

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR COLUMBIA COUNTY, OREGON

In the Matter of Adopting the Columbia County Strategic Plan

RESOLUTION NO. 44-2024

WHEREAS, the Board of County Commissioners adopted the Columbia County Mission Statement on October 5, 2016, and thereafter adopted the Columbia County Mission, Vision, and Value Statements by Resolution No. 15-2018 on May 9, 2018; and

WHEREAS, thereafter, the Board of Commissioners directed a Strategic Planning Committee to collaborate, draft goals and report back to the Board with proposed Goals and Outcomes to guide the County towards its Mission, Vision and Values; and

WHEREAS, the Strategic Planning Committee met several times in 2018 and 2019, collaborated with County Departments and drafted the Columbia County Strategic Plan Goals and Outcomes which were adopted by the Board of County Commissioners on January 8, 2019; and

WHEREAS, based on the adopted Strategic Plan Goals and Outcomes the Strategic Planning Committee met several more times over a period of 4 years¹, collaborated with County Departments and the Board of County Commissioners and drafted the Columbia County Strategic Plan, including Initiatives and Action Items for each adopted Goal; and

WHEREAS, the Board of County Commissioners finds that Columbia County Strategic Plan is critical for providing a foundation for unifying the priorities and goals for the County and for setting an organizational culture valuing communication, resourcefulness and innovation in providing exceptional service to the community;

NOW, THEREFORE, THE BOARD OF COUNTY COMMISSIONERS FOR COLUMBIA COUNTY HEREBY RESOLVES, as follows:

1. The Board hereby adopts the Columbia County Strategic Plan, attached hereto as Exhibit "A" and incorporated herein by this reference.
2. A Strategic Plan Implementation Team, including subcommittees shall be formed for the purpose of implementing the Strategic Plan.

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¹ Strategic Planning Committee Meetings were paused during the COVID-19 Pandemic

- 3. The Strategic Plan Implementation Team shall report on its progress to the Board of County Commissioners annually, or more frequently as appropriate.


DATED this 18 day of September, 2024.

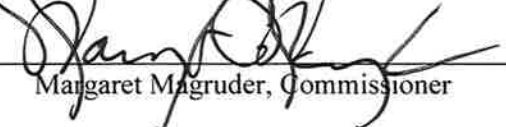
BOARD OF COUNTY COMMISSIONERS FOR
COLUMBIA COUNTY, OREGON

By: 
Casey Garrett, Chair

Approved as to form

By: 
Office of County Counsel

By: 
Kellie Jo Smith, Commissioner

By: 
Margaret Magruder, Commissioner



Service – Engagement – Connection – Innovation

Columbia County Strategic Plan

August 2024

COLUMBIA COUNTY STRATEGIC PLAN

Over the last several years Columbia County has endeavored to develop an organizational strategic plan. In 2018, the Board of Commissioners approved the county's mission statement, vision and values definitions. Soon after, a select group of employees formed the Strategic Planning Team and began meeting regularly. After a hiatus due to the COVID-19 pandemic, the team, along with the Board of Commissioners, have been developing the goals and outcomes that have formed this strategic plan.

What follows is the culmination of the Strategic Planning Team's work as guided by the Columbia County Board of Commissioners. It is intended to be usable for the organization as it moves to implement the plan.

COLUMBIA COUNTY MISSION

Service – Engagement – Connection – Innovation

At Columbia County, we serve with integrity and leadership to provide responsible government. We engage by listening and being proactive to community needs. We connect to build partnerships and opportunities. We innovate with resourcefulness to promote a healthy and prosperous Columbia County.

COLUMBIA COUNTY VISION

We value integrity and believe that working in an honest and transparent manner is crucial. We also understand and value accountability and trust, and will maintain an environment of open and respectful communication with our residents, our partners and our staff.

Our dedicated team will provide efficient services through accurate information sharing and timely decision-making.

We will work diligently to ensure that resiliency and successful outcomes for our residents are priorities.

We envision a peaceful community in which our residents are safe, healthy and secure.

We embrace diversity, equity and inclusion. We will cultivate a dependable and responsible system that supports our community and provides access to the services our residents need and desire.

We will engage the public in decision-making, and our community can expect that their contributions will guide decisions.

As leaders in community investments, we will foster relationships and collaborate with partners to discover innovative and cost-effective solutions to community aspirations.

We envision a vibrant economy that supports a high quality of life for present and future generations.

We will proactively develop creative solutions to the challenges of our evolving and growing community and will actively seek to apply new and visionary ideas that support our mission, our vision and our values.

COLUMBIA COUNTY VALUES

Integrity

Our leaders, staff and volunteers believe that working in an ethical manner is crucial to everything we do. We also understand the importance of accuracy, civility and trust. We strive to achieve an environment of honest interactions with each other, our partners and our residents.

Dedication

We are committed to our mission, vision and values, and hold ourselves to the highest standards of our professions. Through resourcefulness and perseverance, we actively seek to identify and develop creative solutions to new and existing challenges, and to remove barriers to success.

Accountability

We believe that safeguarding public assets is paramount, and hold ourselves accountable for the public resources entrusted in our care. We take our obligation to account for our activities, policies, decisions and spending seriously. We are answerable to our stakeholders for our actions and results.

Teamwork

Our employees are our greatest resource. We promote an atmosphere in which we actively work to connect with each other and our partners to achieve the best outcomes.

Respect

We treat all people with dignity and listen with openness and understanding. Our work environment fosters the appreciation of the values, skills, and abilities of everyone. We acknowledge that people are affected by our decisions, and aim to balance human and community needs.

Communication

Open communication from all levels of our organization is vital and encouraged. Connecting with our residents, staff and partners is essential to making informed, appropriate decisions. We provide access to county information in a convenient and accessible manner to stimulate productive dialog and public understanding.

Equity

A dynamic community is one in which all residents have the ability to thrive. Therefore, we strive to identify and eliminate barriers that might prevent full participation. We will operate under the principles of social justice in which all people have equal opportunity, where they are able to access community resources, and where they are treated equitably in order to succeed.

Community

We welcome all voices, regardless of race, ethnicity, gender, age, abilities, national origin, religious beliefs, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. We recognize and value how our differences contribute to a richer, more creative and productive environment.

Livability

We believe a healthy environment and strong economy will help our people flourish. We work to ensure a safe community through efficient criminal justice and effective human services. We also act with the utmost care for our natural, historic and aesthetic resources, and work to preserve and enhance them within our rural character for future generations.

COLUMBIA COUNTY STRATEGIC PLAN GOALS AND OUTCOMES**GOAL #1 – COMMUNICATION**

Columbia County's communication is clear, consistent and aligned through a communication strategy and process that is integrated into all Departments through the Board of County Commissioners, Elected Officials and Department Heads.

GOAL #1 OUTCOMES

- A. Employees are provided relevant information in a timely manner and have easy access to communications from the organization.
- B. The County responds in a timely manner, internally and externally, with stakeholders.
- C. Employees have an informed understanding of County structure related to decision making.
- D. Form Implementation Committee for continued strategic planning.

GOAL #2 – ORGANIZATIONAL EXCELLENCE

Columbia County strives for organizational excellence in its internal structure and processes to foster efficient and effective operations and use of the public's resources.

GOAL #2 OUTCOMES

- A. Columbia County will strive to streamline processes and efficiency.
- B. Columbia County's employees are engaged and have clear avenues for providing input into improving County operations.
- C. The organization is aligned with all departments, appropriately staffed, provided with necessary resources, and works collaboratively.
- D. Employees work in an environment that empowers them to take action and make decisions in order to excel in providing services.

GOAL #3 – ECONOMIC STABILITY AND ECONOMIC DEVELOPMENT

Columbia County has stable revenue sources and has established partnerships that support continued economic development throughout the county.

GOAL #3 OUTCOMES

- A. The County will revisit the priorities outlined in the Revenue Committee’s final report *Fiscal Sustainability in Columbia County: A Path Forward* published in October 2019.
- B. The County has established funding priorities consistent with the County’s values, and communicates these to internal staff and external stakeholders.
- C. The County makes strategic funding decisions in alignment with its priorities.
- D. The County encourages development of infrastructure to support business development within the county.

COLUMBIA COUNTY STRATEGIC INITIATIVES AND PLAN

In order to implement the goals to achieve the outcomes listed above, Columbia County will implement the initiatives as outlined in the following Strategic Plan Implementation Worksheet.

The Implementation Worksheet is intended to be a living document that will require updating annually and is intended to be shepherded by the Strategic Plan Implementation Team.

Columbia County Strategic Plan

Mission: Possible

At Columbia County, we serve with integrity and leadership to provide responsible government. We engage by listening and being proactive to community needs. We connect to build partnerships and opportunities. We innovate with resourcefulness to promote a healthy and prosperous Columbia County.

	GOAL #1 - COMMUNICATION Outcomes: 1.A - Employees are provided relevant information in a timely manner and have easy access to communications from the organization. 1.B - The County responds in a timely manner, internally and externally, with stakeholders. 1.C - Employees have an informed understanding of County structure related to decision making. 1.D - Form Implementation Team for continued strategic planning.		GOAL #2 - ORGANIZATIONAL EXCELLENCE Outcomes: 2.A - Columbia County will strive to streamline processes and efficiency. 2.B - Columbia County's employees are engaged and have clear avenues for providing input into improving County operations. 2.C - The organization is aligned with all departments appropriately staffed, provided with necessary resources, and works collaboratively. 2.D - Employees work in an environment that empowers them to take action and make decisions in order to excel in providing services.		GOAL #3 - ECONOMIC STABILITY AND ECONOMIC DEVELOPMENT Outcomes: 3.A - The County will revisit the priorities outlined in the Re-Committee's final report. 3.B - The County has established funding priorities consistent with County's values, and communicates these to internal staff and external stakeholders. 3.C - The County makes strategic funding decisions in alignment with its priorities. 3.D - The County encourages development of infrastructure and business development within the county.
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GOAL #1 - COMMUNICATION

INITIATIVES	CALENDAR YEAR 1		CALENDAR YEAR 2		CALENDAR YEAR 3
	Action Item	Who	Action Item	Who	Action Item
1.A.1 - Form a Communication sub-committee from the Strategic Planning Committee	Determine members & create committee including organization and scope.	Strategic Planning Work Group	Committee provides initial report/recommendations, which may include other initiatives.	Communications Subcommittee and PIO	Committee provides annual report/recommendations, which include other initiatives.
1.A.2 - Work with departments to create more robust employee newsletter.	Go live w/new format newsletter, work with Department Heads to lay groundwork, then work with Communications Subcommittee on implementation. Develop Employee Communications App (similar to Sheriff's Office).	Human Resources Director	Communications Subcommittee coordinates departmental submissions to newsletter. Communications App rollout for employees.	Communications Subcommittee and HR Director	Communications Subcommittee continues coordination with departmental submissions to newsletter and improvement of internal communications.
1.A.3 - Create an organization-wide online calendar that is regularly updated with all County committee and Commission meetings.	Utilize existing online calendar on the County's website to fill in information.	County staff assigned to committees and commissions.	Celebrate completion.		
1.B.1 - Create FAQ document for employee information.	Survey employees for common questions they receive, draft and publish document(s) and/or web page(s).	Strategic Planning Work Group with PIO.	Celebrate completion.		
1.C.1 - Create a centralized repository for County policies.	Review intranet and web pages and identify what is readily available/gaps. Develop template for County policy format. DH's to begin documenting policies, or formatting existing policies, to new format.	Department Heads	Determine the centralized place for departmental policies. Department Heads continue to document policies as needed.	Department Heads	Continue to develop repository of departmental policies. Department Heads to continue to document policies as needed.
1.D.1 - Form Implementation Team for continued strategic planning.	Determine members & create team including organization and scope.	Strategic Planning Team, Board of Commissioners, Dept. Heads	Team provides regular reports/recommendations to Board and Department Heads, which may include other initiatives. Helps organization to implement Strategic Plan initiatives.	Strategic Plan Implementation Team, Department Heads	Team provides regular reports/recommendations to Board and Department Heads, which may include other initiatives. Helps organization to implement Strategic Plan initiatives.

GOAL #2 - ORGANIZATIONAL EXCELLENCE

	Action Item	Who	Action Item	Who	Action Item
2.A.1 - Each department will have written Standard Operating Procedures (SOP's) available to staff. Incorporate into the department head evaluations.	Obtain big picture expectations from Board, DH's report to Board on how this will be implemented, then finalize implementation dates.	Board of Commissioners Department Heads	Department Heads continue to document SOP's as needed.	Board of Commissioners Department Heads	Department Heads continue to document SOP's as needed.

Columbia County Strategic Plan

GOAL #2 - ORGANIZATIONAL EXCELLENCE

2.C.1 - Incorporate departmental fees into the budget process.	Identify all existing fees, Create Board order, and Integrate into budget process.	Board of Commissioners Department Heads Finance	Review Fees in conjunction with Budget process. (Even if no change is needed)	Department Heads Finance	
2.D.1 - Create master training list for County and identify training needs by department. Incorporate into the department head evaluation.	Incorporate training needs into all performance evaluations. Identify gaps and adding to next year's goals.	HR Director			
2.D.2 - Identify employee roles and responsibilities and ensure employees are provided tools and training to do the job.	DH's provide Job Descriptions to all new hires. Analyze jobs and provide necessary training and tools.	HR Director Department Heads	Ongoing review of job descriptions to ensure accuracy.	Department Heads HR Director	Ongoing review of job descriptions to ensure accuracy.

GOAL #3 - ECONOMIC STABILITY AND ECONOMIC DEVELOPMENT

	Action Item	Who	Action Item	Who	Action Item
3.A.1 - Implement Jail/Enforcement Levies	In process.	Sheriff's Office JOCAC			
3.A.2 - Consider Transient Lodging Tax	Identify process and timeline	County Counsel	Place proposal on ballot.	Board of Commissioners County Counsel	
3.A.3 - Consider Updated System Development Charges (Parks & Roads)	Present latest SDC review to Board of Commissioners for consideration.	Public Works Director			
3.A.4 - Consider Vehicle Registration Fees	Identify process and timeline.	County Counsel or a new subcommittee.			Place proposal on ballot.
3.A.5 - Consider bonds or other funding options for sustainable County operations.	Identify process and timeline.	County Counsel or a new subcommittee.			
3.B.1 - Create list of funding priorities consistent with Values, Mission & Vision	Identify core services, minimum service levels. Tie Mission, Vision, Values to budget process.	Board of Commissioners, Finance, Consultant, Budget Committee?			
3.C.1 - Board adopts budget aligned with core services and minimum service levels.			Identify process and timeline.	Board of Commissioners Dept. Heads Budget Committee	
3.C.2 - Perform ongoing assessment of fees as part of the budget process.	Centralize schedule of current fees.	Finance, County Counsel	Individual departments are responsible for assessing their fee structure.	Board of Commissioners, Finance, Department Heads	Fees are updated as needed and appropriate during budget
3.D.1 - Continue engagement with Columbia Economic Team (CET) to get info about current efforts	Semi-annual report to the Board of Commissioners	Board of Commissioners	Semi-annual report to the Board of Commissioners	Board of Commissioners	Semi-annual report to the Board of Commissioners
3.D.2 - Establish expectations for communication between CET and County	Modify existing agreement?	Board of Commissioners, County Counsel			