



STRATEGIC PLAN 2021
CLATSOP COUNTY

ANNUAL UPDATE
FY 23-24 PRIORITIES
ADOPTED MAY 2023

STRATEGIC PLAN 2021

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CLATSOP COUNTY BOARD OF COMMISSIONERS



Mark Kujala
District 1
Chair



Courtney Bangs
District 4
Vice Chair



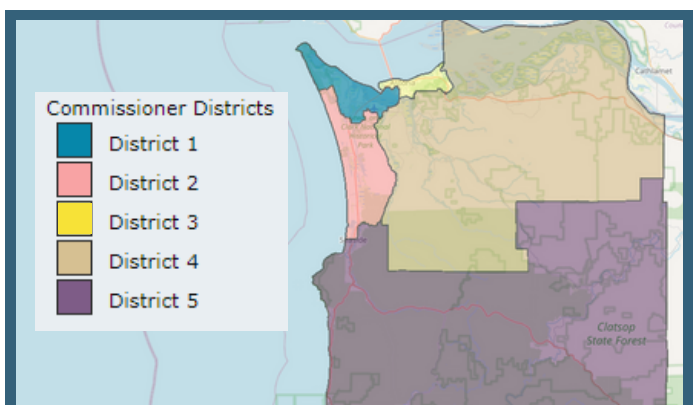
John Toyooka
District 2



Pamela Wev
District 3



Lianne Thompson
District 5



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.

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.

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.



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COUNTY MANAGER'S MESSAGE

Don Bohn

Sometimes it seems like the only constant we've experienced over these past few years in our County, state and nation has been change.

Managing change is hard, yet when we take the time to thoughtfully plan and set priorities, change can be transformative.

The Clatsop County Board of Commissioners adopted a strategic plan in January 2021, setting a direction for our future that holds County government employees accountable for turning the Board's vision and values into reality.

Each year since, your Clatsop County Board of Commissioners has gathered to reassess their plan, address new challenges, and determine how we as a County and community can become more resilient and navigate forward in a sustainable manner.

The Fiscal Year 23-24 priorities once again reflect our County's commitment to transparency and fiscal stewardship. They are realistic, detail our priorities and fiscal challenges, and set important benchmarks with results we will strive to attain.

We are at a pivotal point as a County and community, and this plan can help guide us through any rough waters ahead. But before we take a look at future plans, we want to highlight and celebrate key strategic plan accomplishments. They remind us that when we face challenges together and take thoughtful action, we make our County stronger.

A blue ink handwritten signature, likely of Don Bohn, consisting of stylized, flowing letters.

OUR PROGRESS

HOUSING

The lack of affordable and transitional housing is a critical issue impacting individual and family decisions regarding staying in or moving to Clatsop County.

- Through the state grant Project Turnkey 2.0, Clatsop County purchased the Columbia Inn in Astoria, began renovations to transform it into an emergency shelter that can house up to 75 individuals, and is entering into agreements with local nonprofit organizations to run the shelter.
- Clatsop County created a land transfer process where local municipalities and nonprofit organizations can request Clatsop County land that the county received through tax foreclosures. The City of Seaside has received land parcels and is looking at turning the space into affordable housing.
- An online dashboard was created for the public and municipalities. It maps all known affordable housing units within Clatsop County and shows new housing development — market-rate, workforce, and affordable— in real-time.
- The Clatsop Regional Housing Taskforce is a partnership between representatives from each city and the County (elected officials and staff), as well as local school districts and hospitals. Together we are identifying and supporting regional solutions to address residents' housing needs.
- Pre-development grants are made available for affordable housing initiatives.

CHILD CARE

Child care advisory group and grant program.



COMMUNICATIONS PLAN

The County has implemented our Communications plan and now provides more timely and relevant information to residents, businesses and guests. The County communicates daily through social media channels and provides in-depth information through our online Weekly Bulletin.

The Communications team developed strong working relationships with the Emergency Management Department, ensuring the public was kept well-informed during five wildfires, two summer air quality advisories and three winter storm advisories.

CONSOLIDATED 9-1-1 DISPATCH STUDY

This is an ongoing collaboration with city partners to develop a feasible plan to integrate /consolidate 911 emergency communications. The benefits to our community would include faster response times and an easing of staffing shortages at 911 call centers.

OUR PROGRESS

COMPLETED STUDY OF ANAEROBIC DIGESTER

Waste from high strength organic waste feedstocks produced by breweries/distilleries, seafood processors and septage haulers need special attention. That is why Clatsop County, local cities, and industries came together to develop a strategy to safely remove these wastes.

The next step is identifying a project champion who will take the lead on moving this project further.

FAIRGROUNDS MEMORANDUM OF UNDERSTANDING

Clatsop County worked closely with the Clatsop County Fair Board to update our agreement. The County now supervises county fair employees while the Fair Board retains their governance responsibilities and the hiring of the fairgrounds manager.



UPDATED BUDGETING PROCESS

County management continues to work with the Board of Commissioners and the Citizen Budget Committee members to improve the budget process and document. The budget document guides budget and staff priorities and serves as a statement of the strategic initiatives of the County.

PURCHASE/SALE OF NORTH COAST BUSINESS PARK

Clatsop County Board of Commissioners approved the sale of the North Coast Business Park in Warrenton. The property is near the U.S. Highway 101, just north of S.E. Ensign Lane.

The park is one of the last major industrial parcels of land in Clatsop County that is potentially developable and has access to the major highways and the airport. The County bought the acreage in 1991.

Possible uses include warehousing, manufacturing, flex space, automotive services, self-storage that includes space to store RVs and boats and a place to sell wholesale forest products.



SOLID WASTE FRANCHISE ORDINANCE

A Solid Waste Franchise allows local governments to better regulate the waste collection industry. This includes amounts charged for collection and services that are offered —such as recycling. The County also will receive a franchise fee from the Waste Collectors participating in the Franchise agreement.

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STRATEGIC PLAN FOCUS AREAS

The Clatsop County Board of Commissioners' objectives are organized in five focus areas:

Governance — How we will effectively, efficiently, and transparently choose and deliver key valued services that are consistent with our vision, mission and guiding values.



Infrastructure — How we will build or maintain public spaces and utilities, such as roads, water and wastewater treatment plants and pipes.



Economic Development — How we will help create and sustain a strong, diverse, and resilient economy now and for generations to come.



Environmental Quality — How we will protect, conserve, and promote the sustainability of natural resources in our intertwined ecosystem that provide life and sustenance to the County's partners.



Social Services — How we will promote community well-being and provide services that improve the quality of life for individuals and families in collaboration with our state, regional, and community partners.



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

- **Tier 1 - High Importance**
- **Tier 2 - Medium Importance**
- **Tier 3 - Low Importance (appendix)**

FY 2023-24 PRIORITIES

TIER 1

FOCUS AREAS

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

Sustainable County Operations

- **Action:** Create a plan for sustainable County operations that addresses:
 - How and what the County procures,
 - Feasible energy efficiency goals for County facilities and equipment, and
 - Fiscal sustainability.
- **Result:** Adopt plan
- **ESTIMATED COMPLETION:** JUNE 2024

Consolidated Emergency Communications

- **Action:** Continue collaboration with city partners to develop a feasible plan for integrated/consolidated emergency communications (9-1-1).
- **Result:** Governance model for County-wide integration of emergency communications (9-1-1)
- **ESTIMATED COMPLETION:** JUNE 2024

Transportation Safety Improvements

- **Action:** In collaboration with the State, develop a County/State plan with initiatives for safety improvements along County and State roads and HWYs.
- **Result:** County/State plan and identified initiatives
- **ESTIMATED COMPLETION:** JUNE 2024

Economic Development Strategies Plan

- **Action:** Implement feasible recommendations from the County's local development code that addressed barriers to housing development. Engage local jurisdictions and partners in discussions about possibly creating a County-wide economic development plan or strategy for each sector.
- **Result:**
 - Adopt changes to County development code
 - Develop a regional consensus regarding the pursuit of a County-wide economic development plan or strategy for each sector.
- **ESTIMATED COMPLETION:** JUNE 2024

FY 2023-24 PRIORITIES

TIER 1

FOCUS AREAS

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

FEMA BiOp

The Biological Opinion (BiOp) is a report issued by NOAA and the National Marine Fisheries Services that identifies the potential impacts to endangered species and habitats caused by FEMA's National Flood Insurance Program.

- **Action:** Continue advocating for County's concerns and interests regarding the FEMA BiOp by
 - Engaging with the State legislature,
 - Participating in the NEPA process, and
 - Participating in any form of the regulation process for floodplain management.
- **Result:** Plan for implementing required changes
- **ESTIMATED COMPLETION:**

Child Care

- **Action:** Continue supporting the expansion of local child care services through the County's Retention and Expansion Child Care Grant Program.
- **Result:** Distribute FY 23-24 award to grant recipients
- **ESTIMATED COMPLETION:** JUNE 2024

FY 2023-24 PRIORITIES

TIER 2

FOCUS AREAS

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

Community and Stakeholder Engagement

ACTION: Develop a community engagement plan for the County.

RESULT: Adopt plan

ESTIMATED COMPLETION: JUNE 2024

Equitable Access to County Services

ACTION: Create a plan to ensure equitable access to County services.

RESULT: Adopt plan

ESTIMATED COMPLETION: DECEMBER 2025

Rural Broadband Expansion

ACTION: Support private sector initiatives to enhance internet/broadband infrastructure in underserved and rural areas of the County.

RESULT: Plan for next steps

ESTIMATED COMPLETION: JUNE 2024

Tide Gates, Levees, and Dikes

ACTION: In collaboration with local districts, evaluate the current condition of existing tide gates, levees, and dikes and develop a work plan for addressing the identified needs.

RESULT: Work plan

ESTIMATED COMPLETION: DECEMBER 2024

Increase Workforce Housing Inventory

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

RESULT: County plan or strategy

ESTIMATED COMPLETION: JUNE 2024

FY 2023-24 PRIORITIES

TIER 2

FOCUS AREAS

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

Homelessness Initiatives/Actions

ACTION: Develop a long-term plan to support sustainable operations at the new Columbia Inn emergency shelter.

RESULT:

- Plan for sustainable operations at the Columbia Inn.

ESTIMATED COMPLETION: JUNE 2025

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APPENDIX:

- FY 2023-24
TIER 3 PRIORITIES

FY 2023-24 PRIORITIES

TIER 3

FOCUS AREAS

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

Carrying Capacity Analysis

- **ACTION:** Conduct an analysis of the carrying capacity of water infrastructure (such as water availability and wastewater management) in the Lewis and Clark area.
- **RESULT:** Recommendations created from carrying capacity analysis
- **ESTIMATED COMPLETION:** JUNE 2026

Evacuation Routes

- **ACTION:** Begin implementation of the County's Tsunami Evacuation Facilities Improvement Plan (TEFIP) by designating land for assembly areas.
- **RESULT:** County land designated for assembly areas (designated places for evacuees and survival equipment in the event of a tsunami)
- **ESTIMATED COMPLETION:** JUNE 2026

Impacts of Sea Level Rise on Public Infrastructure

- **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.
- **RESULT:** Plan for unincorporated Clatsop County
- **ESTIMATED COMPLETION:** MAY 2024

Water Quality & Quantity Monitoring

- **ACTION:** Continue engaging with local watershed councils and identify how to support their work.
- **RESULT:** Plan for support
- **ESTIMATED COMPLETION:** DECEMBER 2024

FY 2023-24 PRIORITIES

TIER 3

FOCUS AREAS

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

Management of Septage

- **ACTION:** Collaborate with cities and haulers to identify a pathway for local acceptance of septage. Work with the regional Community Action Team to disburse septage assistance grants.
- **RESULT**
 - Develop a strategy for local acceptance of septage
 - Identify grant recipients
- **ESTIMATED COMPLETION:** JUNE 2025

Behavioral Health Crisis Stabilization Plan

- **ACTION:** Facilitate/coordinate round table discussions with community providers about next steps for expanding the County's behavioral health crisis stabilization capacity.
- **RESULT:** Strategy for next steps
- **ESTIMATED COMPLETION:** JUNE 2025