

Clatsop County Commission  
Work Session I, February 2020

1

Clatsop County Commission  
Work Session I, February 2020  
**Overview of Today's Agenda**

- 1.1 Importance of Local Government
- 1.2 Overview of Some Best Practices
- 1.3 Preliminary Scan of Conditions
- 1.4 Commissioner Discussion

2

Clatsop County Commission  
Work Session I, February 2020  
**I. Importance of Local Government**

3

Clatsop County Commission  
Work Session I, February 2020  
**II. Some Best Practices**

- 11.1 Setting Priorities: Definitions and Concepts
- 11.2 Process: In general, and for this effort

4

## 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

5

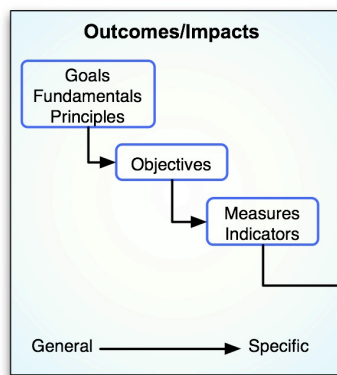
## Glossary for Strategic Planning

- 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

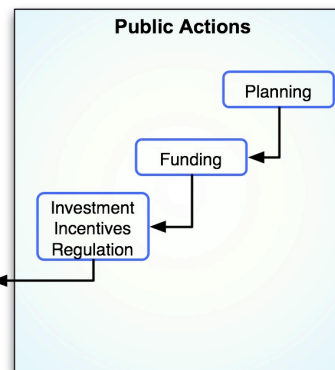
6

## What we want versus What we do

### What do we want to achieve?



### What do we have to do to achieve it?



**Pick Best Actions** ≈ Priorities

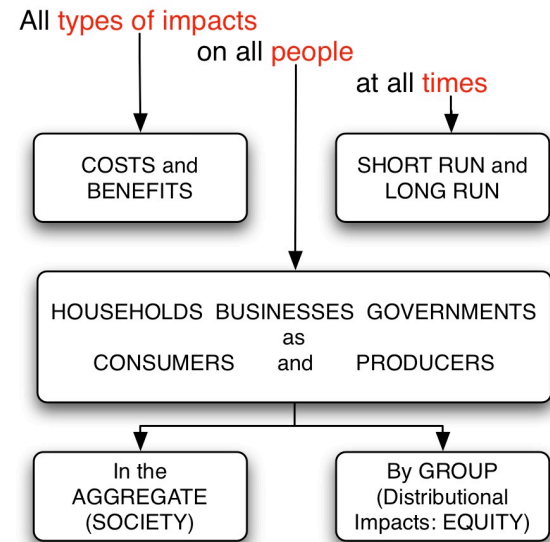
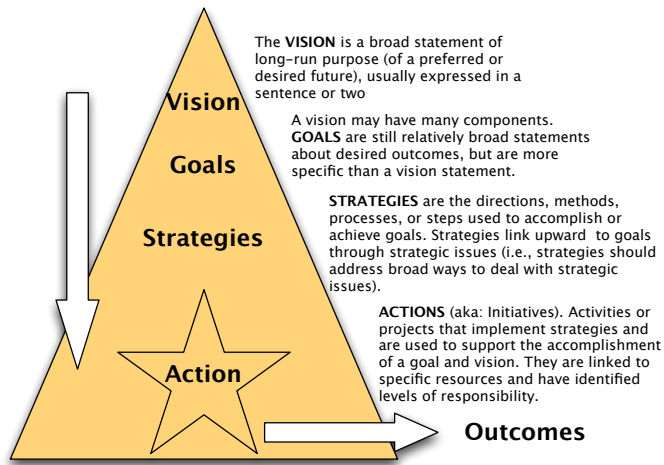
Activities that achieve the desired outcomes most efficiently (given cost / impact) and fairly

7

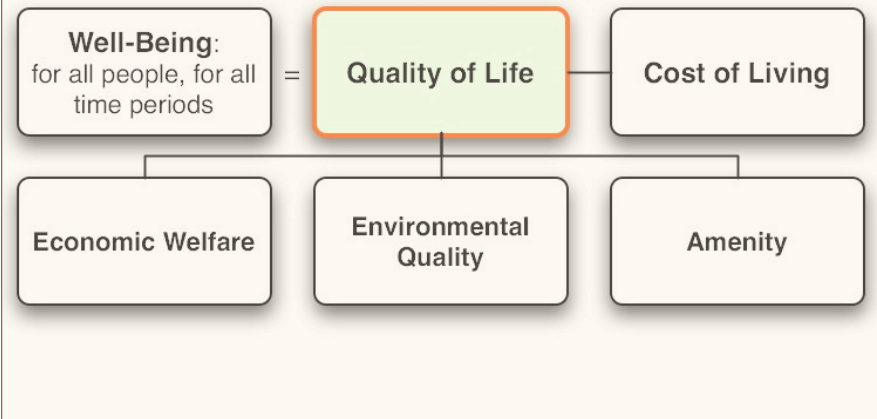
## Priorities → Strategic Plan

- 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

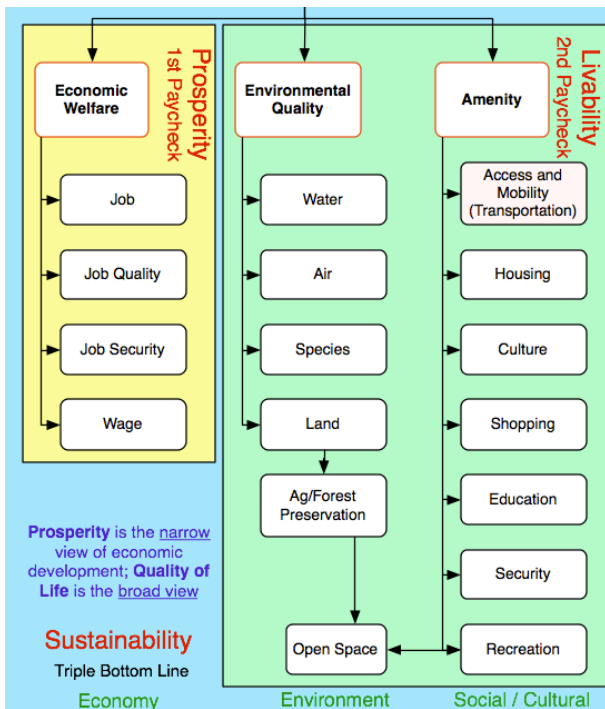
8



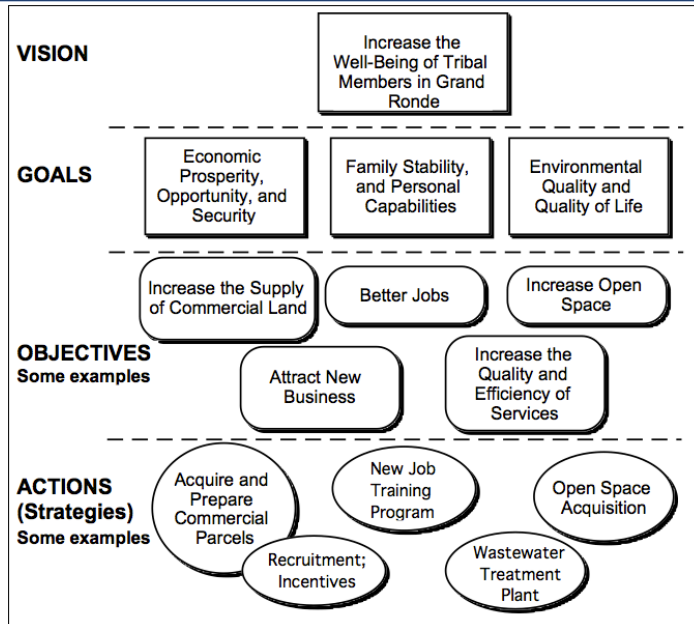
All of these impacts, by group = Equity



More Detail



## From Vision to Actions: An Example



13

## 1.2 Application to the County's Process

15

## Products & Process



14

## Recom

- Focus
  - (1) County services and (2) governance procedures
    - Implications for funding existing / new services
- Efficiency, not perfection
  - High level: big issues, not all the details
  - Build from prior studies
- Not strictly sequential....rather, iterative
  - Interim meetings and decisions
  - Get information that is needed

16

## Typical Outline for a Strategic Plan: Main Report

- I. Purpose/Background
- II. Situation Assessment
- III. Vision / Mission / Values / Goals
- IV. Strategies and Actions
- V. Implementation / Next Steps
- VI. Appendices

17

## 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

18

Clatsop County Commission  
Work Session I, February 2020

### III. Preliminary Scan of Conditions

- III.1 Reports and Focus Groups
- III.2 Interviews with Commissioners

19

Clatsop County Commission  
Work Session I, February 2020  
IV. Break

20

Clatsop County Commission  
Work Session I, February 2020

## V. Commissioner Work and Discussion

- V.1 Exercise: Goals, Drivers, Actions
- V.2 Discussion
- V.3 What matters most?

21

## What are Drivers?

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

22

Clatsop County Commission  
Work Session I, February 2020

## V. Commissioner Work and Discussion

- V.1 Exercise: Goals, Drivers, Actions
- V.2 Discussion
- V.3 What matters most?

23

Clatsop County Commission  
Work Session I, February 2020

## VI. Next Steps

24