to consider creating staff positions and/or more robust leadership at the County-level to address housing (similar to Tillamook County's approach)
- Vice-Chair Bangs: Hesitant to consider creating new staff positions when currently focused on addressing the future impacts of the Habitat Conservation Plan on the County's budget
- Comm. Toyooka: Agreed with Vice-Chair Bang's remarks and understands the County's role as supporting the work of private and nonprofit agencies that are developing housing and related programs

ENVIRONMENTAL QUALITY

Water Quality & Needs Assessment (Tier 1)

Possible Action:

Assess local watershed quality and needs in collaboration with local watershed councils and the Columbia River Estuary Study Taskforce (CREST).

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Water quality & needs analysis (County needs and possible solutions)
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Local watershed councils & CREST
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	December 2024

Notes from SP Retreat #2

- Chair Kujala: Unsure where the regional water study completed about 15 (or more) years ago currently stands, but knows the attorney who worked on it and will reach out to them for more information
- Comm. Thompson: Recommends the County invite Comm. Magruder to provide an update to the Board on the implementation of HB 5006 (2021), as they have been working with Representatives Owens and Helm on this effort
- Comm. Wev: Suggests this action will require a significant amount of research and recommends the County reach out to local watershed councils to obtain data and then have staff conduct an in-house analysis to better understand next steps
- Comm. Thompson: Concerned County staff do not have the capacity to collect data and conduct an in-house analysis
- Chair Kujala: Recommends the County coordinate with CREST and watershed councils to minimize the level of work that will be required of staff to analyze data

FEMA's BiOp (Tier 2)

Possible Action:

Work with the Federal Emergency Management Agency (FEMA) the Oregon Department of Land Conservation and Development (DLCD) to review and update the County's local floodplain development ordinances and process for obtaining floodplain development permits to comply with new minimum federal requirements for the National Flood Insurance Program (NFIP).

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Updated County floodplain development ordinance(s) and process for obtaining floodplain development permits
The County's Role (lead, collaborative partner, participant, etc.)	Lead
Others Involved	FEMA & DLCD
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	

Notes from SP Retreat #2

- Chair Kujala: Noted the need to coordinate with other counties that have already done a lot of this work (e.g. Tillamook County) and make sure the County links up with the right people/resources to address the complex legal components of this process

Proper Dumping of Septage (Tier 3)

Possible Action:

(in need of further direction from the Board)

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	
The County's Role (lead, collaborative partner, participant, etc.)	
Others Involved	
Type of Project (planning, implementation, or evaluation)	
Additional Funds Required (outside of County's budget)	
Estimated Month and Year of Completion	

Notes from SP Retreat #2

- No comments/questions

SOCIAL SERVICES

Child Care (Tier 1)

Possible Action:

Continue to support the expansion of local child care services through the County's Retention and Expansion Child Care Grant Program.

Considerations	Staffs' Best Guess
Deliverable (measurable outcome)	Distribution FY 2023-24 award to grant recipients
The County's Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Clatsop Child Care Advisory Group
Type of Project (planning, implementation, or evaluation)	Implementation
Additional Funds Required (outside of County's budget)	ARPA funds (already allocated to this grant program)
Estimated Month and Year of Completion	June 2024

Notes from SP Retreat #2

- Chair Kujala: Recommends the County continue to support the local child care taskforce
- Comm. Thompson: Noted the importance of engaging Coordinated Care Organizations (CCOs) in the County's strategic plan priorities for Social Services (focus area) and recommends identifying how to better utilize Columbia Pacific CCO to access related public funds
- Comm. Web: Noted how quickly and efficiently the County's work to expand child care services evolved and recommends continued support of local child care services through all means possible, keeping this as a priority until the issue is solved

Homelessness Initiatives/Actions (Tier 2)

Possible Action:

Develop:

1. County’s time, place, and manner ordinance for HB 3115 (2022) compliance and
2. A long-term plan to support sustainable operations at the new Project Turnkey 2.0 emergency shelter (formerly the Columbia Inn).

Considerations	Staffs’ Best Guess
Deliverable (measurable outcome)	<ol style="list-style-type: none"> 1. New Clatsop County time, place, and manner ordinance 2. County plan to support new emergency shelter (Project Turnkey 2.0)
The County’s Role (lead, collaborative partner, participant, etc.)	Lead & collaborative partner
Others Involved	Local jurisdictions and social service partners
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County’s budget)	ARPA fund (allocation amount is still to be determined)
Estimated Month and Year of Completion	June 2025

Notes from SP Retreat #2

- Comm. Toyooka: Noted that the micro housing project is a collaborative effort with community partners that will provide a needed services to the community

Crisis Stabilization Plan (Tier 3)

Possible Action:

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

Considerations	Staffs’ Best Guess
Deliverable (measurable outcome)	County-wide strategy or plan to expand local crisis stabilization capacity
The County’s Role (lead, collaborative partner, participant, etc.)	Collaborative partner
Others Involved	Local jurisdictions, health care providers, and law enforcement agencies
Type of Project (planning, implementation, or evaluation)	Planning
Additional Funds Required (outside of County’s budget)	
Estimated Month and Year of Completion	June 2025

Notes from SP Retreat #2

- No comments/questions

Annual Update

FY 23-24 Priorities

STRATEGIC PLAN 2021



Clatsop County
DRAFT

Table of Contents

County Manager's Message	03
Introduction	04
FY 2023-24 Priorities	05
Attachment 1: Strategic Plan 2021 Overview	06
Attachment 2: Progress Report	14
FY 2021-22 Priorities.....	15
FY 2022-23 Priorities.....	16



County Manager's Message



(content pending...)

Introduction

(content pending...)

FY 2023-24 Priorities

The remaining pages detail the adopted Strategic Plan priorities for FY 2023-24 and how the Board of County Commissioners and County employees will address them.

Organized by the Plan's five focus areas (**Governance**, **Infrastructure**, **Economic Development**, **Environmental Quality**, and **Social Services**), all objectives are in bold and underlined, followed by the assigned tier level (level of importance) in parenthesis. Below each objective is the action designated to carry out that priority.

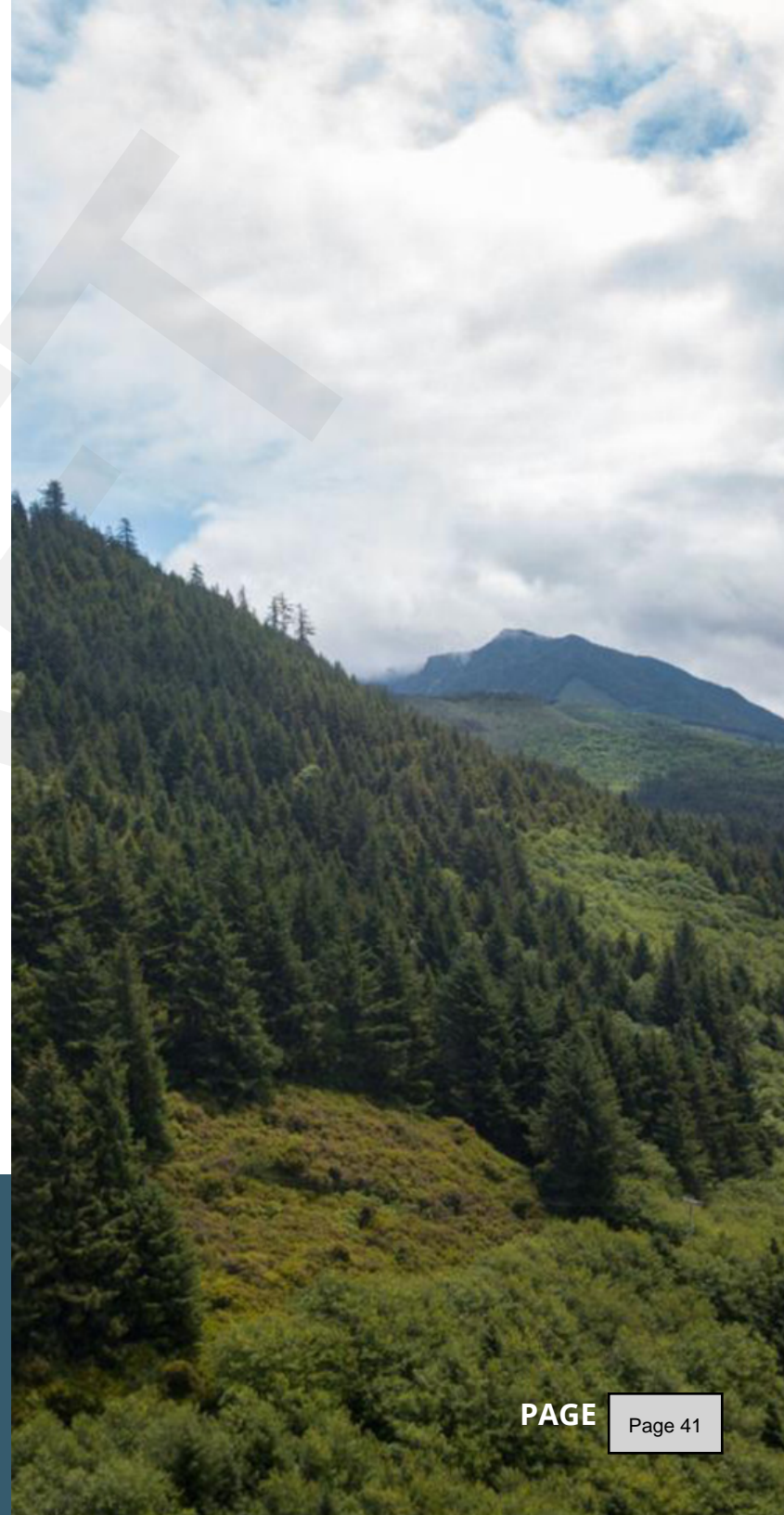
(content pending...)

Attachment 1

STRATEGIC PLAN 2021

OVERVIEW

CLATSOP COUNTY



OVERVIEW

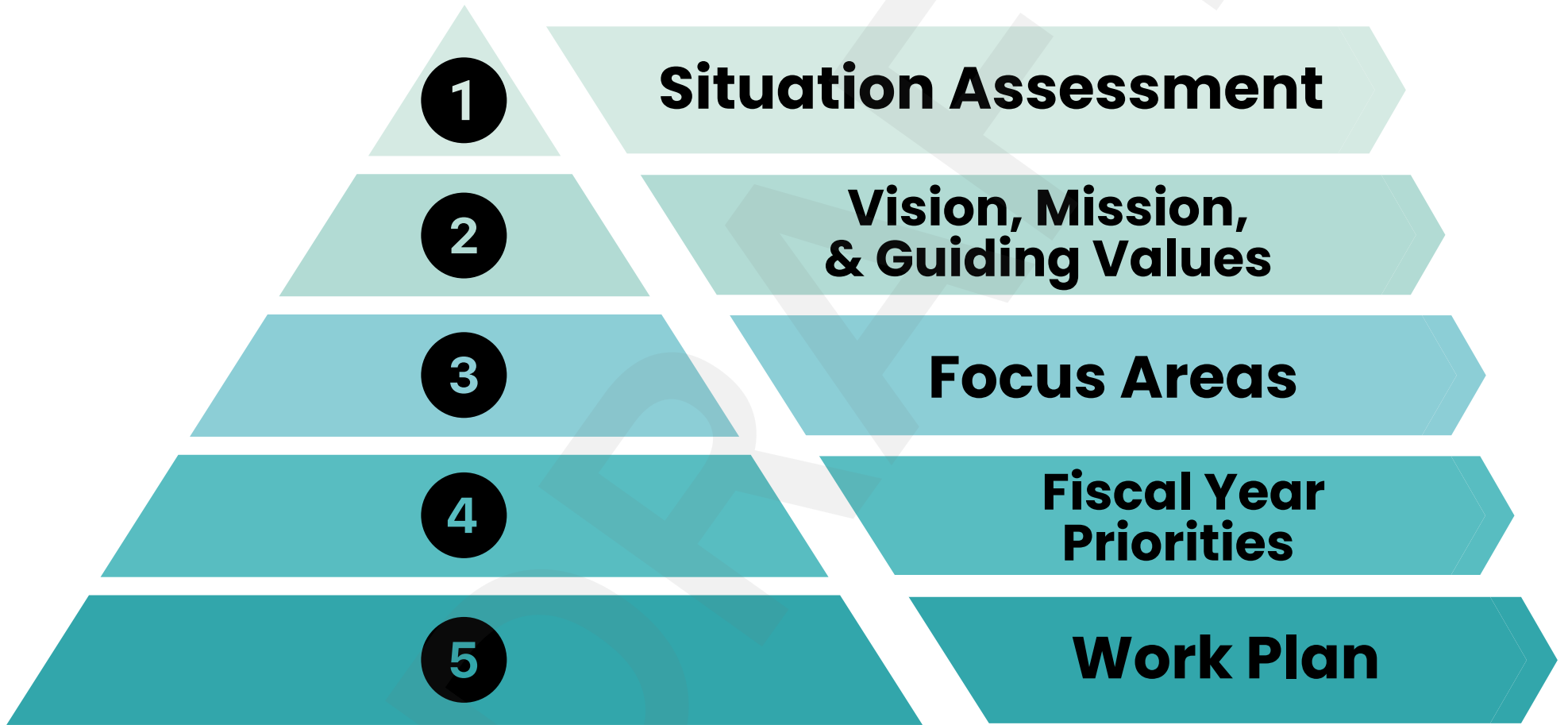
Strategic Plans are **important tools** that are built from **public input** and help people **understand the County's vision** and the **direction it is taking and why**. Clatsop County began its year-long strategic planning process in January 2020.

This **collaborative effort** engaged elected officials, staff, 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 Strategic Plan 2021**, adopted by the Board of County Commissioners in January 2021.

The Board continues this important work through an **annual strategic planning process**, at the end of which, they adopt new fiscal year priorities.



FRAMEWORK



PLANNING PROCESS

JUL AUG SEPT OCT NOV DEC JAN FEB MAR APR MAY JUN

Implementation of Fiscal Year Priorities

(July 1st - June 30th)

Annual SP Process

(October - January)

Activities

- SP Review (Oct)
- SP Retreats (Oct - Nov)
- Draft Fiscal Year Priorities (Dec)
- Adopt Fiscal Year Priorities (Jan)



Outputs

- Annual Update (new fiscal year priorities)

SP Process Every 3 to 5 Years

(July - January)

Activities

- Community Outreach (Jul - Sept)
- Situation Assessment (Sept - Oct)
- SP Retreats (Oct - Nov)
- Draft New Strategic Plan (Dec)
- Adopt New Strategic Plan (Jan)



Outputs

- New Strategic Plan
 - Situation Assessment Results
 - Vision, Mission, & Guiding Values
 - Focus Areas
 - Fiscal Year Priorities

Click [here](#) to learn more about the County's budget planning process

Secure SP to Fiscal Budget

(January - June)

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.

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.

FOCUS AREAS



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.



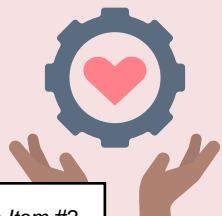
ECONOMIC DEVELOPMENT

...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, the immense forest, local wildlife, and the actions that conserve, protect, and promote the sustainability of our intertwined ecosystem.



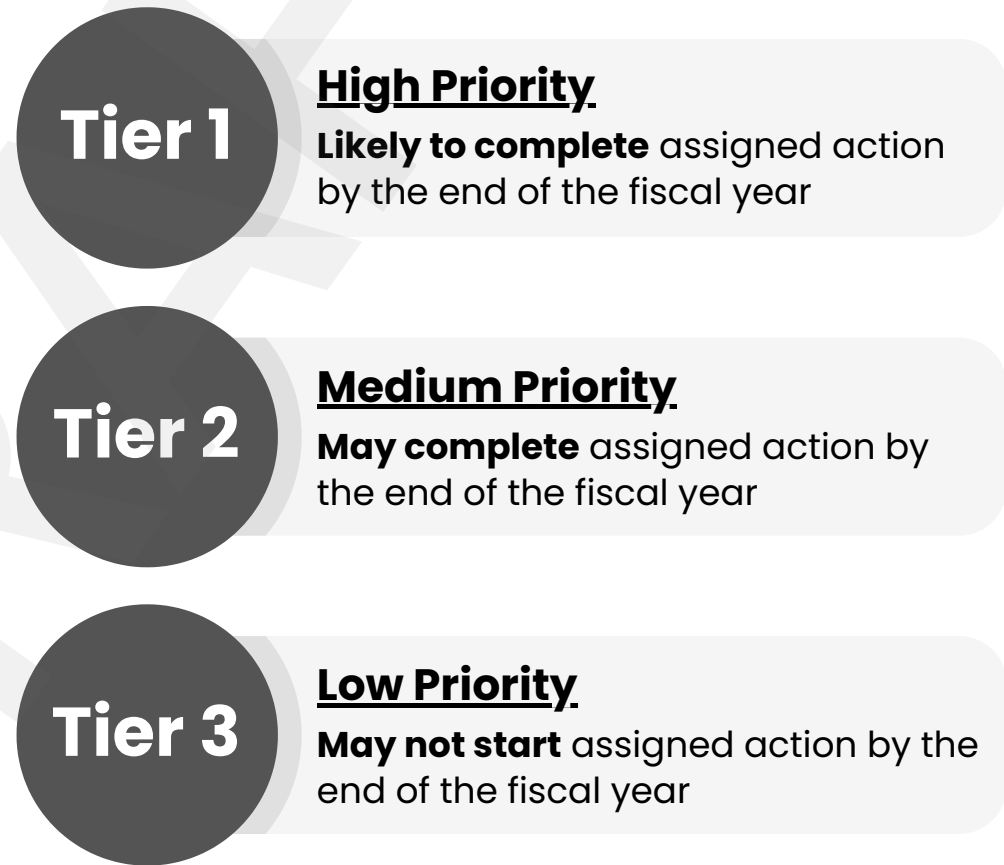
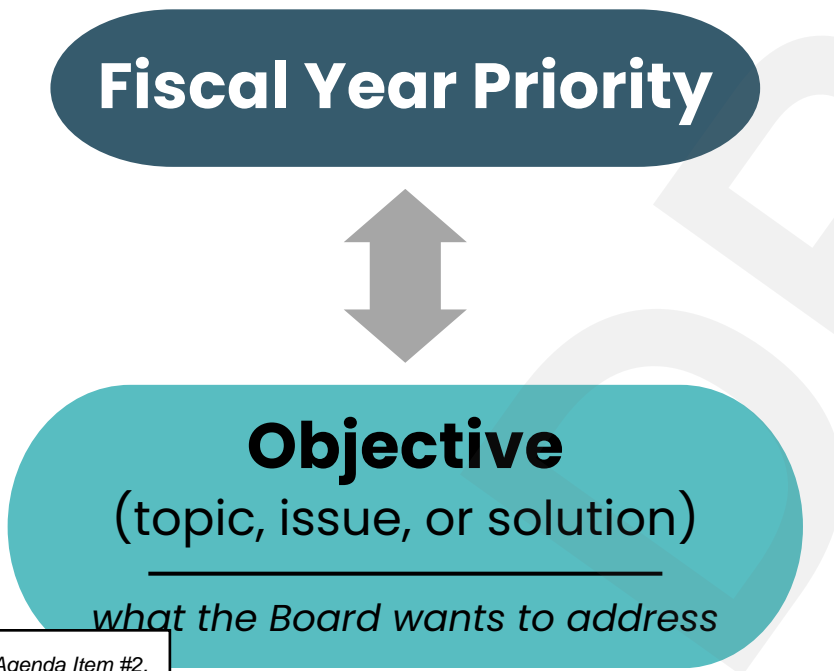
SOCIAL SERVICES

...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, addiction, houselessness, child care, and trauma.

FISCAL YEAR PRIORITIES

During the County's annual strategic planning process, the Board of County Commissioners **establishes new and/or continued priorities** for each focus area. In Strategic Plan 2021, fiscal year priorities are also referred to as objectives.

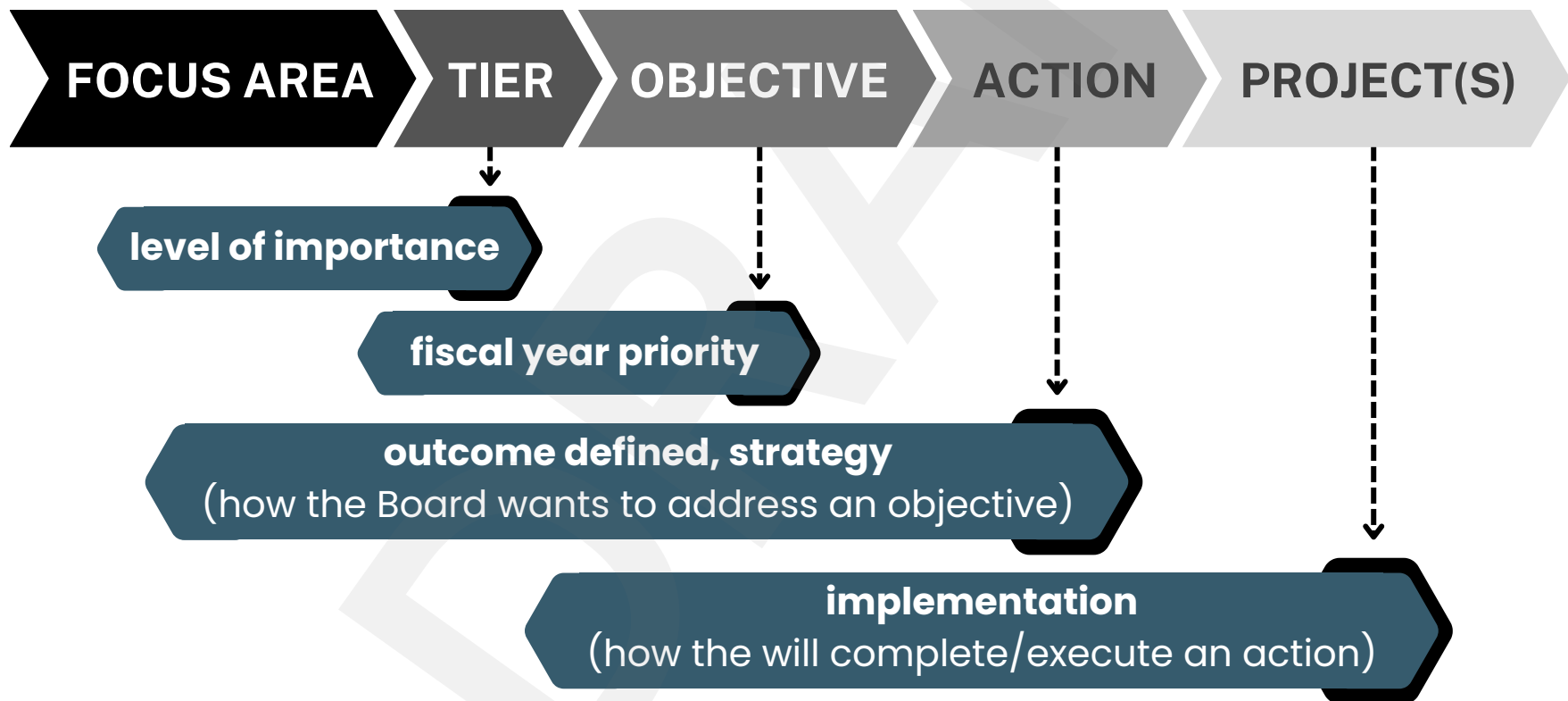
The Board then ranks each objective by its level of importance (Tier 1, Tier 2, or Tier 3).



WORK PLAN

Each fiscal year, County staff create a work plan to establish a formal roadmap for addressing the Board's newly adopted strategic plan priorities.

Outline



Attachment 2

Progress Report

FY 21-22 & FY 22-23 Strategic Plan Priorities



FY 21-22 Priorities

(content pending...)

FY 22-23 Priorities

(content pending...)