

Clatsop County Commission
Work Session II, 7 July 2020
Strategic Plan

Clatsop County Commission Work Session II, July 2020 Today's Agenda

- 1 Context for Today's Topics
- 2 Situation Assessment
- 3 Break
- 4 Vision, Mission, Values, Principles
- 5 Next Steps: Proposals and Decisions

Clatsop County Commission
Work Session II, June 2020

Item I. Context for Today's Topics

I.1 Introductions

I.2 Agenda and meeting procedures

I.3 Quick review of context & Work Session I

1:00 Item 1 Context for Today's Topics

Presentation: Purpose Review of last meeting: the big picture

1:20 Item 2 Situation Assessment

1:20 2a Presentation: Overview Summary of the Situation Assessment

1:55 2b Commission discussion

2:15 Item 3 Break

2:25 Item 4 Vision Mission Values Principles

2:25 4a Presentation: Overview: Definitions Examples

2:50 4b Commission discussion

3:15 Item 5 Next Steps

4:00 Close

Meeting Procedures

- Basic format for each agenda item:
Presentation, then Commission discussion
- Procedures for GoToMeeting
 - Raise hand; Brent will acknowledge you're in the 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. Key question for you....

If we stop the discussion now, am I relatively confident that the concerns I have raised or the ideas I have suggested will be considered in the next phases of Plan development?

Components of Strategic Planning

- Outcomes we want
 - Conditions that affect our ability to achieve outcomes
 - Actions to achieve outcomes that are realistic and effective
 - Strategic plan addresses subset of what is important to an organization
- Goals
 - Constraints & Opportunities
 - Policy Evaluation & Choices

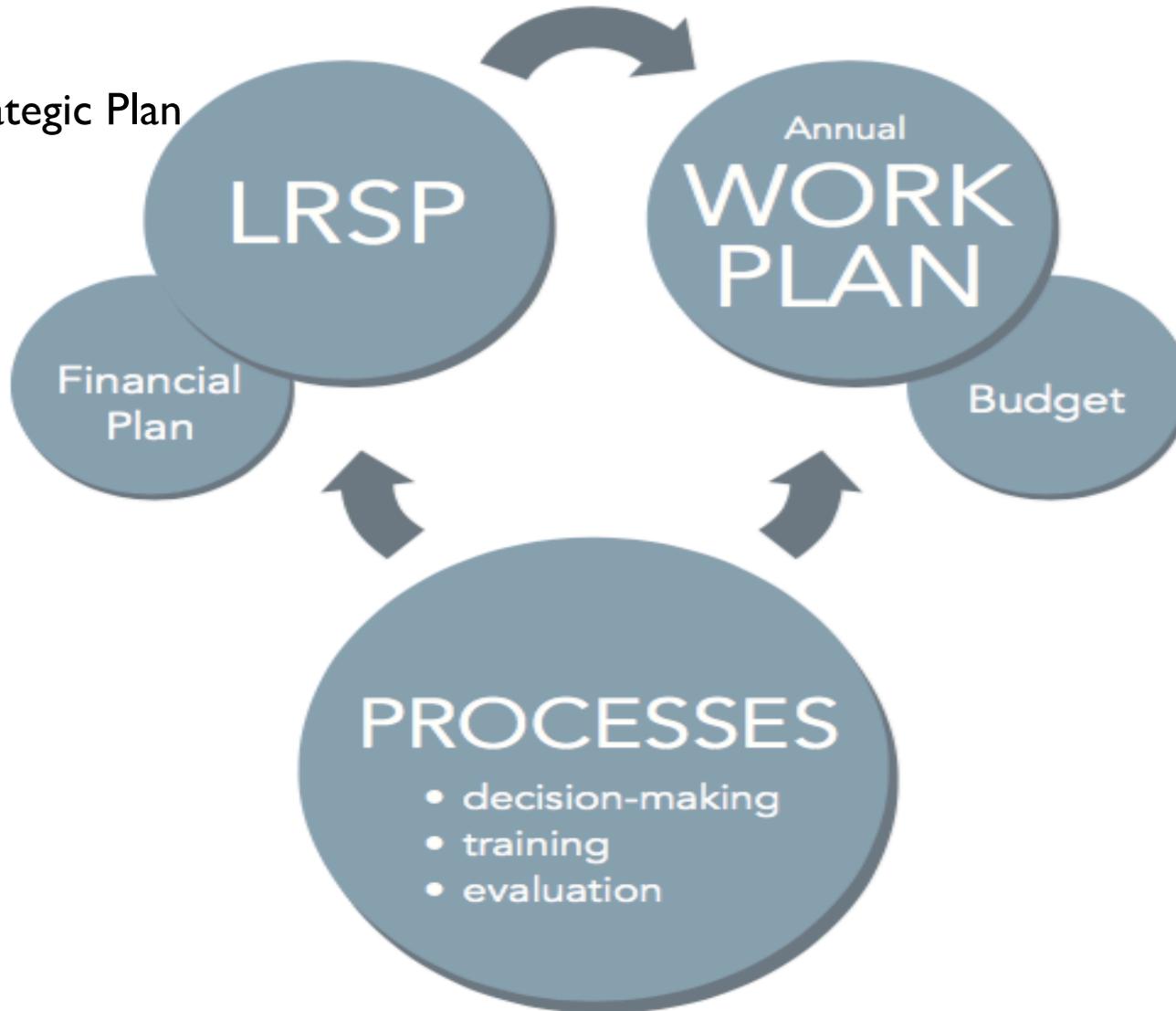
Glossary for Strategic Planning

- Vision, Goals, Objectives (→ Criteria, Measures)
- Situation
 - Condition, Factor, Characteristic, Driver
 - Ones that are expected to be important
 - Past, Present
 - Future (Potential, Likely → Scenarios)
 - Context
 - Strengths, Weaknesses, Opportunities, Threats
 - Internal vs. External
 - Influence vs. Accommodate
- Strategies, Actions, Policies

- Vision Mission Values
- Situation Assessment
- Evaluation and Priorities
 - Issues and Actions
- Outcomes we want
- Conditions that affect our ability to achieve outcomes
- Actions to achieve outcomes that are realistic and effective

Products & Process

LRSP =
Long-Run Strategic Plan



Typical Outline for a Strategic Plan: Main Report

I. Purpose/Background

II. Situation Assessment

III. Vision / Mission / Values / Principles

IV. Goal / Focus Areas; Strategies and Actions

V. Implementation / Next Steps

Appendices

Work Plan

Month	1 Strategic Planning	2 Process and Procedures
Jan	Kickoff with CC Staff ⇄	
Feb - Mar	Situation Assessment (SA): External drivers	Situation Assessment (SA): Internal drivers Document current P&P
Apr	CC discussion of SA and implications for Vision, Mission, Values (VMV) and potential priority issues and Strategies ⇄	
May - Jun	Evaluation of Strategies (Actions, Policies); proposed Vision, Mission, Values (VMV) and Strategy categories	Evaluation of P&P Most important / easiest areas for improvement. Benefits / costs / tradeoffs
Jly	CC discussion of Evaluations; Direction on Priority Strategies and VMV; on P&P ⇄	
Aug	Draft Strategic Plan	Draft Handbook for P&P
Sep	CC discussion and adoption of Strategic Plan and Handbook for P&P ⇄	
Oct - Nov	CC 2021 priorities and work plan	

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

Clatsop County Commission
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Item 2 Situation Assessment (SA)

- 2.1 Summary of the Assessment
- 2.2 Commission discussion

- A SWOT analysis
- Context for prioritizing issues and actions
- Structure of the SA ...

1. Introduction

2. Forces Affecting the County's Ability to Deliver Services

2.1 Demographic and Social Forces

2.2 Technological Forces

2.3 Economic Forces

2.4 Environmental Forces

2.5 Political Forces

3. County Performance on Service Delivery

4. Implications for the Strategic Plan

Includes evaluation of how COVID-19 may:

- (1) affect these forces (Part 2)
- (2) change demand for County services (Part 3)

County performance based on interviews, focus groups, and survey of senior County staff

- Causes of Effects
- Trends, innovations, disruptions likely to influence the future
- Typical broad categories:
 - Demographics
 - Economics
 - Environment
 - Technology
 - Policy

■ Positives

- Good economy; expectations of pop. /ec. growth
- County: good cash reserves; good staffing; commitment to work on “governance”

■ Issues

- Socio / Demographic: aging population, childcare, addictions, affordable housing
- Economics: ag, timber, tourism, diversity, income
- Environment: climate change
- Technology: digital gap, aging facilities
- Policy: partnerships, polarization

- Positives erased (or substantially decreased)
 - ~~Good economy; growth; cash reserves~~
- Issues: new ones
 - New / greater health and social issues
 - Addressing COVID requires resources: money, time Less available for other activities
 - Initial inefficiencies of work with social distance
- Issues: existing ones more complicated & acute
 - E.g., jobs, income, childcare, digital gap, homelessness, partnership, prioritization

■ Positive

- New County Manager; management / staff / Commission communication and relationship
- Good evaluations: internal and external
- Willingness to evaluate and improve

■ Improvements

- Governance: evaluation, documentation, decision-making
- Partnerships
- Specific service areas: e.g., homelessness, childcare, disaster preparedness

- **Summary pages 13 -14**
- **Candidate Focus Areas for the Plan (pick 5)**

County decision-making and
governance procedures
Resilience / emergency preparedness
Communication technology and
infrastructure
Economic development

Affordable housing and homelessness
Public health
Mental health
Child care
Public engagement procedures
Collaboration with partner organizations

- **Now.... Commission Discussion & Direction**

10 Minutes

Clatsop County Commission Work Session II, July 2020

Item 3 Break

- 1 ~~Context for Today's Topics~~
- 2 ~~Situation Assessment~~
- 3 Break
- 4 Vision, Mission, Values, Principles
- 5 Next Steps: Proposals and Decisions

Clatsop County Commission Work Session II, July 2020

4 Vision, Mission, Values, and Principles

- 4.1 Overview: Why and What
- 4.2 Prior VMV in Clatsop County
- 4.3 Some Good Examples
- 4.4 Conclusions and Suggestions

- “That’s how it’s always done”
- But why?
 - More agreement on broad goals than specific actions
 - Sideboards on actions
 - Implications for process

Role of VMVP in a Strategic Plan

- Vision, Mission, Values, Principles
 - Outcomes we want, and Guidelines for trying to achieve them
- Situation Assessment
 - Conditions that affect our ability to achieve outcomes
- Evaluation and Priorities
 - Issues and Actions
 - Actions to achieve outcomes that are realistic and effective

Looking to past County Strategic Plans for VMVP

- Clatsop County Strategic Plan, March 2012
 - Info dated. No M,V,P. Appears to have started with list of projects and then backed into Vision:

“The County could spend a lot of time and resources developing a vision statement, but perhaps an assertion of a vision statement could shorten the process.”
 - But, did have a typical & short Vision statement:

“By 2040, Clatsop County will be recognized worldwide for:

 - sustainable stewardship of the *environment*;
 - state of the art sustainable *economic development*
 - offering residents a *healthy, livable and prosperous* community
 - citizens who are *involved* and productive.“

Looking to past County Strategic Plans for VMVP

- Clatsop Vision 2030 Together, Jan 2015
 - Adopted as “review draft;” never implemented. 6 “focus areas,” each with its own vision and “potential actions” (88 in total). 10 “core values”
 - Summary vision: a line from each focus area vision
 - Evaluation:
 - Right concepts (e.g., vision, values, focus areas, actions)
 - Vision and some actions may still be relevant
 - VMV probably too long
 - Too many actions; no prioritization
 - No documented connection of actions to conditions

From 2030Together

VISION FOCUS AREAS



ECONOMY & JOBS

In 2030, Clatsop County has a diverse, stable economy that produces good living-wage jobs, allowing people of all ages and incomes to live here and thrive. Our economy balances the county's natural resource base with its scenic beauty – and growth with the long-term sustainability of our environment. We recognize the importance of our traditional industries, such as forestry, fisheries and tourism, while transitioning to the emerging economy of the 21st century. While maintaining our status as a maritime and forest products center, we also promote “value-added” industry and light manufacturing in appropriate locations. Newer, innovative enterprises are drawn here for both our natural environment and skilled workforce, and our prosperity builds on our rich culture, historical traditions, and vibrant arts and culture scene.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **New Industry and Business Development.** Develop new industries and businesses while protecting our traditional economic base. (Potential County Role: **LEAD/PARTNER**)
2. **Cooperative Marketing.** Promote cooperative marketing of Clatsop County as a place to visit and do business. (Potential County Role: **PARTNER**)
3. **Green Industry Marketing.** Market Clatsop County as a place for clean and green industry. (Potential County Role: **PARTNER**)
4. **Workforce Training.** Strengthen workforce training in targeted industries related to manufacturing and clean industry development. (Potential County Role: **PARTNER**)
5. **Port Revitalization.** Take advantage of growth in international maritime trade by supporting economic development efforts of the Port of Astoria. (Potential County Role: **PARTNER**)
6. **Infrastructure Improvements.** Improve local infrastructure that will support economic growth. (Potential County Role: **LEAD/PARTNER**)
7. **I.T. and Innovative Enterprise.** Recruit information technology businesses, innovative enterprises, and small businesses that will locate in Clatsop County for its environment, natural beauty and recreation. (Potential County Role: **PARTNER**)
8. **Light Manufacturing Job Centers.** Encourage the development of new light manufacturing and industry-related job centers in appropriately zoned areas. (Potential County Role: **PARTNER**)

This is a good summary material for a *review draft*, but not for a final plan.

Decisions should be made to focus on priorities:

- Six focus areas, each addressing 2 or 3 concepts
- Each has an average of 15 actions

FINAL DRAFT OVERARCHING VISION

IN 2030, we celebrate Clatsop County's unique regional and maritime setting and its distinct communities, finding common ground in our shared values and local identities. We protect and enhance our scenic beauty and natural resources as the foundation of our prosperity and outstanding quality of life. We create good jobs and economic opportunity through carefully planned, equitable growth where the benefits remain in our community. Our strong, well-funded schools, expanded higher education system, and a well-educated, diversified workforce guarantee our success by anticipating future local needs. We plan wisely for our local communities, concentrating development in existing urban areas, while preserving our ocean, shorelines, wetlands, forests, rivers and scenic corridors. We rejoice in sharing our local culture and history, including art, music, theatre, dance, and festivals. We assure access to excellent health care, public safety and recreation for all our residents, and are prepared for any emergency that may come our way. **TOGETHER**, we ensure that Clatsop County will remain our shared home – a special place where future generations grow together as we live, work, recreate, contribute and thrive.

Addresses each
Focus Area

Nothing left out

No tradeoffs; the best of
everything

But...some direction:

- Preserve natural areas
- Urban concentration
- Arts and culture
- Prepared for emergency

And...some gaps?

- Governance
- Social justice
- ...

Plan on a Page

Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.

Values

Opportunity

Salem is proactive and forward-thinking.

Compassion

Salem is fair, equitable, and safe.

Responsiveness

Salem is at your service, with capacity and partnerships to prepare for the future.

Accessibility

Salem is open and inclusive.

Goals

Vision for Growth and Development

Develop a comprehensive, long-term vision for future growth and development in Salem that has community participation.

Affordable Housing, Homelessness and Social Services

- Implement a Housing First strategy to provide housing security for Salem residents.
- Accessible health and social services for Salem residents.

Economic Development & Vibrant Downtown

- A greater survival rate for small businesses, growth of existing businesses, and attraction of new businesses.
- A vibrant downtown with low commercial vacancy, improved public amenities and high-quality housing that meets the needs of residents of all ages and incomes.

Critical Infrastructure

Simplify and streamline the City's infrastructure and master planning to better align City Council and community goals for the development and maintenance of a robust infrastructure system.

Sustainable Services

Align City services and available resources and maintain fund balance for the future.

Public Transportation

A public transportation system that meets community needs.

Environmental Action

Prepare a community-wide environmental strategy.

Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.

Values

Opportunity: Salem is proactive and forward-thinking.

Compassion: Salem is fair, equitable, and safe.

Responsiveness: Salem is at your service, with capacity and partnerships to prepare for the future.

Accessibility: Salem is open and inclusive.



GOALS AND ACTIONS



Vision for Growth and Development

Develop a comprehensive, long-term vision for future growth and development in Salem that has community participation.

Conduct citywide visioning process to determine the community's goals and priorities for future growth and development.

Update the Salem Area Comprehensive Plan with the results of the visioning.

Affordable Housing, Homelessness and Social Services

- Implement a Housing First strategy to provide housing security for Salem residents.

- Accessible health and social services for Salem residents.

Create a sustainable, substantive funding stream for development of affordable housing.

Enhance neighborhood livability and resident engagement through thoughtful site selection and design

for new affordable housing: prioritize access to transit, proximity to services, and the creation of a sense of community.

Maximize resources for and coordination of local social services and align Salem's existing social service funding with strategic initiatives.

Continue funding a program for rental assistance for homeless people.

Partner to establish a sobering and recovery center.

PLAN ON A PAGE

VISION

Issaquah thrives as a welcoming community creating a sustainable legacy for future generations that honors its rich history and passion for the natural environment

MISSION

Foster a safe, vibrant, livable, and inclusive community through effective stewardship and quality public services

GUIDING PRINCIPLES

PEOPLE

Foster community pride, engagement, strong and safe neighborhoods, and diverse opportunities

ENVIRONMENT

Effectively steward our natural environment to ensure a sustainable legacy for future generations

COMMUNITY PROSPERITY

Sustain a vibrant place to live and work with a stable and robust economy, an engaging civic culture, and an integrated transportation system

SERVICE EXCELLENCE

Deliver proactive, efficient, and effective public services for residents, businesses, and visitors

EQUITY

Ensure that Issaquah's services and outstanding quality of life are accessible to everyone



GOALS

MOBILITY

Getting around town is easier for people who live, work, and play here

GROWTH & DEVELOPMENT

Growth is proactively managed, planned and communicated in a responsible way that retains our strong sense of community and livability

ENVIRONMENTAL STEWARDSHIP

Environmental resources are proactively enhanced, protected, and stewarded

SOCIAL & ECONOMIC VITALITY

An economically vital and diverse community is supported by robust businesses, affordable housing and supportive services

CITY LEADERSHIP & SERVICES

Leadership and accountability is provided in the delivery of public services for our growing and diversifying community

INFRASTRUCTURE

An infrastructure system that is planned, designed, built, and maintained well supports current and future community needs



Mobility

Growth and
Development

Environmental
Stewardship

Social and Economic
Vitality

City Leadership and
Services

Infrastructure

Home > Your Government > Departments > Executive > Cit

GOALS

MOBILITY

GROWTH & DEVELOPMENT

This logic:

Vision

Mission

Values

Principles

Goals

(= Action Areas)

Actions

...then organizes Plan
and Website

- **Vision** short statement with 11 bullets

“For the Generations”

Our vision is to be a model community for 21st Century America, reflecting the best of our community’s resources, achievements, diversity, values, and pioneering spirit.

- **Mission**

Our mission is to provide excellent and cost effective services that support healthy, peaceful, safe and sustainable communities; and encourage meaningful participation in community activities and County governance.

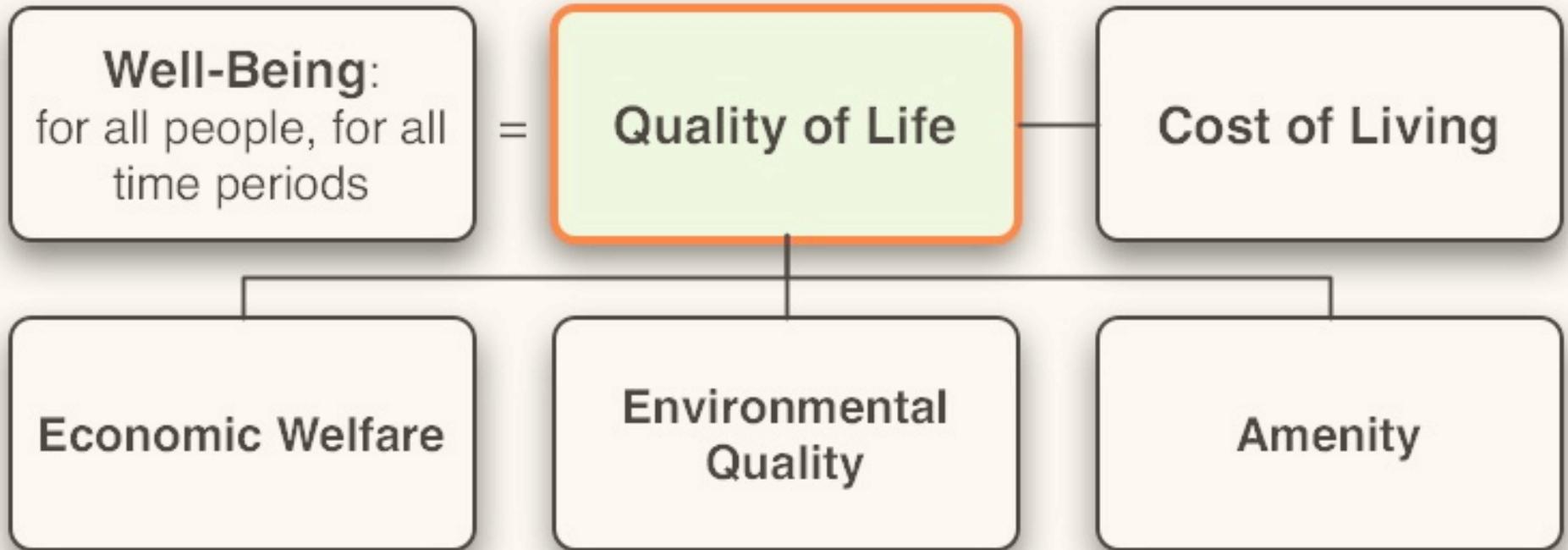
- **Principles** what we call values: 11 in total E.g., Accessibility, Accountability, Diversity
- **Fundamentals** what we call principles

Our Conclusions and Suggestions Re VMVP

- **Set clear definitions and use them consistently**
 - **Vision:** a desired future
 - **Mission:** the government's role in pursuing that future
 - **Values:** beliefs about standards
 - **Principles:** rules consistent with values that guide actions
 - **Action areas:** headings for grouping actions that address similar topics (e.g., economic development, homelessness)
 - **Goals, objectives, measurements:** descriptions of increasing detail of what an action should achieve
 - **Actions:** plans, investments, programs, or regulations undertaken to achieve goals

- Keep Vision short
- Have a focus
 - Many things are important to quality of life, now and in the future.
 - Yes, people want everything, but...
 - What does the County want to emphasize?

All of these impacts, by group = Equity



- Prosperity: job / wage / income; job quality; job security; economic stability
- Environmental quality: water; air; land; species diversity / habitat
- Social needs and amenities: health, security, education, social services, mobility, housing, culture, recreation, civic engagement, social justice, and more

All three subject to cost and ability to pay

Vision 4 Words you may want in your vision

From previous County documents; examples for other jurisdictions; Work Session I

- **Prosperity**
 - Economic development
(..specific directions?)
 - Job and Income
 - Diversity
 - Opportunity
- **Environmental Qual**
 - Natural
 - Protection
 - Sustainability
- **Livability**
 - Health, Security
 - Education
 - Arts and Culture
 - Public Services
- **Society**
 - Equity, Diversity
 - Engagement / Involvement
("small-town feel")
 - Governance

Resilience

Mission

- As with Vision: keep it broad and short
- Connect directly or indirectly to the ideas in the Vision
 - Vision: the desired future state
 - Mission: what a local government does to achieve that vision
- Typical mission for local governments:
Clearly specify the broad services it was created to provide, and to then provide them effectively, efficiently, within budget, and fairly.

- Easy to generate a list of virtues vs. vices...but...
- Saying everything is saying little...so...
- Shorten to what policy will emphasize
- **Typical Values**
 - Openness
 - Fairness
 - Responsiveness
 - Compassion
 - Diligence
 - Kindness
 - Perseverance
 - Generosity
 - Patience
 - Helpfulness / Service
 - Responsibility
 - Respect
 - ...
 - ...

Principles

- Rules consistent with values that guide actions
- Principles for both Policy and Operations
- Include County's recently introduced "Fundamentals"
 - County role
 - Service provider, partner, supporter
 - Funder of countywide services
 - County can't do it alone: partnership
 - Service delivery consistent with adopted policy
 - Strategic Plan, long-run financial plan, budget, ...

- Role and responsibility of County Manager
- Annual six-year financial forecast, and clear financial policies
- Annual review of County goals and performance
- Annual strategic plan
- Expectations for how organization will deal with public: inclusive, honest, engaged, ...
- Decisions only by collective action

- **Primarily about managerial duties**
 - Performance: competent and transparent
 - Focused on public good and delivery of County services to county citizens
 - Management a shared responsibility throughout the organization
 - Data-backed decision-making
 - Inclusion of all interests in evaluation and decisions
 - Legal and ethical actions
 - Teamwork

Next Steps for VMVP

- Today
 - Commission discussion and direction
- July
 - CPS creates draft of VMVP section of the Plan
 - County staff reviews and edits
 - Send to Commission as part of agenda packet for next Commission meeting
- Mid-August
 - Commission review and approval

Clatsop County Commission
Work Session II, June 2020

5 Next Steps: Proposals and Decisions

Month	1 Strategic Planning	2 Process and Procedures
Jan	Kickoff with CC Staff ↔	
Feb - Mar	Situation Assessment (SA): External drivers	Situation Assessment (SA): Internal drivers Document current P&P
Apr	CC discussion of SA and implications for Vision, Mission, Values (VMV) and potential priority issues and Strategies ↔	
May - Jun	Evaluation of Strategies (Actions, Policies); proposed Vision, Mission, Values (VMV) and Strategy categories	Evaluation of P&P Most important / easiest areas for improvement. Benefits / costs / tradeoffs
Jly	CC discussion of Evaluations; Direction on Priority Strategies and VMV; on P&P ↔	
Aug	Draft Strategic Plan	Draft Handbook for P&P
Sep	CC discussion and adoption of Strategic Plan and Handbook for P&P ↔	
Oct - Nov	CC 2021 priorities and work plan	

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

Revised Work Plan

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

Outline of the Strategic Plan

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

Cover

Table of Contents |

Acknowledgements |

Preface |

Summary (Plan on a Page) |

20 – 30 Pages

1 Introduction (total 3 - 4 pages)

Strategic Plan: What and Why

Many appendices

How the Plan is Organized

How the County Will Use the Plan

How the County Developed the Plan

What the County Learned

A separate, high-quality 2-to-4-page summary

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;

two pages and 2 – 3 specific actions per category

5 For More Information (total 1 page)

Details of the section on *Actions*

4 County Actions (total 10 pages)

Assume 5 focus areas of Actions; two pages and 2 – 3 specific actions per focus area

½ page Introduction explaining the context

For each action, describe:

(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.

Today's Direction from the Commission

- Focus areas for the Plan

-
-
-
-
-

- Directions on VMVP

-
-
-