

Clatsop County Commission
Work Session IV, 10 November 2020
Strategic Plan

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Clatsop County Commission
Work Session IV, 10 November 2020
Item I. Today's Agenda

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Agenda

Agenda, Work Session IV for Strategic Plan (10 Nov 2020, 12 - 2 PM)

- 12:00 Call to order; introductions
- 12:05 Item 1 Today's agenda
- 12:08 Item 2 Update on Plan document
- Schedule and products
 - Structure of the Plan
 - Appendices
 - Format
 - Discussion
- 12:30 Item 3 Focus-Area Actions
- Presentation of report findings
 - Results of Commissioner Survey on Preliminary Screening of Actions
 - Comments by County Manager
 - Commission discussion
 - Commission decision on a subset of priority actions for the Plan
- 1:45 Item 4 Check-in on where we are and next steps
- 2:00 Close

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Clatsop County Commission
Work Session IV, 10 November 2020
Item 2. Update on the Plan document

- 2.1 Schedule and products
- 2.2 Structure of the Plan

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Status and schedule for completion

- Draft Plan mainly written
 - But, “recommended” actions by focus area to be written after today’s discussion
- Draft Plan to Commission before Thanksgiving
- Dec 1. Work Session V: Review and discussion of draft Plan; directions for final
- Dec: final edits; final formatting
- Jan 2021: Adoption of Plan
- Feb 2021: Commission Work Plan for 2021 consistent with the Strategic Plan

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The Strategic Plan document

0 Front Material (4 pages)

Cover
Acknowledgements
Table of Contents
Summary (Plan on a Page)

20 – 30 Pages.
Supporting appendices.
A separate, high-quality,
2-to-4-page summary.

1 Introduction (3 - 4 pages)

Why local governments create strategic plans
Why Clatsop County created this strategic plan now
How the County created and will use this Strategic Plan
How to read this Strategic Plan

2 Foundation for Action (2 pages)

This section describes VMVP

Draft written,
except Section 4

3 Situation Assessment (3 pages)

Summary of what was presented at Work Session 2

4 County Actions (total 10 pages)

5 categories of Actions; = Focus Areas = Priorities
two pages and 2 – 3 specific actions per category

Today's focus

5 For More Information (1 page)

Links to appendices (prior tech work)

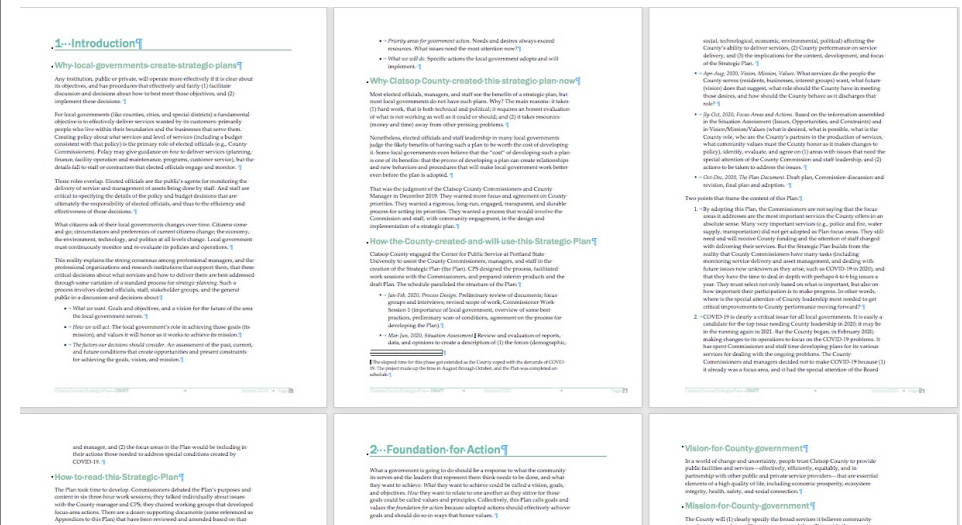
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Appendices to the Plan (will be available online)

- Overview of the planning process (Chapter 1)
 - Scope of Work; all WS presentations; other
- Mission, Mission, and Values (Chapter 2)
 - Tech memo on concepts; WS2 & WS3 presentations; tech memo on adopted language
- Situation Assessment (Chapter 3)
 - WS2 presentation; Situation Assessment report + two appendices
- Focus Areas and Actions (Chapter 4)
 - WS3 presentation (priority areas); tech memo for each focus area; WS3 presentation (actions)

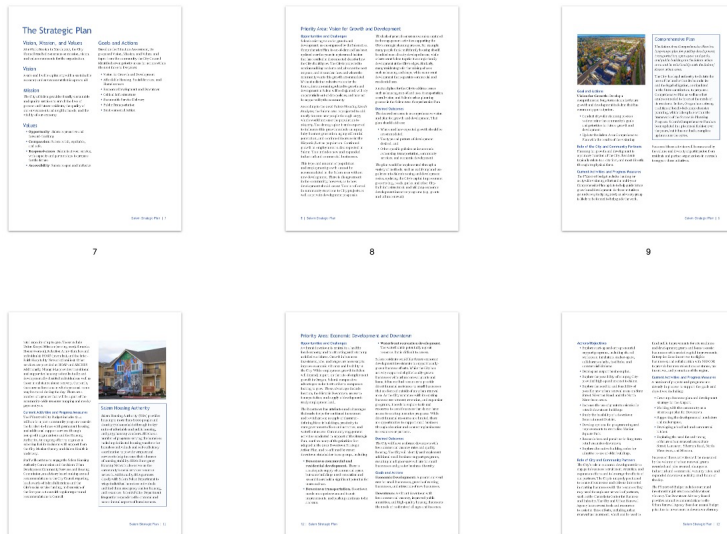
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Format of draft in Nov



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Format of final Plan adopted Jan 2021 (example)



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Clatsop County Commission Work Session IV, 10 November 2020 Item 3. Focus-Area Actions

- 3.1 Presentation/Summary of Focus-Area report findings
- 3.2 Commissioner Survey Results
- 3.3 Comments by County Manager
- 3.4 Commission discussion
- 3.5 Commission decisions on priority actions for Plan 10

Context for today's discussion and decisions

- Not deciding about priority areas:
Commission decided on areas in August
- *Focus Area Reports*: what the committees of Commissioners, staff, and others believe to be the "best" actions (e.g., most needed, most effective, most demanded, etc.) *within* each FA.
- CC probably cannot effectively work on all priorities in all areas. What is the subset of actions in each FA that make it into the Plan?
- Summary of Foundational actions in packet

Why not do everything?

- Budget, time, diffusion of focus
- Tier I (Foundational)
 - 12 broad actions; over \$600K in year one
- Many actions technically and politically hard
 - Commissioners: 3 – 5 work sessions prep; meet County manager / others. Total: 20 – 80 hr per Commissioner per Action
 - Staff: research, meet; support, outreach: 100-250 hr
- Conclusions
 - *Foundational* before *Aspirational*
 - Not all Foundational possible in first year

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How we will proceed today

- Short presentation by each Committee chair
 - Focus on summary slide of foundational actions
- Presentation by PSU: summary of Commission responses to questions about rating actions
- Presentation by County Manager: preliminary ideas about priorities given need and resources
- Commissioner discussion and decisions

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Presentations by Commissioners on Committee Reports with focus on recommended "Foundational" actions

Governance
Economic Development
Infrastructure
Environment
Social Services

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Governance: Com. Sullivan

- Integrate annual planning, budgeting, performance benchmarks, and reporting
- Develop Community Engagement Plan and enhance capabilities to execute
- Develop Internal Communications Plan and enhance capabilities to execute
 - \$215K one-time; \$95K annual

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Economic Development: Com. Kujala

- Plan for North Coast Business Park
- Toolkit summarizing business incentives, emphasize retention & growth of existing biz
- Review local regulatory barriers; opportunities to reduce the cost of development
 - \$110K one-time; annual \$ TBD

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Infrastructure: Com. Thompson

- Strategies for County involvement in development of affordable housing units
 - Identification of barriers to and missing types of affordable housing
 - Dashboard of housing units in pipeline
 - Strategies to expand and retain quality, diverse, and sustainable child-care resources
- Strategy to improve internet connectivity to most underserved communities in short/medium term
 - Participation in the COL-PAC Broadband Action Team
 - \$60K one-time, but many actions TBD; annual \$ all TBD

See "Social Services" for related action on affordable housing

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Environment: Com. Wev

- Create Environmental Quality Action Team to address climate change, natural resource conditions, mapping of resilient areas
- Moratorium on new homes on septic systems if less than one acre in Clatsop Plains area; assessment of water quality.
- Partner to create education and preparedness exercises for defensible fire space.
- Partner to develop materials for visitors to promote "leaving no trace" tourism.
 - \$180K one-time; annual \$ TBD

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Social Services: Com. Nebeker

- Develop a Navigation/Drop-In Center
- Identify a variety of housing options
- Expand Resource Development Team to better address trauma, particularly in youth
 - \$60K one-time; \$35K annual + 1 TBD

See "Infrastructure" for related action on affordable housing

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Trimming to priorities

- Best to get to 5 or 6 for major actions for next year [maybe 1 or 2 more if just initial research] *How?*
 - Select from *Foundational* [cut *Aspirational*]
 - Survey: preliminary Commissioner ranking
 - County Manager: Considerations
 - Commission discussion and decisions

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Presentation by PSU: Summary of Commission responses to questions about rating actions

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Survey responses (5 surveys)

RESPONSES reordered		Focus Area																		
		--Governance--			--Econ Devlpmt--			-----Infrastructure-----						----Environment----				--Social Services--		
Q#		G1	G2	G3	ED1	ED2	ED3	IH1	IH2	IH3	IB1	IB2	IC1	E1	E2	E3	E4	SS1	SS2	SS3
1	Top 1 action in each focus area	5	0	0	4	0	1	0	1	1.3	1.3	1	0.3	2	1	1	1	4	1	0
3	Top 7 of all 19 actions	4	1	1	2	1	1	3	1	2	3	1	2	2	3	1	0	5	1	1
Total votes		9	1	1	6	1	2	3	2	3.3	4.3	2	2.3	4	4	2	1	9	2	1
% of Max possible votes (10)		90%	10%	10%	60%	10%	20%	30%	20%	33%	43%	20%	23%	40%	40%	20%	10%	90%	20%	10%
		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
2	Bottom 1 action in each focus area	0	3	2	2	1	2	1	2.5	0	0	0.5	1	1	0	0	4	0	2	3
4	Lowest 7 of all 19 actions	0	2	1	1	4	3	1	3	2	1	3	2	2	1	0	3	0	3	2
Total votes		0	5	3	3	5	5	2	5.5	2	1	3.5	3	3	1	0	7	0	5	5
% of Max possible votes (10)		0%	50%	30%	30%	50%	50%	20%	55%	20%	10%	35%	30%	30%	10%	0%	70%	0%	50%	50%
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Ranking Methods

RANKINGS		G1	G2	G3	ED1	ED2	ED3	IH1	IH2	IH3	IB1	IB2	IC1	E1	E2	E3	E4	SS1	SS2	SS3
TOP rankings (to keep)		Survey results suggesting PUTTING THESE IN the plan																		
Criteria for Ranking																				
Total "Top" votes		Only three actions meet both of these criteria. No new actions get added until Top drops to 4 (adds IB1). In other words, G1, ED1, and SS1 stand far above all other actions.																		
Total "In bottom 7" votes																				
Rankings																				
Raw Tot "Top" - "In Bttm 7"		9	5	9
Rank TOP		1	3	1
BOTTOM rankings (to drop)		Survey results suggesting NOT PUTTING THESE IN the plan																		
Criteria for Ranking																				
Total "Bottom" votes		Five actions meet both of these criteria. No new actions get added until "Bottom" drops to 3 (adds IB1). In other words, G2, ED2, ED3, IH2, E4, SS2, and SS3 are clustered below																		
Total "In TOP 7" votes																				
Rankings																				
Raw Tot "Bottom" - "In TOP 7"		..	4	4	4	..	4.5	7	..	4	4
Rank BOTTOM		..	3	3	3	..	2	1	..	3	3

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Summary Ranking and Implications

COMBINED SUMMARY RANKING

	G1	G2	G3	ED1	ED2	ED3	IH1	IH2	IH3	IB1	IB2	IC1	E1	E2	E3	E4	SS1	SS2	SS3
Rank TOP	1	3	1
Rank BOTTOM	..	3	3	3	..	2	1	..	3	3

IF one accepts this ranking system, the conclusions would be:

- 7 Unlikely to be in top 5 - 7 actions: G2, ED2, ED3, IH2, E4, SS2, and SS3
- 3 Likely to be in top 5 - 7 actions: G1, ED1, SS1
- 9 Candidates for the remaining 2 - 4 actions for the Plan: G3, IH1, IH3, IB1, IB2, IC1, E1, E2, E3

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Presentation by County Manager: Considerations for Selecting Priority Actions

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Commissioner Discussion

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Clatsop County Commission Work Session IV, 10 November 2020 Item 4. Check-in

- 4.1 Where we are
- 4.2 Next steps

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Where we are

- Today's agreements
 -
 -
 -
- Status of report
 - Draft Plan mainly written
 - On track to have full draft for review and discussion at WS5, Dec 1
- Any Commissioner concerns or direction?

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Next steps

- Draft Plan to Commission before Thanksgiving
- Dec 1. Work Session V: Review and discussion of draft Plan; directions for final
- Dec: final edits; final formatting
- Jan 2021: Adoption of Plan
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- Any Commissioner concerns or direction?