



# Clatsop County Strategic Plan

March

# 2012

The Clatsop County Strategic plan is a compilation of the best intentions of the County Board of Commissioners to work together to create and achieve great programs and projects during the coming years. This document is intended to invite discussion and be updated and revised each year as the County's needs and priorities change.

**A blueprint  
for an exciting  
future.**

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## Executive Summary

Clatsop County is entering the 168<sup>th</sup> year of formal governmental organization. The County leadership for several years has requested a strategic plan. A strategic plan can serve as a focal point of agreement regarding what is important to the County. Few governmental organizations offer the communities they serve a strategic plan to use to hold the elected and appointed officials accountable. This plan should be discussed each year and revised as projects are completed or are felt to no longer be appropriate. The life of the plan is the responsibility of the staff and elected officials of the County. The plan should be considered each year during October by the Planning Commission so that the input can be incorporated into the Board discussion in January or February of each year.

### Prioritizing the Plan

Setting priorities is an interesting challenge. Some of the projects are underway and have momentum, and the rest are waiting for activity either by the County staff, the Board or the public. In the information attached to the Executive summary, the projects are organized as they were prioritized by the County Board during the 2012 retreat held on February 29. The Board opted to review the excellent prioritization process completed by the Planning Commission and then made adjustments to their recommendation.

The projects were prioritized based on the criteria which were weighted as identified in Table 1.

**Table 1  
Strategic Plan Prioritization**

Criteria	Value Compared To All Criteria (1-5)
<b>Revenue Availability – Is the project funded including both capital and operating costs?</b>	<b>5</b>
<b>Public Need – Does the project address a specific public need?</b>	<b>3</b>
<b>Cost Compared to Benefit – Do the benefits of the project outweigh the cost?</b>	<b>5</b>
<b>Constituent Development – Does the project build community? Does it address a specific need in an area or the whole County?</b>	<b>4</b>
<b>Supported by the Agencies-is the project supported by the agencies including cities, districts, state and federal?</b>	<b>3</b>
<b>Comparison of One Project Versus Another - Is the project a higher priority than other projects on the list? This is the ‘gut feel’ criteria.</b>	<b>5</b>
<b>Emergency Preparedness-Do the projects prepare the County for an emergency?</b>	<b>5</b>
<b>TOTAL</b>	<b>30</b>

The prioritization values were compared with each project as provided on the attached work sheet. It is important to note that based on this list of values Revenue Availability would score not more than 5 while the Supported by the Agencies would not score more than 3. The values may need to be revised and the number of criteria increased or decreased depending on future discussions with the Planning Commission and Board.

### Summary

The development of this Strategic Plan would not have been possible without the assistance the County Departments Heads and their staff that provided invaluable input and stepped up to provide the details that make the plan valuable. Nicole Williams, Assistant County Manager reviewed, managed the Department Directors' input and gathered the revised projects. Valarie Crafard, Clerk to the Board, provided formatting and editing services. The Planning Commission reviewed each project by dedicating an hour over the course of five meetings starting in October of 2011. Finally, thanks to the Board of Commissioners for their patience and leadership that has allowed the staff to develop this plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "Duane Cole", with a long horizontal flourish extending to the right.

Duane Cole  
County Manager

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# Status of Projects and Programs

Clatsop County		
Strategic Projects and Programs	Spring 2012	
	Lead	Supporting
<u>Projects</u>	<u>Department</u>	<u>Department(s)</u>
<b>Projects Underway</b>		
<i>Sheriff's Office</i>		
Remodel and Expand Jail	Sheriff's Office	Building and Grounds
<i>Planning</i>		
Ocean Planning	Planning	
Tsunami Evacuation route planning and development	Planning	Public Works; Emergency Management
<i>Public Works</i>		
Update Transportation System Plan	Public Works	Planning
Camp Rilea to Surf Pines Improvement Plan	Public Works	Planning
Westport Ferry Access	Public Works	Planning
Westport Boat Landing	Public Works	Planning
Westport Ferry Landing	Public Works	Planning
Westport Park Development	Public Works	Planning
Highway 101 Flooding	Public Works	Planning
Ensign Lane Extension	Public Works	Planning
Levee/Dike Certification process	Public Works	Planning
<i>Public Health</i>		
DEQ Septic Permitting	Public Health	Public Works
Public Health Accreditation	Public Health	
Coordinated Care Organization	Public Health	County Manager
<i>Building and Grounds</i>		
Historic Courthouse Landscaping	Building and Grounds	
<i>Emergency Management</i>		
Emergency Communications wing development	Emergency Management	
Warning Siren System	Emergency Management	County Manager
Communication Site Improvements (OWIN)	Emergency Management	County Manager
Japanese Tsunami Debris Identification and Removal	Emergency Management	Public Works
<i>Fair</i>		
Fairgrounds Lower Field Wetland Mitigation	Fair	
<i>County Manager</i>		
North Coast Business Park Marketing	County Manager	Public Works
Fisheries and Estuary County Coalition	County Manager	Public Works
<i>Juvenile</i>		
Early Childhood Learning Council organization	Juvenile Department	
<b>Projects Prioritized by Board</b>		
<i>Planning Projects</i>		
1 County Technology Plan - Update	Information Technology	All Departments
2 Historic Preservation Program	Planning	
3 Comprehensive Plan Update	Planning	
4 Transmission Line Standards	Planning	Public Works
5 Re-establish Citizen Advisory Committees	Planning	
6 Renewable Energy Plan	Planning	Building and Grounds; Public Works
7 Estuary Planning	Planning	
8 Sustainability Plan	Planning	
9 Housing Quality Plan	Planning	
10 Criminal incarceration, rehab. and prevention plan	Sheriff's Office	County Manager
<i>Projects</i>		
1 Westport Slough Dredging	Public Works	Planning
2 Fire Station Access Development	Public Works	Planning
3 Westport Traffic Calming & Pedestrian Imp.	Public Works	Planning
4 Countywide By-Pass, Truck, Evac. Route	Public Works	Planning
5 DSL Permitting by County	Public Works	Planning
6 Clatsop Plains Wastewater	Public Health	Public Works
7 Environmental Evaluation and Sediment Clean-up Columbia River Estuary	Planning	Public Works
8 East County Dock Expansion	Public Works	Planning
<i>Facilities</i>		
1 North Coast Business Park Development	County Manager	County Manager
2 Recycling Center for Household Hazards Wst	Public Health	Building and Grounds
3 Joint Public Works Location	Public Works	
<b>Projects for Staff and Projects Not Prioritized</b>		
Fee Study Update	Finance	All Departments
Internal Financial Controls Assessment and Plan	Finance	All Departments
Workforce Plan for County Organization	Human Resources	All Departments
Water Resource Planning	Public Works	Planning, Public Health



<u>Projects</u>	<b>TOTAL</b>	<b>REVENUE</b>					<b>Net Cost</b>
		State	Special	Road	Industrial	Fees and Non-profit.	
<i>County Manager</i>							
North Coast Business Park Marketing and Development	\$ 200,000						\$ 200,000
Fisheries and 4 Counties	\$ -						\$ -
<i>Juvenile</i>							\$ -
Early Childhood Learning Council organization	\$ 50,000						\$ 50,000
<b>Subtotal of Projects Underway</b>	<b>\$ 32,930,000</b>						<b>\$ 17,365,000</b>
<b>Projects Prioritized by Board</b>							
<i>Planning Projects</i>							
County Technology Plan - Update	\$ 25,000						\$ 25,000
Historic Preservation Program	\$ 30,000					\$ 25,000	\$ 5,000
Comprehensive Plan Update	\$ 200,000	\$ 50,000					\$ 150,000
Transmission Facilities Standards	\$ -						\$ -
Re-establish Citizen Advisory Committees	\$ 40,000						\$ 40,000
Renewable Energy Plan	\$ 75,000						\$ 75,000
Estuary Planning	\$ 50,000						\$ 50,000
Clatsop County Sustainability Plan	\$ 100,000						\$ 100,000
Housing Quality Plan	\$ 200,000						\$ 200,000
Criminal incarceration, rehab. and prevention plan	\$ 50,000						\$ 50,000
<i>Projects</i>							
Westport Slough Dredging	\$ 2,500,000	\$ 2,250,000					\$ 250,000
Fire Station Access Development	\$ 10,000						\$ 10,000
Westport Traffic Calming & Pedestrian Imp.	\$ 850,000	\$ 680,000					\$ 170,000
Countywide By-Pass, Truck, Evac. Route	\$ 2,200,000	\$ 1,980,000					\$ 220,000
DSL Permitting by County - paid by fees collected	\$ 100,000	\$ 100,000					\$ -
Clatsop Plains Wastewater	\$ 150,000	\$ 100,000			\$ 50,000		\$ -
Environmental Evaluation and Sediment Clean-up	?						?
Columbia River Estuary							
East County Dock Expansion	\$ 500,000	\$ 450,000					\$ 50,000
<i>Facilities</i>							
North Coast Business Park Development	\$ 200,000						\$ 200,000
Recycling Center for Household Hazards Wst	\$ 355,000	\$ 295,000			\$ 60,000		\$ -
Joint Public Works Location	\$ 5,000,000						\$ 5,000,000
<b>Subtotal of Prioritized Projects</b>	<b>\$ 12,635,000</b>						<b>\$ 6,595,000</b>



## Introduction

Strategic planning is an opportunity to clearly state the highest priority big projects. A strategic plan should be simple to understand yet provide sufficient complexity to inform and invite a discussion of the contents. The plan needs to be flexible since funding opportunities, for example, may change the priorities. The following is a list of what comprises a strategic plan:

- A strategic plan is a compilation of the County's projects.
- A strategic plan includes a prioritized list of the projects over time. The Board should establish the overall priorities respecting that some projects for a variety of reasons will need to be first and others later.
- A strategic plan has cost estimates. The project costs should be reflected over time and there should be a breakdown of the funding. The plan needs to have realistic funding identified for each project in the plan.
- A strategic plan includes the large and difficult projects the County faces, and it should not include the on-going improvement projects and programs. The definition of on-going can change over the years.
- A strategic plan is flexible. It should be reviewed and revised every year.

The importance of developing a strategic plan is that just writing the big picture projects down and reviewing them each year can lead to long-term results. The plan can become a focal point for the Board, the community, state and federal agencies, and staff during the coming years. The strategic plan assists with educating the community on what is important and it can provide the County with an overall sense of leadership and direction. The strategic plan can be above the day to day policy and political disagreements by focusing everyone on specific projects.

## Clatsop County Vision

Vision statements reflect the values a community shares. These statements are broad enough to encompass almost everyone's opinions and they provide a focal point for discussing the future. Vision statements should invite the difficult conversations about the future of a place. A vision is important since it provides a commonly held statement to refer to when there are questions regarding the direction of the County.

The County Comprehensive Plan offers clues for development of a good vision statement. It offers a strong and vibrant set of policies for protecting the environment while also stating the need for encouraging and enhancing economic development. It has statements regarding the valuable culture of logging, fishing and the need to assure that these activities are accomplished in a sustainable manner. Defining the meaning of sustainable is an invitation for long discussions over time about the future of the County.

Clatsop County has a number of documents that assert a vision for the County. One of the best vision statements is found on page 53 of the Clatsop County Recreation Lands Master Plan.

*By 2015, Clatsop County will be a contributor to a countywide recreational system of parks and trails that are well known, maintained and supported. This recreational system will add significantly to the area's growing reputation as a good, healthy place to live, work and visit."*

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.

*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; and,*
- *citizens who are involved and productive.*

## **Foundations of a Strategic Plan**

Timing. Timing of consideration of major projects is critical to their success especially if the public is involved. Communities can become distracted and lose focus by paying attention to issues that are important in the short term, but make little difference to the whole community in the long term. Sometimes a Board or community needs to resolve the shorter-term issues. Before embarking on a big project stock needs to be taken regarding the stability of the Board, the County and the community.

Leadership. Projects need to be championed by leaders willing to spend time and treasure on the project. Time is easy to define since it involves the commitment to meeting, studying, and interpreting complex information. Treasure includes not only the actual project cost but also the time commitment and the lost opportunities to work on other projects. These other projects may be important to some members of the community who believe they should not be delayed. Leadership needs to be credible and consistent so priorities can be communicated and projects completed. Leadership means building a consensus so that the strategic plan can be handed off to the next group of elected and appointed officials.

Financial stability. An organization in financial chaos must sacrifice strategic planning for short-term problem solving. Clatsop County has a long-range financial plan that is used to set service levels. The plan provides the backbone for boards to use to provide a stable financial foundation for the County. The capacity to consider a strategic plan is based on the development, continual updating and consistent application of the County's long-range financial plan.

Plans and studies. A strategic plan does not occur in a vacuum of information. The County is nearly 170 years old and many capable elected and appointed officials have ordered studies over the years. Expert consultants and County staff developed many of these studies. The historical record of information provided by these studies need to be reviewed and understood prior to moving forward with projects. These studies provide a framework of information to consider in the development of the projects identified in the strategic plan. The background information provided in these studies offer the context for many of these projects. (Appendix A)

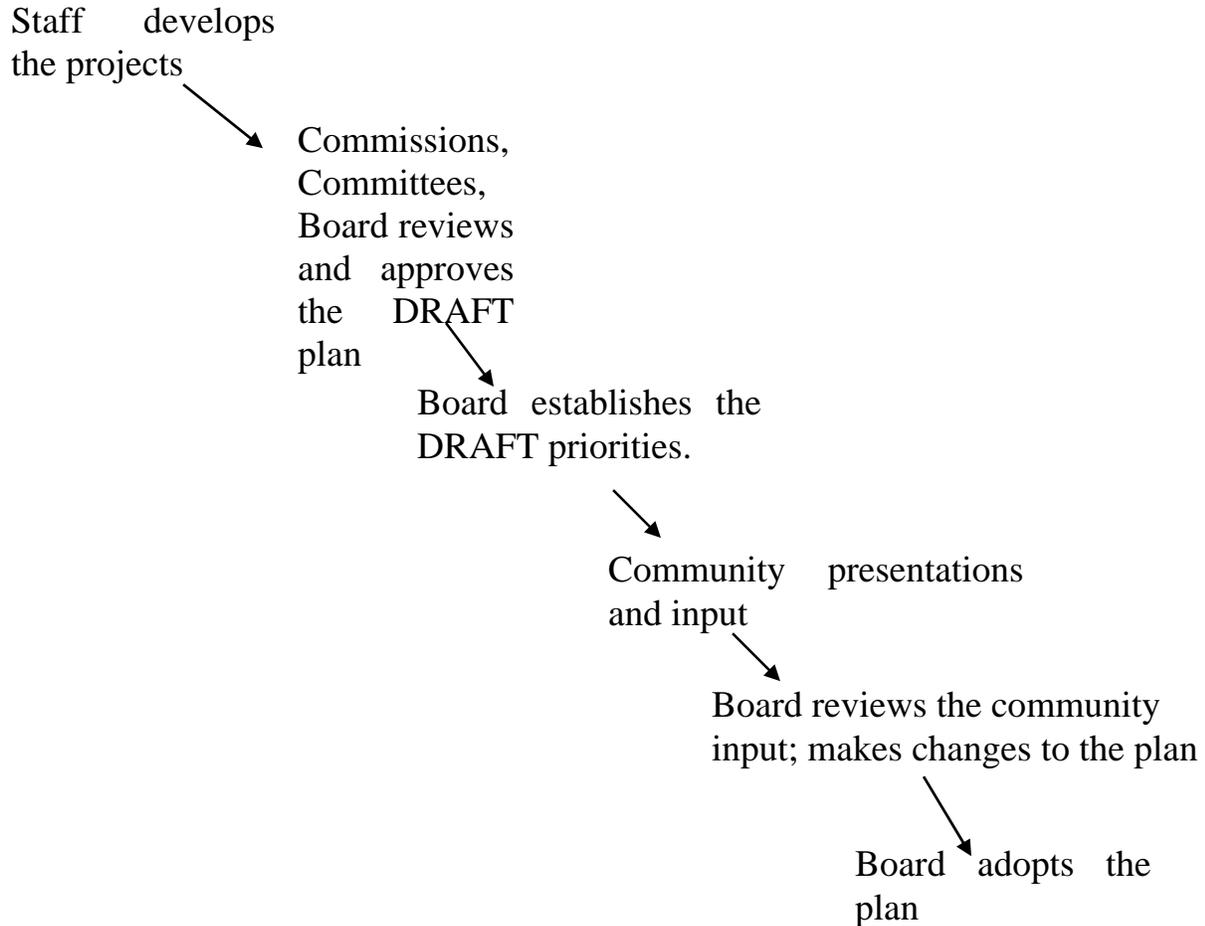
Community involvement. Community involvement is the critical component to discuss during project development. Whether the community includes the whole county or only a specific interest group, contacting, convening, measuring, evaluating and incorporating community involvement and input is critical. The development of the strategic plan may include a survey of the community in order to gather key perspectives on the priorities for the future. Care should be taken by leadership to balance community input with educating the community about the priorities. Some projects, for example, cannot move forward because of the complexities involved like environmental regulations, lack of funding, or a lack of clarity regarding what should be achieved. The challenge for leadership is to balance and inform the community. Timing is everything with the implementation of strategic plans.

Future challenges. There are questions regarding the future that remain unresolved and are shaking society's foundation. First, the future of energy in the Country could have a profound impact on Clatsop County. What does a transportation system look like with 50% less gas tax revenue due to increased miles per gallon? What is the future of wave or wind energy? Second, environmental issues including the need to restore salmon in the Columbia River have and will drive the future of the area. Third, there is a conversation regarding development in the County versus restoring and preserving much of the area for the fish habitat. Fourth, there is also the threat of a tsunami and earthquake event that could dramatically change the landscape. These are items that impact a strategic plan and how projects are prioritized.

Staff resources. Clatsop County has a limited number of staff. This creates the need to carefully weigh the impact large projects have on the current staffing capacity. Limited resources require careful management in order to complete the big projects. Even with a carefully restrained planning and prioritization process important projects may be delayed until staff is available or resources are identified to hire the staff needed to complete the project.

## Process Leading to Affirmation of the Plan

Strategic plans involve prioritization based on what is possible. It is a step by step process that requires leadership since what is possible may not match what people want to see happen. For example, a by-pass may be a high priority, but based on funding, the environmental impacts, and lack of agreement on a specific solution it may be years before the project is ready to proceed. A jail project however may be easier to quantify and therefore a higher priority. Based on the complexities it appears an iterative process to affirm the plan may be useful. The proposed process would be as follows:



These processes require a community education process to define the strategic plan and inform the community about what is included in the plan. Ideally, all of this effort would occur prior at the beginning of the budget process so that the priorities could receive funding or have a funding plan going into the annual budget cycle. After this first iteration, the Board could advise staff to develop a strategic review process every five years with an annual review every year by the Board on the overall progress and changes to the plan. Staff should update the Board each quarter on the on-going progress of projects included in the plan.

## Clatsop County Demographics

Clatsop County is a destination vacation area for the Pacific Northwest, the United States and the world. The view from the beach is a world-wide treasure. The confluence of the Columbia River with the Pacific Ocean provides a world renowned fishery that supports a healthy local marine services industry that includes worldwide shipping, boat construction, repair and maintenance. Just inland from the ocean, the County is some of the best temperate rain forest environment in the world. Trees provide habitat for fish and logging in areas set back from the streams and provides local family wage jobs. The relatively rural life-style and the close proximity to metropolitan Portland is great for offering residents access to services and entertainment. The natural beauty, resource based industries, and temperate climate make Clatsop County a great place to live.

The data collected by the Census does not fully reflect the population of Clatsop County since on summer weekends the County population can be much higher than the full-time population. As a vacation and second home destination people from all over the world come to the area to enjoy the numerous amenities. The Census provides a snapshot of who was here in the County during the Census, and through the housing data of vacant and second homes there are some additional indicators of the overall population on a busy summer weekend.

Clatsop County’s overall population grew by 4 percent from 2000 (35,650) to 2010 (37,039). The County population dropped slightly in the past two years based on the estimated population figure of 37,404 in 2008. The change in population varied by city with Warrenton growing by 22 percent and Gearhart by 47 percent in the past 10 years, but Astoria’s population fell by 3.4 percent over the same period.

Table 1  
Clatsop County  
Population by Area

<b><u>POPULATION BY AREA</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>	<b><u>% Change</u></b>
<b>Astoria</b>	<b>9,813</b>	<b>9,477</b>	<b>-3.42</b>
<b>Cannon Beach</b>	<b>1,588</b>	<b>1,690</b>	<b>6.42</b>
<b>Gearhart</b>	<b>995</b>	<b>1,462</b>	<b>46.93</b>
<b>Seaside</b>	<b>5,900</b>	<b>6,457</b>	<b>9.44</b>
<b>Warrenton</b>	<b>4,096</b>	<b>4,989</b>	<b>21.80</b>
<b>Total Incorporated</b>	<b>22,392</b>	<b>24,075</b>	<b>7.52</b>
<b>Total Unincorporated</b>	<b>13,238</b>	<b>12,964</b>	<b>-2.07</b>
<b>Clatsop County</b>	<b>35,630</b>	<b>37,039</b>	<b>3.95</b>

Clatsop County’s unincorporated area population decreased by 2 percent. This is due to annexations by the cities, state land use laws that limit rural development to areas with sewer and water service, and the economic downturn in 2008 at the end of the 10 year

period. The County should anticipate continued stable or decreasing population in the unincorporated areas.

Clatsop County’s population like the population of Oregon and in the United States is aging. While the detailed breakdown of age categories for 2010 has not been released yet those 18 years and older have increased over the past 10 years. The aging of the population is projected to continue into the future and will be an item to consider in the development of the strategic plan.

Table 2  
Clatsop County  
Population Age

<b>POPULATION AGE</b>	<b>2000</b>	<b>2010</b>	<b>% Change</b>
<b>18 and Older</b>	<b>76.3%</b>	<b>79.5%</b>	<b>4.19%</b>

As in the rest of Oregon, the fastest-growing segment in Clatsop County is the Hispanic/Latino population, which grew from 1,597 to 2,838 and increased from 4.5 percent of the total population in 2000 to 7.7 percent in 2010. The total number of residents listed as Black, Native American, Asian, Pacific Islander, other race or two or more races increased from 2,445 in 2000 to 3,359 in 2010.

Housing units in Clatsop County reflects the use of vacation rentals or second homes. The year 2000 indicates that there were 4,962 or 25.3 percent vacant units, and in 2010 the number had increased to 5,804 or 26.9 percent. While some of the increase of 842 units may be attributable to the downturn in the economy, a portion of the increase is likely due to the development and purchase of second homes. In the cities, Cannon Beach with 58.1 percent of the housing units for sale/rent or vacation homes has the highest percent of vacant housing while Warrenton at 11.3 percent is the lowest.

Table 3  
Clatsop County  
Housing – Percent Vacant Housing Units

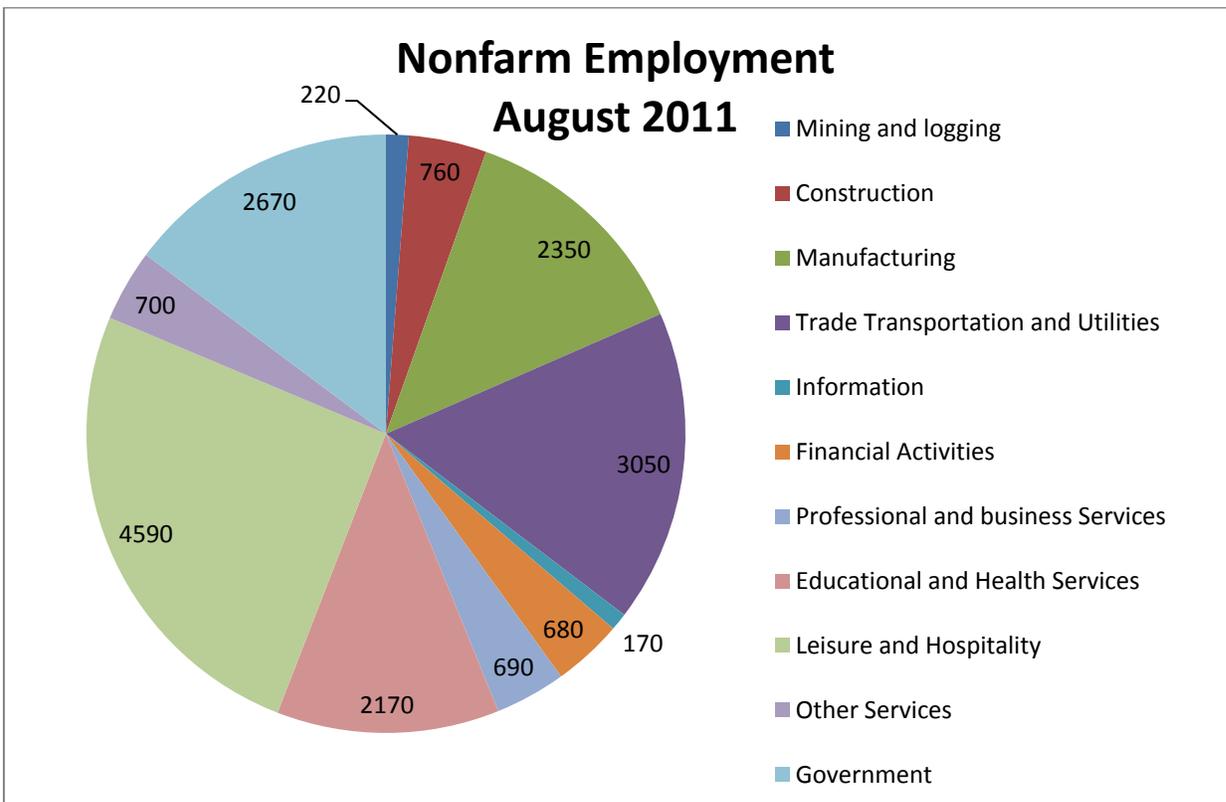
<b>HOUSING</b>	<b>2000</b>	<b>2000</b>	<b>2000</b>	<b>2010</b>	<b>2010</b>	<b>2010</b>
	<b>Total</b>	<b>Vacant</b>	<b>% Vacant</b>	<b>Total</b>	<b>Vacant</b>	<b>% Vacant</b>
<b>Astoria</b>	<b>4,858</b>	<b>623</b>	<b>12.82</b>	<b>4,980</b>	<b>692</b>	<b>13.90</b>
<b>Cannon Beach</b>	<b>1,641</b>	<b>931</b>	<b>56.73</b>	<b>1,812</b>	<b>1,053</b>	<b>58.11</b>
<b>Gearhart</b>	<b>1,055</b>	<b>605</b>	<b>57.35</b>	<b>1,450</b>	<b>801</b>	<b>55.24</b>
<b>Seaside</b>	<b>4,078</b>	<b>1,422</b>	<b>34.87</b>	<b>4,638</b>	<b>1,669</b>	<b>35.99</b>
<b>Warrenton</b>	<b>1,799</b>	<b>178</b>	<b>9.89</b>	<b>2,196</b>	<b>248</b>	<b>11.29</b>
<b>Total Incorporated</b>	<b>13,431</b>	<b>3,759</b>	<b>27.99</b>	<b>15,076</b>	<b>4,463</b>	<b>29.60</b>
<b>Total Unincorporated</b>	<b>6,254</b>	<b>1,203</b>	<b>19.24</b>	<b>6,470</b>	<b>1,341</b>	<b>20.73</b>
<b>Clatsop County</b>	<b>19,685</b>	<b>4,962</b>	<b>25.21</b>	<b>21,546</b>	<b>5,804</b>	<b>26.94</b>

Extrapolating weekend occupancy on the Coast is rarely accurate. Based on the number of hotel and motel rooms, camping sites, plus if all of the vacant housing units are filled

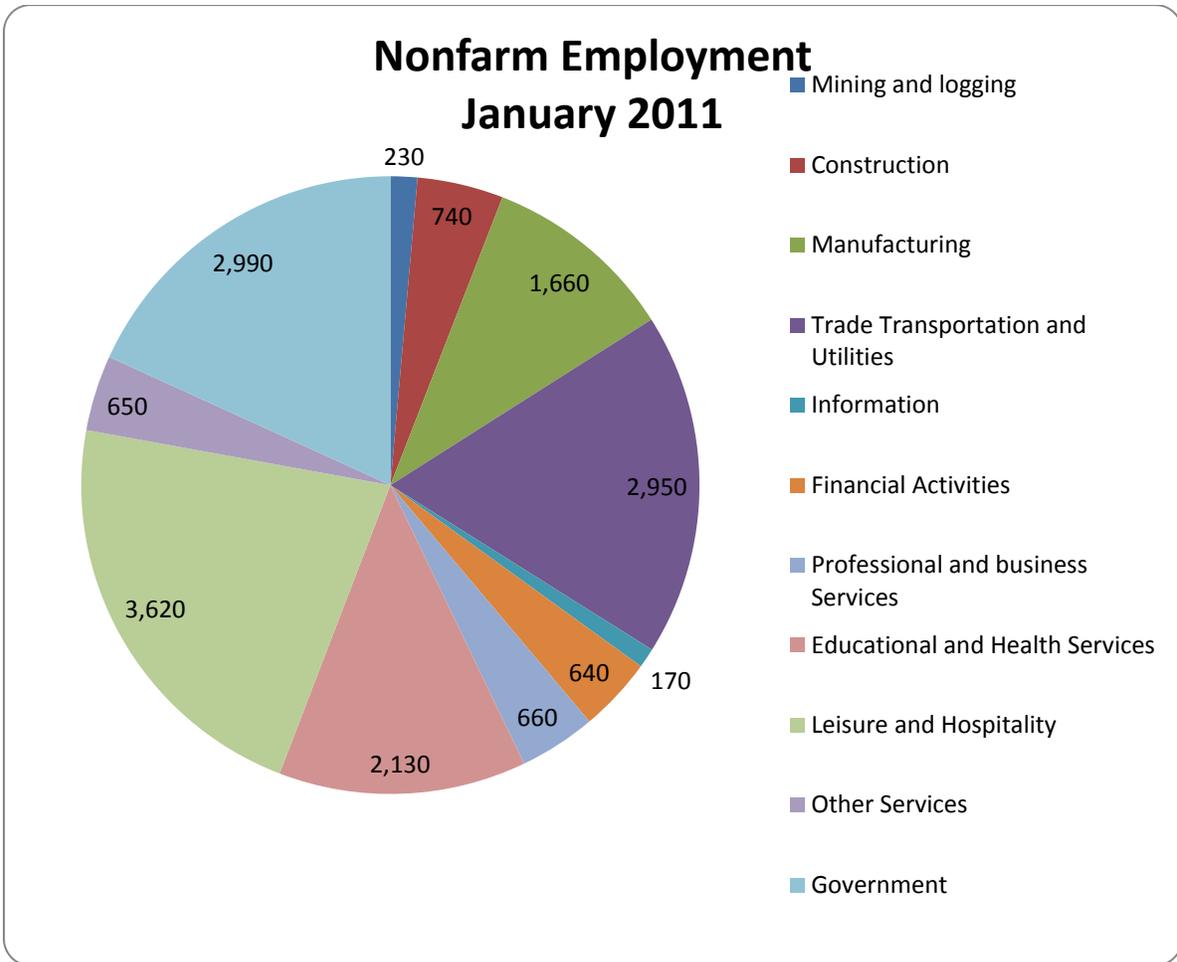
the County overnight population could easily double during peak weekends to over 70,000 residents.

Employment on the coast has always been associated with resource harvesting, trade and destination vacationing. This has been occurring since before Lewis and Clark when many historians have documented the vibrant trading network between the Lower Columbia region and the local Tribes. Today, the residents of the area still work in the seafood harvesting and processing businesses, timber management and production, and leisure accommodations. The area has also become a focal point for regional medical and health care in collaboration with the large health systems located in the Portland area.

The following chart depicts the nonfarm employment as of August of 2011.



The largest summertime employment base is in leisure and hospitality followed by trade, transportation and utilities, then government. Manufacturing and Educational and Health services are next. It is important to remember that the manufacturing job base includes approximately 950 jobs at the paper mill located just west of Westport. Food manufacturing in August comprises about 900 jobs. Government services do not include many teachers who do not work during the summer. The summer employment demographics differ from the winter employment on the coast as depicted on the following chart.



The January 2011 data indicates an increase in government employment since the schools are back in session. Manufacturing suggests a decline reflected primarily in food processing. Leisure services are down significantly due to limited tourism during the winter. Some residents refer to the winter employment data as the core data that reflects the industrial mix that supports the population while the summer data are the ‘boom’ times for the county.

The data presented for a strategic plan is intended to provide a baseline for thinking about what jobs provide the population with employment and what might be important to those who work in these industries. It also might provide some clues to the future if the county strategic plan is going to provide projects that might enhance some businesses and employment opportunities at the expense of others. Finally, it might suggest some thoughts about what the pie charts should look like in the future. Is this the right mix and what should be done, if anything, to change the employment base of the county?

## Description of the Plan

This plan provides a one page description for each project. Each one page description provides a summary of information including:

Project Name;  
Year Start;  
Category;  
Location;  
Commissioner District;  
Projected Cost;  
Description;  
Benefit;  
Collaborating Agencies;  
Process;  
Timeline.

In the future additional information can be added including specific funding, assigned staff, or the phased aspects of the project.

In order to provide some order to the projects, they are separated into five distinct categories:

- Projects underway are those projects that have momentum, funding, and are actively being worked on by County staff or have been identified by the Board as high priorities. These projects were not prioritized.
- Planning projects include any project that does not produce a capital improvement and can mostly be accomplished by County staff and the community without a lot of network building.
- Organization and money projects are limited to the staff's efforts and were not prioritized since these projects need to be completed and in some cases are underway.
- Capital projects or just projects include any project that produces a capital improvement, but is near term and can be scheduled within the next 20 years.
- Facilities projects include any project that creates a new facility the near term and can be scheduled within the next 20 years.

There may be a sixth category of projects and these would be unscheduled projects or those items that cannot be reasonably scheduled for any activity during the next twenty (20) years. The report does not include any projects beyond twenty (20) years at this time but as priorities are set by the board some projects may fall into this category.

# **PROJECTS UNDERWAY**

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# **SHERIFF'S OFFICE**

<b>Project Name</b>	Expand and Remodel Jail
<b>Year Start</b>	2011
<b>Category</b>	Sheriff's Office; Building and Grounds
<b>Location</b>	County wide
<b>Commissioner District</b>	1,2,3,4,5
<b>Projected Cost</b>	\$11,000,000
<b>Funded By</b>	Sheriff's Office



**Description** The jail currently has 60 available beds and recent studies suggest the County can expand the jail to 164 beds to meet the demand. This project would provide funds to construct a new jail located at the North Coast Business Park. The project is complex since it involves the development of support by the electorate to approve the financing that will be necessary to construct the project as well as the on-going operational and maintenance costs are projected to increase requiring an increase in General Fund resources dedicated to corrections. The approval of a bond would be followed by a detailed design, bid, construction process and celebration.

A consideration is phasing these two projects – New and Existing Jail - with a build-out of the existing jail to the site's capacity, using the facility for a number of years, and then proceeding with construction of the new jail. Remodeling the existing jail will increase jail operational and maintenance costs. This will require an increase in General Fund resource dedicated to corrections. This project has operational and efficiency implications that need to be fully explored and discussed through a public process.

**Benefit** The project would provide effective incarceration of the criminal population and sanctions for individuals who violate parole.

**Collaborating Agencies** Department of Corrections

**Process** Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build  
 Celebrate

**Timeline** May 2012 Bond Measure election

# PLANNING

**Project Name** Ocean Planning

**Year Start** 2011

**Responsibility** Planning

**Location** County Territorial  
Sea

**Commissioner District** 1, 2, 5

**Projected Cost** \$ 30,000



**Description** The County boundary according to the Oregon Constitution extends one marine league, or 3.45 land miles, seaward from the shoreline of the County. Marine spatial planning of the ocean territory has been underway for several years. The State plans to adopt policies implementing a spatial plan in the near future. In addition, in 2010 state planners established a marine reserve area in the southern edge of the County’s territorial sea. The process to establish this area raised questions regarding the County’s authority to provide input and the County’s involvement in the effort. The County has not in the past exercised the option to plan under Statewide Planning Goal 19. This planning project provides the resources to establish a Goal 19 element in the County’s comprehensive plan.

**Benefit** The benefit of this project is that it provides the County with regulatory standards to apply to projects in the County’s ocean territory. It provides certainty for industry by providing concise standards for industry to meet to receive permits to build projects. It provides specific locations in the County’s ocean territory where these projects are allowed.

**Collaborating Agencies** Cities, State Department of Land Conservation and Development, Department of State Lands, Oregon Department of Fish and Wildlife, Ocean Coastal Zoning Management Association

**Process** Authorization to proceed provided by Board  
Planning Commission  
Board  
Adoption

**Timeline** 2011-2012

**Cost** Consultant contract (M. Barnes)

**Resources** Planning staff

<b>Project Name</b>	Tsunami Evacuation route planning and development
<b>Year Start</b>	2013
<b>Category</b>	Emergency Management
<b>Location</b>	All of County
<b>Commissioner District</b>	Districts 1, 2, 3, 4, 5
<b>Projected Cost</b>	\$100,000
<b>Funded By</b>	County and a State or Federal grant



**Description** The County Emergency Operations Plan has identified some evacuation routes that are to be used to reach assembly areas in case of a need to leave the low-lying lands in the County. These routes need to be clearly identified and signed plus neighborhoods should be organized to drill on leaving these areas. In addition potential off system routes need to be mapped in case access along the highways is not possible due to bridge collapse or landslides.

**Benefit** The benefit of the project will be a plan to identify evacuation routes.

**Collaborating Agencies** Oregon Department of Transportation; cities.

**Process** Work with ODOT to identify possible bridges that would collapse and routes to go around the collapsed bridge.

**Timeline** This project has been partially completed through the identification of the evacuation areas. The balance of the project requires identification of additional routes and funding for signs to guide people off of the beach and out of the County.

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# **PUBLIC WORKS**

**Project Name** Update Transportation System Plan

**Year Start** 2013

**Responsibility** Public Works; Planning

**Location** Countywide

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost** \$100,000

**Funded By** Public Works Department



**Description** The County’s Transportation System Plan was updated in 2003 and should be updated every 10 years. The purpose of the update is to review the projects completed during the past 10 years, update traffic counts, and review the plan for enhancing mobility within the County. The County plan needs to wait for the City of Astoria plan to be updated during 2012. ODOT will be ready to assist the County in 2013

**Benefit** The benefit of this project is to provide a forum for discussion of the mobility needs in the County and is required in order to be considered for funding.

**Collaborating Agencies** Oregon Department of Transportation, Department of Land Conservation and Development, cities, Special Districts, interested parties.

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline**

Hire Consultant	Summer 2012
Committee Review Process	Summer/Spring 2012/13
Planning Commission Approval	Spring 2013
Board Hearings	Summer 2013
Adoption	Summer 2013

**Project Name** Camp Rilea to Surf Pines on 101 improvement plan

**Year Start** 2011

**Responsibility** Public Works;  
Planning



**Location** Highway 101 **Commissioner District** 2

**Projected Cost** \$9,000,000 **Funded By** Public Works/ODOT

**Description** The Oregon Department of Transportation is doing an access plan along Highway 101 between the intersections of Camp Rilea and Surf Pines. The plan will include proposals to consolidate accesses. This will require the county to be involved in planning off-highway access and working with property owners in the future to assure that the goals ODOT establishes are met.

**Benefit** The benefit of this project is to provide more efficient traffic movement and safer access on and off of Highway 101. These improvements will eventually save lives and property damage by providing greater access control.

**Collaborating Agencies** Oregon Department of Transportation, DSL, Oregon DEQ

**Process** State provides notice to proceed  
Public participation  
Planning Commission possible for access control standards review  
Board  
Adoption

**Timeline** ODOT, County Officials and stakeholders are in the process of developing an alternatives analysis. Both the analysis and subsequent environmental study are currently funded at \$2 million total through the 2010-2013 Development STIP (D-STIP). \$7 million was requested by the NWACT through the 2012-15 Construction STIP (C-STIP), to construct a portion of the improvements that will be identified in the study. However, the funding request did not make the State's cut-off and was not included in the draft 2012-15 STIP. The request identifies the Glenwood Village to Turnlay Lane segment as the first priority, but this could change depending on the outcome of the study. ODOT is beginning to develop the 2015-2018 STIP. The NWACT will consider this project.

**Staffing** Public Works and Planning Staff

<b>Project Name</b>	Westport Ferry Access
<b>Year Start</b>	2011-2012
<b>Category</b>	Public Works; Planning
<b>Location</b>	Westport
<b>Commissioner District</b>	4
<b>Projected Cost</b>	\$900,000
<b>Funded By</b>	Public Works Department



**Description** The Westport community is the location of a Ferry that provides the only access to Washington between the Longview Bridge and the Megler Bridge in Astoria. The Ferry is expanding to accommodate larger trucks and more cars. This project will provide access through a new road constructed to the west of Plympton Creek.

**Benefit** The benefit of this project is to enhance the opportunity for more truck traffic and commerce between the states, and provide better access for vehicles that use the Ferry.

**Collaborating Agencies** Oregon Department of Transportation, Oregon Marine Board, Private Business, Department of State Lands, Westport community.

**Process** Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build  
 Celebrate

**Timeline** FY 2011-2012- Amend Clatsop County’s Transportation Plan (TSP) to show the proposed collector roadway on Hwy 30 west of town. Resolve road right-a-way rights with current land owner for the proposed road route.

2012-2013- Address and resolve with ODOT the new proposed at grade railroad crossing with Burlington Northern Railroad.

2012-2013-After County’s TSP is amended apply for grant of access with ODOT for the proposed access roadway to the Westport ferry from Hwy 30.

2014-2015- Finalize road design plans, engineering, permitting, and secure funding for construction.

**Project Name** Westport Boat Landing

**Year Start** 2012

**Category** Public Works;  
Planning

**Location** Westport

**Commissioner District** 4

**Projected Cost** \$800,000

**Funded By** Public Works, Parks Division



**Description** The Westport community is the location of a recreational boat landing. This landing is the only landing of note between Westport and the John Day River boat landing near Astoria. The landing is relatively undeveloped and lacks basic amenities including an on-site caretaker. This project would improve the boat landing, construct a parking lot with 75 spaces minimum and provide a location for a caretaker.

**Benefit** The benefit of this project is to enhance the boat landing by providing improved access and amenities. It would provide sufficient parking for the projected use of the boat landing during the busy fishing season.

**Collaborating Agencies** Oregon Marine Board, Private Business, Department of State Lands, Army Corps of Engineers, and the Westport community.

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline**

2012-2013 Finalize land donation and brown filed issues with Georgia Pacific  
2012-2013 Work with Oregon State Marine Board on final plans and layout of parking lot and boat ramp. Start permitting process with DSL and USACE. Address any zoning changes as noted with Westport Study.  
2013 Submit grant Package to OSMB for consideration. Grant requires a 30% match. Estimated total project cost \$800,000 (\$560,000 from OSMB and \$240,000 from County)  
May 2013 Bid project out, pending award of grant funding and permit status.  
November 2013 thru February 2014- construct project during in-water work period.  
March 2014 Complete ramp and open to public use.

<b>Project Name</b>	Westport Ferry Landing
<b>Year Start</b>	2012
<b>Category</b>	Public Works
<b>Location</b>	Westport Ferry dock
<b>Commissioner District</b>	4
<b>Projected Cost</b>	\$900,000
<b>Funded By</b>	Oregon Department of Transportation, County



**Description** The Westport Ferry dock needs to be reconstructed to accommodate a larger ferry that will provide for the transport of larger commercial vehicles across the river. The actual ferry will be purchased by the State of Washington. Clatsop County’s role is to design and oversee the contracted construction of a new ferry landing. The project should be aligned with re-location of Plympton Creek and the new access road to the landing.

**Benefit** The benefit of this project is the additional access to the County that has been instrumental when the Rainier/Longview bridge is unusable. It also offers greater economic development potential for the movement of commercial between Washington and Oregon .

**Collaborating Agencies** Oregon Department of Transportation

**Process** The project is in design at this time with contracts to be let in 2012 to complete the work. The Board will need to authorize the contract.

**Timeline** Scheduled to be completed by 2014.

**Project Name** Westport Park Development

**Year Start** 2012

**Category** Public Works;  
Planning

**Location** Westport

**Commissioner District** 4

**Projected Cost** \$250,000

**Funded By** Parks Enhancement Fund and Oregon State Park Grants



**Description** The Westport community is the location of an old sawmill site located between the Ferry and the boat landing. Georgia Pacific is the owner of the property and is in the clean-up process. Once the hazardous materials are cleaned from the site, the company may dedicate the property for future use as a County park.

**Benefit** This project will enhance the Westport community by providing a community park area, access to fishing, possibly swimming in the Columbia River, and a set of walking paths in the area. This will enhance the recreation opportunities in the community.

**Collaborating Agencies** Oregon Marine Board, Department of State Lands, and the Westport community.

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline**

2012-2013 Finalize Westport property donation from Georgia Pacific.  
2012-2013 Contract with park designing consultant to design and work up cost estimates. Finalize park layout and incorporate with OSMB parking lot and boat ramp designs as well as Plympton Creek alignment project. Designing contractor cost \$25,000, County Parks funding.  
2013 Submit for grant funding through Oregon State Parks grant programs for funding. OSP has a 50% cash match, total project price unknown at this time, estimate \$250,000.  
May 2013 Bid project out with boat ramp/parking lot project, pending grant funding.  
November 2013 thru February 2014 Construct park improvement project.  
March 2014 Complete Park and boat ramp open to public use.

**Project Name** Highway 101 Flooding

**Year Start** 2011

**Category** Public Works;  
Planning

**Location** East of Seaside

**Commissioner District** 5

**Projected Cost** \$1,150,000



**Funded By** Public Works Department, ODOT, City of Seaside, City of Warrenton, City of Astoria, City of Cannon Beach, Port of Astoria

**Description** The Seaside and Cannon Beach cities are often isolated from each other by flooding along the Necanicum River east of Seaside that flows across Highway 101. A hydrology consultant was hired in 2010 to determine the cause of the flooding. The result was a detailed analysis that identified several relatively inexpensive ways to significantly reduce flooding along the highway. The project will not eliminate the flooding problem completely but it should alleviate the problem to allow automobile passage most of the time.

**Benefit** The benefit of this project is to reduce the severity and frequency of flooding along this part of Highway 101.

**Collaborating Agencies** Oregon Department of Transportation, Clatsop County, North Coast Land Conservancy, City of Seaside, City of Cannon Beach, Port of Astoria, City of Warrenton, City of Astoria, DSL, ACOE, NOAA, private property owners and businesses.

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline**

Phase 1&2 Design	Fall/Spring 2011/12
Permits	Fall/Summer 2011/12
Bid	Summer 2012
Construction	Summer/Fall 2012
Completion	Fall 2012

**Project Name** Ensign Lane Extension

**Year Start** 2011

**Category** Public Works;  
Planning

**Location** North Coast Industrial Park

**Commissioner District** 3

**Projected Cost** \$3,200,000

**Funded By** Public Works Department



**Description** The County, City of Warrenton, and Oregon Department of Transportation entered into an access agreement that provided for development of Ensign Lane from the existing terminus in front of Costco to Business Route 104 at the North Coast Industrial Park. This project is paid for with Industrial Revolving Loan Fund money from sale of the property where Costco is located. The first part of the process included wetland mitigation which should be completed at the time this plan is ready for review.

**Benefit** The benefit of this project is to provide access through the property consistent with the ODOT agreement and based on the North Coast Industrial Park Master Plan that was updated in April 2011.

**Collaborating Agencies** Oregon Department of Transportation, Clatsop County, and City of Warrenton, Oregon DEQ, DSL, ACOE, NOAA

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline**

Design	2010 – 2012
Permits	2010 – 2012
Bid (phase 1)	Fall 2011
(phase 2)	Spring 2012
Build (phase 1)	Fall 2011
(phase 2)	Summer 2012 – Summer 2013
Operational	Fall 2013

<b>Project Name</b>	Levee Certification project
<b>Year Start</b>	2012
<b>Category</b>	Public Works
<b>Location</b>	Diking Districts
<b>Commissioner District</b>	1, 2, 3, 4
<b>Projected Cost</b>	\$50,000
<b>Funded By</b>	County General Fund, Diking Districts



**Description** The Federal Emergency Management Agency (FEMA) in collaboration with the United States of America Corp of Engineers (USACE) is requiring levies or dikes to be certified. Without certification property and improvements protected by the levees or dikes may not be eligible to receive flood insurance from FEMA or flood insurance will be very expensive. The Districts are independent organizations from the County but the dikes and levees revert to the County’s control if the Districts fail to remain organized.

**Benefit** The benefit of working with the Districts is the protection of land and improvements from inundation and preservation of property values.

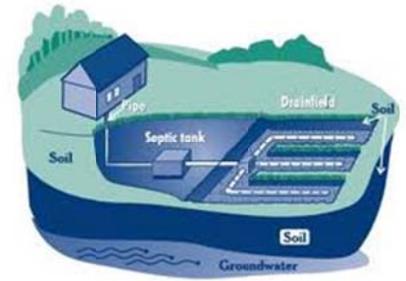
**Collaborating Agencies** Districts; FEMA; USACE; CREST; Department of State Lands

**Process** The Districts are not all in the same situation – some are not organized and others are very organized. The County’s concern is with the Districts that are not organized. Staff shall convene a meeting with the Districts to determine their status and discuss organizing the Districts.

**Timeline** This project is an immediate need in order to avert potential decertification without discussion with the District property owners. Some Districts may choose to not be certified due to the cost relative to the value of the improvements protected by the dike or levee.

# **PUBLIC HEALTH**

<b>Project Name</b>	Department of Environmental Quality Septic Permitting
<b>Year Start</b>	2013
<b>Category</b>	Public Health; Public Works
<b>Location</b>	Clatsop County
<b>Commissioner Districts</b>	All
<b>Projected Cost</b>	\$25,000
<b>Funded By</b>	Clatsop County Fees



**Description** The State Department of Environmental Quality (DEQ) permits all septic tank installations and inspections in Clatsop County. The County has the option to assume this responsibility provided certain conditions are met. This project would require networking with the State and local agencies to assume this responsibility, and it would require retention of qualified staff to provide the services subject to approval and audits by the State. This is a multi-year effort to put this program in place

**Benefit** The benefit of this project is quicker response and clarity with regard to requirements for installation. It would also identify the County as the agency responsible for the collection and storage of data with regard to these facilities and water quality in the County. It would provide greater monitoring including regular monitoring and enforcement capacity of septic tanks within the County’s jurisdiction

**Collaborating Agencies** State of Oregon, Department of Environmental Quality

**Process** Board authorization to proceed to evaluate  
 Study assumption responsibilities  
 Possible Consultant assistance with identifying process, costs, and revenue  
 Higher staff based on consultant report  
 Establish program.

**Timeline** Develop a staff study of revenue potential and service requirements  
 Presentation and approval by the Board  
 Set date for hand-off - likely consistent with the State biennium.

<b>Project Name</b>	Public Health Accreditation
<b>Year Start</b>	2012
<b>Category</b>	Public Health
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$25,000
<b>Funded By</b>	Public Health Department



**Description** In order to improve the health of the public, the Public Health Accreditation Board (PHAB) has developed a national voluntary accreditation program for state, local, territorial and tribal public health departments. The goal of the accreditation program is to improve and protect the health of every community by advancing the quality and performance of public health departments.

**Benefit** Accreditation will drive public health departments to continuously improve the quality of the services they deliver to the community by promoting and protecting the health of the public and by advancing the quality and performance of *all* public health departments. Accreditation of the Health Department is required by 2015 and will inform the State-wide plan by establishing specific programs and projects to focus future funding and staff resources to resolve health problems in the County. Public health departments play a critical, but often unrecognized role in promoting and preserving the health of people in communities across the country. Despite the important role health departments play in our communities, there has not been a national system for ensuring their accountability and quality – until now. Other community services and organizations have seen the value of accreditation, such as schools, daycare centers, police departments and hospitals. Now, there is an opportunity for public health departments to measure their performance, get recognition for their accomplishments and demonstrate accountability within their communities. Also, as the public health field faces increasing challenges from epidemics, disaster preparedness, and chronic disease related to obesity, it is more important than ever that systems are in place to ensure their effectiveness and quality of services.

**Collaborating Agencies** Oregon Health Authority (OHA), Public Health Accreditation Board(PHAB), National Association of City County Health Officials (NACCHO)

**Process**

- ✓ Authorization to proceed provided by Board
- ✓ Review of the departments practices against the standards and measures.
- ✓ Engage in quality improvement efforts
- ✓ Conduct updated Comprehensive Community Assessment

- ✓ Develop a Community Health Improvement Plan, which maps out exactly what a health department is going to do as it works with partners to improve the health status of Clatsop County
- ✓ Develop and adopt a strategic plan for the health department, which indicates a health department's service priorities and how it plans to accomplish its strategic goals over time
- ✓ Apply for accreditation
- ✓ Board Adoption

### **Timeline**

By 2015, the Public Health Accreditation Board aims to have 60 percent of the U.S. population served by an accredited public health department.

- ✓ Authorization to proceed provided by Board - 2011
- ✓ Review of the departments practices against the standards and measures – 2011
- ✓ Engage in quality improvement efforts – 2011/12
- ✓ Conduct updated Comprehensive Community Assessment- 2011/2012
- ✓ Develop a Community Health Improvement Plan, which maps out exactly what a health department is going to do as it works with partners to improve the health status of Clatsop County - 2012
- ✓ Develop and adopt a strategic plan for the health department, which indicates a health department's service priorities and how it plans to accomplish its strategic goals over time - 2012
- ✓ Apply for accreditation – 2013-2014
- ✓ Board Adoption – 2014

<b>Project Name</b>	Coordinated Care Organization (CCO)
<b>Year Start</b>	2012
<b>Category</b>	Public Health
<b>Location</b>	All of Clatsop County
<b>Commissioner District</b>	All
<b>Projected Cost</b>	Not Known
<b>Funded By</b>	Oregon Health Authority



**Description** The State of Oregon has been leading an effort to provide better care, improve health outcomes, and save money on the Oregon Health Plan for Medicaid and Medicare eligible residents of the state. The plan creates Coordinated Care Organizations that focus care on the individual by creating an integrated continuum of care between local health care providers, deploying early intervention and prevention strategies that may include health navigators. This is a cost sharing/risk sharing model of managed care. The County’s role is as the Board of Health and the Local Public Health Authority. Currently, the County contracts with service providers who provide mental health, substance abuse treatment, and developmentally disabled services. The County assures that residents’ health care is adequately provided by the health care community and the Board of Health can convene and discuss with the providers health care in Clatsop County. The Federally Qualified Health Care (FQHC) provider is Coastal Family Health Center and is leading the discussion as the primary care provider for Oregon Health Plan participants.

**Benefit** The benefit of the project will be a healthier community by improving health outcomes resulting in decreased healthcare costs while increasing local control over how healthcare is delivered.

**Collaborating Agencies** Oregon Health Authority; Health Care Providers; Coastal Family Health; Hospitals; Physicians; Dentists; Mental Health providers; Clatsop County Department of Public Health

<b>Process</b>	The State Legislature has refined the Coordinate Care Organization concept.
April 2012	The Board of County Commissioners will convene as the Board of Health in April 2012 in order to discuss the options for the County.
Spring 2012	CCOs are certified by the Oregon Health Authority. Clatsop County decides what CCO(s) will serve Clatsop County.
July 2012	First CCOs begin enrolling members

Summer-Fall 2012 The County will ultimately have the opportunity to serve on the Coordinate Care Organization or Organizations community advisory board and possibly discuss the level of health care that is needed to provide care for the county's population.

2013 New system implemented

**Timeline** This project is a short-term project with the new system intended to be in place consistent with the potential full implementation of the Federal health care reforms.

# **BUILDING AND GROUNDS**

**Project Name** Historic Courthouse Landscaping

**Year Start** 2011

**Category** Buildings and Grounds

**Location** Countywide

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost** \$100,000

**Funded By** Clatsop County



**Description** The Historic Courthouse landscaping is overgrown and inappropriate for the vintage of the building. Several design concepts have been developed and all focus on low maintenance and high public use around the Courthouse. The plans include repair and redisplay of the log and relocation of the cannon. A monument sign and landscaping plus a new flagpole would be included to enhance the overall character and beauty of this precious County asset.

**Benefit** The project provides lower maintenance costs over time, enhances lighting in the vicinity of the building, and provides landscaping appropriate to this County historic treasure.

**Collaborating Agencies** Clatsop County Circuit Courts

**Process** Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build

**Timeline** 2011-12 Start  
 2015-16 Finish

# **EMERGENCY MANAGEMENT**

**Project Name** Emergency Communications Wing Development

**Year Start** 2012

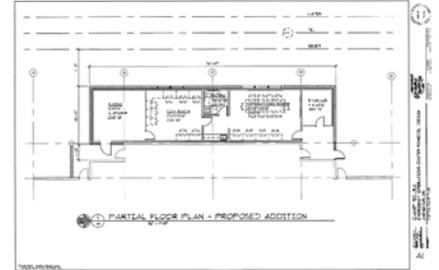
**Category** Emergency Management

**Location** County wide

**Commissioner District** 1,2,3,4,5

**Projected Cost** \$500,000

**Funded By** Emergency Management Division



**Description** The Emergency Operations Center (EOC) is located in Warrior Hall on Camp Rilea. The Emergency Management Division has sought to expand the EOC to accommodate a 1,050 square foot Communications Wing. The project includes expansion of Warrior Hall in collaboration with the State of Oregon’s Office of Emergency Management. This new facility will house and safeguard our communications equipment in one location and allow emergency managers and responders 24/7/360 access during an emergency.

**Benefit** The project will provide a centralized response location during emergencies and planned exercises.

**Collaborating Agencies** Clatsop County Sheriff’s Office, Oregon Department of Transportation State Radio Project, Oregon Office of Emergency Management.

**Process** Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build

**Timeline** November 2011 – Begin the Architecture and Engineering work.  
 December 2011 – Final Architecture and Engineering review of construction documents.  
 January 2012 – Complete construction documents and advertise for bids.  
 February 2012 – Open bids; contract approval.  
 April 2012 – Start construction.  
 August 2012 – Construction should be substantially completed.  
 September 2012 – Anticipated move into new EOC Communications Wing.

**Project Name** Warning Siren System

**Year Start** 2012

**Category** Emergency Management

**Location** Coastal areas

**Commissioner District** 1, 2, and 5

**Projected Cost:** \$50,000

**Funded By** Emergency Management Division



**Description** This project will provide an all hazard sound and voice emergency notification system all along the coast within Clatsop County’s jurisdiction. The sirens will enhance our ability to warn residents and visitors to evacuate the beach areas in the event of a distant tsunami or hazardous material spill. The estimated twenty sirens will also fill in the gaps between the existing warning sirens located in Warrenton, Seaside and Cannon Beach/Arch Cape. The warning siren system will also meet the Tsunami Ready Community approved alert and warning system standards set by the National Oceanic and Atmospheric Administration (NOAA).

**Benefit** This project will provide greater safety for our coastal communities and visitors. The project is cost effective, because the Chemical Stockpile Emergency Preparedness Program (CSEP) will donate the required number of sirens to Clatsop County at an estimated value of 1.3 million dollars. The estimated cost for transportation, temporary storage, maintenance and installation is approximately \$50,000.

**Collaborating Agencies** Fire Districts, State Parks and Recreation Department, Oregon Military Department.

**Process** Authorization to proceed provided by Board through budget  
 Develop Plan  
 Negotiate Agreements  
 Bid  
 Build  
 Test

**Timeline** One year. Clatsop County Emergency Management Division has submitted a written request to CSEP to acquire approximately thirty sirens for permanent use in Clatsop County. This request was granted by their local Emergency Manager responsible for managing the CSEP program. The sirens are currently located in Umatilla, Oregon and are available after October 2011.

### ***Timeline for Sirens:***

*This timeline is an estimate and subject to budget approval, permitting and other regulatory processes including appropriate reviews. These projected dates are subject to change as conditions warrant.*

***October 2011*** – Develop a coastal warning siren placement plan within Clatsop County’s jurisdiction consisting of map and grid coordinates.

***November 2011*** – Develop an Interagency Governmental Agreement (IGA) with local Fire Districts, State Parks and Recreation Department and other entities requesting a siren. Outline responsibilities for maintenance and reoccurring costs such as power bills and siren updates.

***December 2011*** – Negotiate an agreement with Pacific Power on a monthly charge for the specified number of sirens needed to cover the gaps within Clatsop County’s jurisdiction. Secure all rights of ways and easements. Negotiate IGA’s so reoccurring costs are paid by the respective fire district, state or military reservation.

***February 2012*** – Request funding from Board through budget process to pick up, transport, store warning siren systems. **Estimated cost: \$10,000.**

**March 2012** – Publish a Request for Bid for warning siren installation. ***Estimated Cost: \$1000.***

***April 2012*** – Contract Awarded.

***May 2012*** – Installation of warning sirens begins. **Estimated cost: \$36,000.**

***July 2012*** – Siren installation Complete.

***August 2012*** – Electrical and construction permits signed off. ***Estimated Cost: \$3,000.***

**September 2012** – Test warning sirens and celebrate.

***Estimated Total Cost: \$50,000.00***

<b>Project Name</b>	Communications Site Improvements
<b>Year Start</b>	2012
<b>Category</b>	Emergency Management, Sheriff's Office and Public Works
<b>Location</b>	Countywide
<b>Commissioner District</b>	1,2,3,4,5
<b>Project Cost</b>	\$500,000
<b>Funded By</b>	Emergency Management Division



**Description** The Emergency Communications system requires that agencies talk to each other during an emergency. The State of Oregon through the revised State Radio Project (formerly Oregon Wireless Interoperability Network) undertook the exceedingly complex task of coordinating all of the agencies and entities to develop an interoperable system. Clatsop County has offered to pilot the development of an interoperable system at the County level since the State is having difficulty executing this program. If the funding survives the legislative process it may be possible for the County to partner with Oregon Department of Transportation (who has taken over the State Radio Project) and coordinate our efforts and funding on this project.

This project would build out a self-healing microwave system which would link all of our repeater sites and communications and give Clatsop County a circuit into Oregon Emergency Management for communications during a disaster. Additionally, we would install cross-banding technology at all of the repeater sites in order to communicate with responders from out of the area during an emergency.

**Benefit** This project will provide for better communications between various agencies and entities in and outside of the County. This will also streamline communications and improve response times during an emergency.

**Collaborating Agencies** The Clatsop County Sheriff's Office, Oregon Department of Transportation, State Radio Project, Oregon Office of Emergency Management, Federal Communications Commission, and Cities.

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build

**Timeline** Sixteen months from design phase to project completion.

## **Timeline**

**October 2011** - Install Sheriff's Office and Public Works repeaters on Humbug Mountain.

**November 2011** - Install backup propane.

**February 2012** - Install Microwave from Cathlamet to Columbia County site.

**March 2012** - Install Microwave from Columbia County to Humbug Mountain.

**April 2012** - Move Sheriff's Office repeaters from Coxcomb to Megler site.

**May 2012** - Switch Sheriff's Office and Public Works to Narrowband.

**June 2012** - Develop repeater site on Double Peak.

**August 2012** - Install tower and building on Double Peak.

**November 2012** - Install repeaters and microwave on Double Peak.

**February 2013** - Install crossband technology at all repeater sites.

**March 2013** – Test system and celebrate.

<b>Project Name</b>	Japanese Tsunami Debris Identification and Removal
<b>Year Start</b>	2013
<b>Category</b>	Public Works
<b>Location</b>	Clatsop's Beaches
<b>Commissioner District</b>	Districts 1, 2, 5
<b>Projected Cost</b>	Not Known
<b>Funded By</b>	County and a State or Federal grant



**Description** The Tsunami in Japan washed out a quantity of debris into the ocean. This debris is floating toward the Oregon Coast with landfall anticipated starting as early as fall 2012 and possible in 2013. There are no reliable projections regarding the amount of debris likely to land come on shore. The debris could include items that should be returned to owners in Japan. The County role should be as a convener and possibly removal of debris if funding is provided. The Oregon beaches are owned by the State of Oregon.

**Benefit** The benefit of the project will be a plan to clean-up and dispose of the debris once it arrives on land. It will also provide a concise statement informing the residents and visitors to the Oregon Coast what to do with debris that washes on shore.

**Collaborating Agencies** Oregon Department of Transportation; Oregon Emergency Services Department; Oregon Parks Department; Federal agencies if any; cities.

**Process** Depending on the amount of debris the process will include public notification involving signs and warnings to assisting with clean-up efforts.

**Timeline** This project starts in late 2012 and continues until the threat of debris passes. Other locations will provide an indication of the potential for the debris to wash onto the County's area of beaches.

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**FAIR**

**Project Name** Fairgrounds Lower Field Wetland Mitigation

**Year Start** 2012 (Some work was started in 2011)

**Category** Fair

**Location** Coastal Area

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost** Significant – Finding partners to share cost is imperative

**Funded By** Fair



**Description** The fairground has approximately 62 acres of land, referred to as the lower fields. This land is currently rated as “low grade wetlands”. The Fair Board would like to have the ability to use some of this acreage for an improved parking lot, BMX track and other projects that fit within the Fairgrounds mission. Currently making improvements to the land is not allowed without mitigation. The Fair Board has done preliminary research into two scenarios.

1. Partnering with another agency that is also looking for land to mitigate.
2. Mitigating a portion of the acreage in the lower fields to gain access to upgrading the remaining acreage.

Both of these scenarios have their pros and cons and cost may put either scenario beyond the fairgrounds reach.

**Benefit** The fairgrounds needs more year around accessible parking for some of the larger events. Currently the lower fields can only be used during the dry season. This is also the largest area of flat ground on fairgrounds property and it would be a valuable enhancement to have ability to upgrade some of the land.

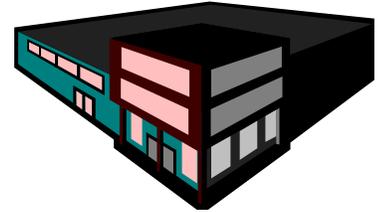
**Collaborating Agencies** State of Oregon Department of State Lands, USACE, Corps of Engineers.

**Process** Partner with a land conservancy group (i.e. CREST)  
Design  
Permits  
Build  
Evaluate

**Timeline** The mitigation process can take up to three years to complete.

# COUNTY MANAGER

<b>Project Name</b>	North Coast Business Park Marketing
<b>Year Start</b>	2012
<b>Category</b>	County Manager,
<b>Location</b>	North Coast Business Park
<b>Commissioner District</b>	1
<b>Projected Cost</b>	\$200,000
<b>Funded By</b>	Clatsop County Industrial Development Revolving Fund; Business Oregon



**Description** The North Coast Business Park (NCBP) is the location of light industrial development. The NCBP Master Plan Update adopted by the County Board in 2011 provides for an office park for Phase I of the park development. The focus of the development is to provide jobs in a unique well-designed business park setting. The project is being paid for through leveraging the sale of part of the property to pay for the improvements.

**Benefit** The benefit of the North Coast Business Park is to provide jobs and a location for businesses on the North Coast.

**Collaborating Agencies** State of Oregon, Business Oregon

**Process** There are several processes underway during the coming year as follows:

**Marketing:** The construction of Ensign Lane will open the property to development and the County will want to prepare to generate interest in the property by implementing the marketing plan identified in the NCBP update. Businesses may be satisfied with the amount of research and planning completed thus far on the property by the County. The next step will be to work with commercial and business real estate experts, provide access to the information through Business Oregon, and generally assure that the property is identified and available to potential businesses who wish to located on the North Coast.

**Design Review:** Identify an internal design review committee (DRC) and record Covenants, Conditions and Restrictions (CC&R's) for the property. October 2011 – January 2012 CCR's were recorded in December on this property. Planning staff is preparing bylaws for the DRC.

**Wetland Mitigation –** Staff will continue to work through the process for obtaining permits from the Corps and Department of State Lands. A wetland restoration project has already been identified by these agencies to mitigate the remaining property, however, staff time will be needed to acquire other property and coordinate with these agencies. The actual restoration work will be contracted to an agency and is identified

below. August 2011- August 2012. A proposal was received from NCLC and will be considered by the Board on March 14, 2012. This will kick-off the second phase of mitigation needed for the NCBP development.

**Timeline** This project is a long-term project that will ultimately result in the development of this property and returning it to the tax rolls.

**Project Name** Fisheries and Estuary County Coalition

**Year Start** 2011

**Category** Public Works

**Location** Clatsop County

**Commissioner Districts** All

**Projected Cost** N/A

**Funded By** Clatsop County and Columbia County, Oregon; Pacific County and Wahkiakum County, Washington

**Description** Clatsop County organized a meeting in 2009 to discuss fisheries issues with Columbia County and the two Washington counties. These meetings have continued to occur about every quarter. The meetings have focused on fisheries and estuary restoration and provide a forum for discussing the issues held in common with the up river and across the river counties. The future of this organization may include further discussions regarding fisheries, clean-up of the Columbia River, retention and development of the marine and fisheries economic cluster, and developing relationships with entities sharing concerns and interests.

**Benefit** The benefit of this project is it provides a multi-state forum to discuss issues and projects held in common by the two states.

**Collaborating Agencies** Confederated Tribes, Bonneville Power, Oregon Department of Fish & Wildlife, Washington Department of Fish & Wildlife, NOAA Fisheries.

**Process** On-going development of the network between the two states.

**Timeline** On-going quarterly meetings.



# JUVENILE

<b>Project Name</b>	Early Childhood Learning Council development
<b>Year Start</b>	2011
<b>Category</b>	Juvenile Department
<b>Location</b>	All of County
<b>Commissioner District</b>	Districts 1, 2, 3, 4, 5
<b>Projected Cost</b>	\$25,000 (2011-12); \$25,000 (2012-13)
<b>Funded By</b>	County and a State or Federal grant (CCF basic services funds. (\$5000 grant from Ford foundation for community development training)



**Description** The Connect the Dots Goal is intended to unite the common visions and missions of community partners and develop one unified voice for youth and families. By aligning the unique perspectives the providers can work to develop a singular set of goals to increase access and effectiveness of services, and decrease duplication. A comprehensive representation of early childhood stakeholders will help *connect the dots* between programs to align and strengthen services in the community, develop common goals and outcomes, develop funding strategies for sustainability through changing political tides, and provide a unique infrastructure to support local efforts.

The County Juvenile Department assumed the management responsibility for the Commission on Children and Families in 2010.

**Benefit** The benefit will be greater coordination of services to children in Clatsop County.

**Collaborating Agencies** Clatsop Juvenile Department, Clatsop Behavioral Health, ESD, CASA, Women’s Resource, Clatsop Community Action, Clatsop Health Department, Headstart, North Coast Parenting, Local School Districts, Hope House, Family Care Connections, Astor Library, Healthy Start, Coast Rehab, Clatsop Developmental Disabilities, Sunset Empire Transit, DHS/Child Welfare, Safe Kids, Clatsop Community mediation, Faith Communities

**Process** County Juvenile Department staff has coordinate several big meetings with youth service providers. These meetings have developed a forum and format for coordinating juvenile services.

**Timeline** This project shall be completed by July 1, 2013.

**PROJECTS PRIORITIZED  
BY**

**THE BOARD**

**FEBRUARY 29, 2012**

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# PLANNING PROJECTS

<b>Project Name</b>	County Technology Plan Update
<b>Year Start</b>	2012
<b>Responsibility</b>	Information Technology
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$25,000
<b>Funded By</b>	Clatsop County



**Description** The County technology and on-line services need to update the Information Technology strategic plan to progress to the next level of services for residents, efficiencies for staff, and the development of information flow to the community. The plan should include an internal County service element defining the time line for developing on-line service access, system up-grade timing, and introduction of technology over time; and, an external element that would include such items as the availability and use of on-line services by County residents, potential service enhancement through technology, and an evaluation of the availability of services followed by a plan to extend to every County residence.

**Benefit** This project would provide a template for the development of services to County residents and develop efficiencies on the staff team. With fuel prices increasing the County will need to develop more ways to provide services both internal to the organization and external to County customers and constituents.

**Collaborating Agencies and Businesses** Utilities, Local technology providers, Port, School Districts, Transit, Community College

**Process** Budget Request 2012-13  
 Request for Proposal Process  
 Authorization to proceed provided by Board  
 County MIS Committee plus External Partners  
 Report to Board  
 Board Adoption of Plan  
 Start Plan Implementation

**Timeline** June 2012 Budget Adoption  
 July-September 2012 RFP Process  
 October-June 2012-13 Plan Preparation and Adoption  
 July 2013 Implementation Start  
 June 2018 Implementation Finish

<b>Project Name</b>	Historic Preservation Program
<b>Year Start</b>	2013
<b>Responsibility</b>	Planning
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$ 30,000
<b>Funded By</b>	General fund



**Description** The County has many historic structures including houses, Granges and barns. These buildings should be evaluated, inventoried and potentially protected from demolition through a historic preservation program that could include incentives as well as public notice. The first step for a program is to develop the inventory in order to determine the potential benefit the community would receive from protection of these buildings. Programs like this range from very regulatory to voluntary and each provides a public notice process if the building is to be dramatically changed or razed.

**Benefit** The benefit of this project is that it would provide the County with an inventory of the historic building assets within the County’s jurisdiction.

**Collaborating Agencies** State of Oregon Office of Historic Preservation; City experience; Department of Land Conservation and Development, Lower Columbia Heritage Society, and, State of Oregon Grange.

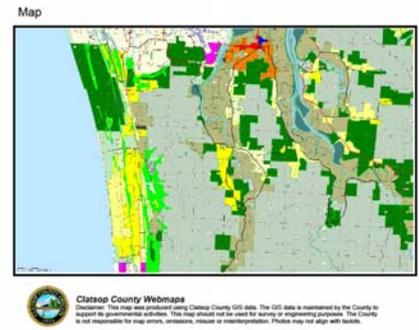
**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** 2013

**Cost** \$30,000 – a consultant with expertise in historic structures will be needed for the inventory.

**Resources** Planning staff

<b>Project Name</b>	Comprehensive Plan Update
<b>Year Start</b>	2011
<b>Responsibility</b>	Planning
<b>Location</b>	Clatsop County
<b>Commissioner Districts</b>	All
<b>Projected Cost</b>	\$100,000 – 200,000
<b>Funded By</b>	State of Oregon and Clatsop County



**Description** Clatsop County Comprehensive Plan focuses all other plans and provides the general guidance for public or private development and conservation in the County. It includes the policies that guide the development of the codes and standards that regulate development within the County. The technical documents that support the plan offers the detailed information used to inform both the development and conservation processes, and elements included in the plan. An update of the plan would bring the best available science since the plan was first developed and provides an opportunity to discuss the plan elements. Many of the projects included in the strategic plan will be used to support the Comprehensive Plan.

**Benefit** The benefit of this project is it will provide the County with an up-to-date plan based on best available science and the most recent court interpretations.

**Collaborating Agencies** None.

**Process**

- Staff retains a consultant
- Consultant works with staff to develop the process
- Public meetings
- Staff reviews the consultant’s report
- Board reviews report
- Staff revises the plan based on input.
- Public meetings
- Planning Commission Hearing
- Board Hearing
- Adoption

**Timeline** Two years (+/-) project begins when funding and staffing are secured.

2012: Planning Commission / Board of Commissioners determine scope of work.

2013: Consultant contract is executed; public involvement process; TSP plan process starts with ODOT.

2014-2015: Approval process with Planning Commission and BOC.

- Cost** Between \$100-200K, depending on the scope of work, and whether the wetlands inventory/fish habitat policies are included. ODOT funding (\$100,000) for TSP is separate.
- Resources** Consultant assistance would be required, for preparation of the Plan document, inventory of environmental /critical areas (including wetlands, geologic hazard, etc.). A full update of the Plan would involve extensive staff work and public involvement.
- Recommendation** The scope of work for this project should be developed first, followed by an RFP to determine timelines and cost options, based on submittals.

<b>Project Name</b>	Transmission Facilities
<b>Year Start</b>	2013
<b>Responsibility</b>	Planning and Public Works
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$ none
<b>Funded By</b>	N/A



**Description** The County Comprehensive plan, development code and standards are not up to date in the regulatory framework for transmission facilities. This leaves the definition of where to locate these facilities up to a negotiation process between the industry and the County, and the County Comprehensive plan and Development Code does not appear to allow these facilities in a significant number of zones in the County. Transmission facilities definitions and policies need clarification in order to protect the public, provide consistency with the code for existing transmission facilities, and provide specificity for the standards to be used to locate future facilities. Since the County from the shoreline to the highest point in the Coast Range is in the Coastal Zone Management Area the County has the responsibility to establish the location and regulate transmission facilities.

**Benefit** The benefit of this project is that it provides the County with a current regulatory framework to address transmission facilities.

**Collaborating Agencies** Cities, Watershed Councils, State Department of Land Conservation and Development, Department of State Lands, CREST, Oregon Department of Fish and Wildlife

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** 2012: 8-12 mo.

**Cost** None. Include in regular department work program.

**Resources** Planning staff

**Project Name** Clatsop County

<b>Project Name</b>	Re-establish Citizen Advisory Committees
<b>Year Start</b>	2012
<b>Responsibility</b>	Planning
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$ 40,000
<b>Funded By</b>	General fund



**Description** The Clatsop County comprehensive plan includes under State Goal 1 Citizen Involvement the creation of citizen advisory committees. These committees were formed in the rural residential areas of Westport, Knappa, Swenson, Miles Crossing, and Arch Cape. The purpose was to assist the County with the development of the comprehensive plan and then to continue to assist the County with planning issues unique to each of these rural residential areas. Jewell, Clatsop Plains and Hamlet may also be considered for citizen involvement committees. The currently remaining committee is in Arch Cape and the other committees have been disbanded or not implemented further.

**Benefit** The benefit of this project is that it would provide the County more input on issues specific to these rural communities. It would also provide consistency with the County’s comprehensive plan.

**Collaborating Agencies** There are many fire, water, sewer, and other community organizations in these rural communities with which to collaborate.

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** 2012

**Cost** \$40,000 (.5 FTE)

**Resources** Planner and administrative support will be needed for the committees. Assuming one meeting per month for each committee, notices, meeting minutes, staff reports and travel time to meetings will be required. Staff impacts are probably equivalent to .5 FTE Planner.

<b>Project Name</b>	Renewable Energy Plan
<b>Year Start</b>	2012-13
<b>Responsibility</b>	Planning; Building and Grounds; Public Works
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$75,000
<b>Funded By</b>	Planning Department



**Description** The plan would identify additions and deletions to the County Comprehensive Plan, Development Code and Standards to address the development of on-site renewable energy projects. It could also develop a more concise energy picture of the County’s current and long-range needs in order to determine the viability of renewable energy development specifically to serve energy needs in the County, and would dovetail with efforts to plan for renewable energy facilities in the territorial sea. It would define renewable energy based on available resources including wind, wave, bio-mass or other energy technology. The project would be one way the County could participate in the world-wide effort to measure and evaluate carbon use and sequestration. The plan would be adopted as a Renewable Energy Element of the Comprehensive Plan.

**Benefit** The benefit of this project is that it would provide the County with a concise plan and standards to develop renewable energy projects that would serve the County and individual residents.

**Collaborating Agencies** State Department of Energy, State Department of State Lands

**Process** Authorization to proceed provided by Board  
 Planning Commission determines project scope of work  
 County issues Request for Proposals  
 Board selects consultant, evaluates staffing needs  
 Draft Plan is reviewed by Planning Commission  
 Board adopts Plan

**Timeline** 2013 (12 months)

<b>Project Name</b>	Estuary Planning
<b>Year Start</b>	2013
<b>Responsibility</b>	Planning
<b>Location</b>	Estuary Areas
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$ 50,000
<b>Funded By</b>	Planning Budget (General fund)



**Description** The County has about 270 square miles of tidal and fresh water area, not including the County’s ocean territory. These areas are regulated by various Federal, State and local regulations. The County comprehensive plan needs to be refined in order to clearly delineate the specific regulations for each area of the estuary. Recent Court challenges to these regulations have suggested the need for consideration and development of shallow, medium and deep water estuary regulations reflecting the best available science for these areas. The science of estuary management and planning has advanced during the past few years and the County’s plan needs to reflect the latest knowledge.

**Benefit** The benefit of this project is that it provides the County with an up to date regulatory framework for projects located within the estuary. It provides certainty for environmental restoration projects and industry by providing concise standards that must be met to receive permits for projects. It provides specific locations in the County’s estuary where projects are allowed and where they are not.

**Collaborating Agencies** Cities, State Department of Land Conservation and Development, Department of State Lands, CREST, Oregon Department of Fish and Wildlife, NOAA Fisheries, Tribal Governments

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** 2013: 12-18 months

**Cost** \$50,000

**Resources** Planning staff with CREST assistance

<b>Project Name</b>	Sustainability Plan
<b>Year Start</b>	2012
<b>Responsibility</b>	Planning
<b>Location</b>	Countywide
<b>Commissioner District</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$100,000
<b>Funded By</b>	Planning Budget



**Description** A sustainability plan addresses in broad terms the County’s plans for assuring the long-term viability of the County as a place to grow up, receive an education, work, and retire. It serves as the foundation for defining how the population can share this place in a manner that creates no environmental degradation. The plan would develop a set or matrix of issues to address and include policies on such diverse items as energy use, education, housing, land use, mobility, technology, earthquake and tsunami response, public health, local food production and supply, poverty, crime and social services, waste management, and others. These policies will guide future planning and development as well as the long range strategic collaborative efforts to enhance the future of the area.

**Benefit** The benefit of this project is that it provides the County with a template for understanding sustainable practices in the County. This effort would focus on the 10 to 50 year framework for determining the future of the area.

**Collaborating Agencies** Cities, Districts, State

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** January 2012 – Create a sustainability team  
 March 2012 – Hire a sustainability Coordinator  
 March 2012 to August 2012 – Conduct a sustainability assessment  
 September 2012 – Identify Stakeholders  
 October 2012 – December 2012 – Schedule Community/Stakeholder meetings  
 January 2013 to March 2013 – Establish sustainability goals  
 March 2013 to June 2013 - Develop a sustainability plan  
 June 2013 to June 2018– Implement policies and measures  
 Annually – Evaluate progress and report results

**Cost**            \$100,000 for Sustainability Consultant/Coordinator

**Resources**    Clatsop County Planning, Transportation, Emergency Management, Health Department, Parks, Juvenile and Sheriff’s Department. Western Oregon Waste, U.S Department of Energy, State Department of Energy, Sunset Empire Transportation District, O.D.O.T., Cities, NW Oregon Regional Housing Center, NW Oregon Housing Authority, Clatsop Community Action, Women’s Resource Center, School Districts.

**Project Name** Housing Quality Plan

**Year Start** 2012

**Responsibility** Planning

**Location** Countywide

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost** \$ 200,000

**Funded By** County Funds, Grants

**Description** The quality of housing in the County varies a great deal between rural areas. This plan would identify the minimum housing quality standards for the County based on State and Federal regulations. In partnership with area housing agencies the County would support efforts to focus programs and projects where housing needs to be improved and provide low to moderate income residents with the opportunity to secure grants or loans to improve housing. The planning effort would include examination and support for mixed use and livable community environments as these might apply within the County's jurisdiction. Housing equity issues would also be examined. The program could be funded by an investment of grant funds and a revolving loan program fund. It could be tied to the weatherization programs currently offered by local agencies and it would be an opportunity to partner with other agencies to improve housing quality.

**Benefit** The benefit of this project is that it would provide the County with better housing for residents.

**Collaborating Agencies** Community Action Team, Northwest Oregon Housing Authority, Clatsop County Housing Authority

**Process** Authorization to proceed provided by Board  
Planning Commission  
Board  
Adoption

**Timeline** January 2012 to April 2012 - Develop a consortium of agencies and identify objectives  
April 2012 - October 2012 – Research and adopt housing quality standards  
October 2012 – February 2013 – Conduct housing needs assessment  
February 2013 to April 2013 - Identify funding sources  
April 2013 to June 2013 - Establish loan/assistance program

**Cost** Establish loan/assistance program \$200,000



**Resources:** Community Action Team, Clatsop Community Action, Oregon Housing and Community Services, Northwest Oregon Housing Authority, USDA Rural Development, Oregon Department of Energy, Clatsop County Housing Authority, Clatsop County Planning staff

**Project Name** Criminal Management Plan

**Year Start** 2011

**Category** Sheriff's Office; County Manager

**Location** Clatsop County

**Commissioner Districts** All

**Projected Cost** \$50,000

**Funded By** State of Oregon and Clatsop County



**Description** The criminal justice system coordinates services based on at least three different methods of reducing crime. Each are interrelated and necessary to support the needs of society and the individual. These three systems are incarceration or exclusion of criminal from the general population, rehabilitation or preparing the criminal to return to the general population, and prevention or countering criminal behavior prior to the behavior occurring. A recommendation from the study of Community Corrections services by Wilkerson in 2010 was to complete a jail census study for the present and projecting the census into the future. This information will help guide the County in the decision making process for development of future jail, rehabilitation or prevention services. This is a networking project since it involves those who provide services for the criminal and potential criminal population in the County.

**Benefit** The benefit of this project is it creates or accesses the network of agencies and individuals in the County who provide these services to the criminal and potential criminal population.

**Collaborating Agencies** State of Oregon, non-profits.

**Process** Consultant or staff develops baseline data  
 Review by staff  
 Forum with Board and Community  
 Use to plan strategies for the future.

**Timeline** 2011 - 2012

# PROJECTS

**Project Name** Westport Slough Dredging

**Year Start** 2012

**Category** Public Works; Planning

**Location** Westport

**Commissioner District** 4

**Projected Cost** \$2,500,000



**Funded By** Federal Water Resource Development Act (WRDA); USACE

**Description** The Westport community has access to the Columbia River from the Westport slough. The slough has not been dredged and silt is accumulating. Minimal dredging has occurred at the Westport Ferry landing, but the slough depth will not serve a marine industrial site adjacent to the ferry landing. This limits job growth. Funding for this project is through the Federal Water Resource Development Act (WRDA) that is under consideration by the Congress. Passage of this act would provide funding for the USACE to proceed with this project.

**Benefit** This project will enhance the Westport community by providing access to an industrial site and to provide sufficient depth for the larger ferry scheduled to begin service in 2014. There is a potential for an increase in local jobs.

**Collaborating Agencies** USACOE, NOAA Fisheries, Wahkiakum County, Washington State

**Process** County lobbies on this issue with local coalition.  
Authorization to proceed provided by Congress through the WRDA

**Timeline** Dredging to be completed prior to 2014

**Project Name** Fire Station Access Development

**Year Start** 2012

**Category** Public Works; Planning

**Location** County wide

**Commissioner District** 1,2,3,4,5

**Projected Cost** \$10,000

**Funded By** Public Works (existing access on County Roads)  
General Fund (existing access on Public Roads or State Highways)



**Description** The Fire District Stations in some areas are located off the Highway system on gravel driveways at non-controlled intersections with the State Highway or County Roads. This project would inventory these locations and develop a plan and specific projects to address each access in order to enhance safety for the fire fighters and the driving public.

**Benefit** The project would provide for greater safety and access at these critical intersections and reduce maintenance on much needed roads.

**Collaborating Agencies** Oregon Department of Transportation, Fire Districts, Clatsop County

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline** Inventory locations Summer 2012  
Assess problems / safety Summer/Fall 2012  
Design Fall 2012/Spring 2013  
Bid Spring 2013  
Construction Summer 2013

**Project Name** Westport Traffic Calming and Pedestrian Improvements

**Year Start** 2012

**Category** Public Works; Planning

**Location** Westport

**Commissioner District** 4

**Projected Cost** \$850,000

**Funded By** Oregon Department of Transportation, Clatsop County



**Description** The Westport community is the East gateway to Clatsop County and has significant traffic through the community on State Highway 30. This project is an Oregon Department of Transportation financial responsibility but requires prioritization by the County and an agreement to provide services, like landscape maintenance, along the through-town route.

**Benefit** The benefit of this project would be to encourage drivers to maintain the posted speed and provide safety improvements for community pedestrians attempting to cross this busy State Highway.

**Collaborating Agencies** Oregon Department of Transportation, Westport community.

**Process** Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build  
 Celebrate

**Timeline** 2011-2012- Amend Clatsop County’s TSP for the pedestrian improvement project for parts that may lie outside of the existing right-a-way for Hwy 30.

2012-2014- Complete engineering design and permitting through Clatsop County and ODOT for proposed project. Finalize agreements between ODOT and Clatsop County for maintenance and up keep of proposed project. Identify funding streams for the proposed project and secure funds.

2014-2015- Construct proposed plans.

**Project Name** Countywide Bypass, Truck, Evacuation Route

**Year Start** 2012

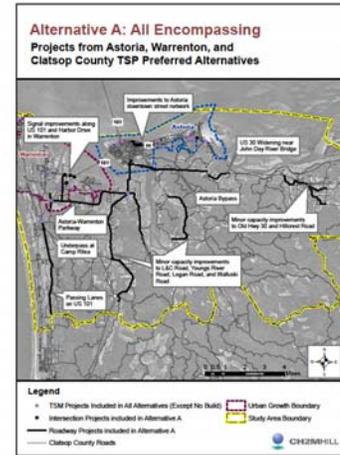
**Category** Public Works; Planning

**Location** Countywide

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost:** \$200,000 per year.

**Funded By** Public Works



**Description** The County, cities of Astoria, Warrenton and Seaside has considered improvements to Highway 101 and the development of an alternate route, earthquake or tsunami evacuation road or by-pass. Studies during the past 20 years have been completed, but the project has not moved forward due to opposition, lack of funding, and insufficient information. Projects like this require the development of consensus since funders are not willing to pay for projects that do not have public support. Finally, it requires a long-term commitment to a process that includes consideration and resolution of most if not all of the issues – environment, social, and economic – that are raised by the public.

The Ensign Road extension from Highway 101 to Business route 104 in front of the Costco Store in Warrenton may become part of the by-pass route in the North County. The environmental sensitivity of the estuary area in the Lower Columbia will require a diverse group willing to commit to many years of discussion. In addition, the County Transportation System Plan is scheduled for review in 2014.

**Benefit** This project would provide a starting point to the discuss improvements to Highway 101 followed by options for additional solutions in the future. It would provide a collaborative forum to strengthen relationships and develop communication between the different perspectives.

**Collaborating Agencies** Oregon Department of Transportation, Department of Land Conservation and Development, cities, Special Districts, private business, environmental and business organizations.

**Process** Authorization to proceed provided by Board  
 Planning Commission  
 Board  
 Adoption

**Timeline** Countywide meeting including elected officials from State and local agencies, to discuss improvements or alternative routes on U.S. 101 for evacuation routes.

Appoint Stakeholder oversight committee,  
Working groups on each section,  
Prepare to incorporate policies into County TSP using short and long term  
goals developed by Stakeholder Oversight Committee.

**Staffing** Public Works and Community Development staff

**Project Name** Department of State Lands  
Wetland Mitigation Permitting

**Year Start** 2011

**Category** Public Works;  
Planning

**Location** Clatsop County

**Commissioner Districts** All

**Projected Cost** \$ 75,000 – 100,000

**Funded By** Clatsop County Fees



**Description** The State Department of State Lands (DSL) permits all wetland mitigation projects in Clatsop County. The County has the option to assume this responsibility provided certain conditions are met. This project would require networking with the State and local agencies to identify wetland, and it would require retention of qualified staff to provide the services subject to approval by the State. This is a multi-year effort to put these programs in place.

**Benefit** The benefit of this project is quicker response and clarity with regard to requirements for mitigation.

**Collaborating Agencies** CREST, cities, Port, private sector. Non-profits land conservancies.

**Process** Board authorization to proceed to evaluate  
Study assumption responsibilities  
Consultant assists with identifying process, costs, and revenue  
Hire staff based on consultant report  
Establish program.

**Timeline** 2013-2014  
(18-24 mo. for wetland inventory and preparation/adoption of wetland regulations). Processing of permits would be ongoing,

**Cost** Consultant contract for the wetland inventory (\$75-100K); ongoing wetland permit processing would require staff training and potentially .25-.5 FTE of staff time. Permitting services can also be provided by a qualified consultant

**Project Name** Clatsop Plains Wastewater

**Year Start** 2015

**Category** Public Health; Public Works

**Location** Countywide

**Commissioner District** 1, 2, 3, 4, 5

**Projected Cost** \$150,000

**Funded By** Public Works Department and Community Development Department



**Description** The Clatsop Plains area is like much of the County. It is a delicate environmental area and suitable in some locations for private development. Wastewater is primarily disposed of through septic systems. This plan would establish the baseline data for the area and provide a template to consider the impacts on wastewater in the area at build-out. This may impact the County Comprehensive Plan and provide direction to add, delete, or improve the language in the Development Code and Standards to accommodate the needs in this area.

**Benefit** The benefit of this project would be to provide clarity regarding the future of this critical County area and how to dispose of wastewater generated by this area.

**Collaborating Agencies** Oregon Department of Water Resources, Oregon Department of Environmental Quality, Department of Land Conservation and Development, Watershed Council, cities, Special Districts.

**Process** Authorization to proceed provided by Board  
Consultant assistance  
Planning Commission  
Board  
Adoption

**Timeline**

**Project Name** Environmental Evaluation and Sediment Clean-up - Columbia River Estuary

**Year Start** 2012

**Responsibility** Community Development; Public Works

**Location** Columbia River Pollution sites

**Commissioner Districts** 1, 3, 4

**Projected Cost** \$?

**Funded By** State and Federal Agencies, Non-Profit entities, Private Business



**Description** The Columbia River estuary is a bi-state region comprising a number of specific polluted sites and areas polluted from upstream activities. The Columbia River estuary has been the recipient and depository for local and regional toxic pollutants for several generations. These pollutants as documented through the evaluation of bottom feeding fish tissue pose a danger to human and aquatic health. Current efforts to clean-up the Columbia River estuary while marginally successful are spread between a number of State and Federal agencies with oversight focused on specific projects.

The estuary agencies should plan for a focused multi-year project to clean-up the Columbia River Estuary. Part of this effort would be coordinating and participating in efforts like the Columbia River Basin Toxics Reduction Action Plan [www.epa.gov/region10/columbia](http://www.epa.gov/region10/columbia) sponsored by the Environmental Protection Agency. Local involvement, coordination and focus as a jobs creating economic cluster would assist with prioritizing funding from the Federal and State agencies to accomplish the project.

**Benefit** The benefit of this project is it would focus the area on bringing the knowledge, technology and jobs for this effort to this area.

**Collaborating Agencies** Federal and State agencies focused on water quality, habitat restoration, and economic development; Tribes; CREST; Non-profits; Bonneville Power Administration; Corps of Engineers;

**Process** Involves many agencies and citizens.

**Timeline** 2014-TBD

**Project Name** East County Dock Expansion or Construction

**Year Start** 2012

**Category** Transportation & Development, Parks Division

**Location** Columbia River

**Commissioner District** 4

**Projected Cost** \$500,000



**Funded By** Transportation & Development, Parks Division / ODF&W Grants

**Description** The area of the County between the John Day River dock and Westport does not have sufficient access to the Columbia River. A dock located in this area would provide access to a unique and one-of-a-kind environment located on the Columbia River as well as prime fishing areas. The dock area at Knappa is constrained and limited due to a lack of development, poor access, and limited services. It may be necessary to identify another location along this reach of the river. This project would expand or improve an existing dock, parking area, and provide access to enhance the availability of the area to public use.

**Benefit** The benefit of this project would be to provide a serviceable public dock to the community and access to a valuable and unique environmental area on the Columbia River.

**Collaborating Agencies** ACOE, Oregon Department of Fish and Wildlife, Department of State Lands, Oregon DEQ, Department of Land Conservation and Development, State Marine Board, Knappa, Svenson and Brownsmead communities.

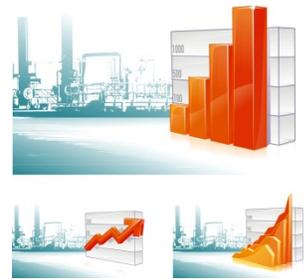
**Process** Identify the location  
 Authorization to proceed provided by Board through budget  
 Design  
 Bid  
 Build  
 Celebrate

**Timeline**

2012	ID Location
2013	Design
2013-14	Coordinate Funding
2014	Construct

# **FACILITIES**

<b>Project Name</b>	North Coast Business Park Development
<b>Year Start</b>	2012
<b>Category</b>	County Manager,
<b>Location</b>	North Coast Business Park
<b>Commissioner District</b>	1
<b>Projected Cost</b>	\$200,000
<b>Funded By</b>	Clatsop County Industrial Development Revolving Fund; Business Oregon



**Description** The North Coast Business Park (NCBP) is the location of light industrial development. The NCBP Master Plan Update adopted by the County Board in 2011 provides for an office park for Phase I of the park development. The focus of the development is to provide jobs in a unique well-designed business park setting. The project is being paid for through leveraging the sale of part of the property to pay for the improvements.

**Benefit** The benefit of the North Coast Business Park is to provide jobs and a location for businesses on the North Coast.

**Collaborating Agencies** State of Oregon, Business Oregon

**Process** There are several processes underway during the coming year as follows:

**Financing:** The County has the option to finance water, sewer, and other infrastructure installation prior to development. There is risk for the County if this is the decision. During the coming year the City of Warrenton will be exploring system development charges which would be paid for by potential developers and recouped from the sale of the property. The County will closely monitor the discussion of these charges and if a development is proposed work with the proposer on an infrastructure financing plan.

**Design Review:** Identify an internal design review committee (DRC) and record Covenants, Conditions and Restrictions (CC&R's) for the property. October 2011 – January 2012 CCR's were recorded in December on this property. Planning staff is preparing bylaws for the DRC.

**Wetland Mitigation –** Staff will continue to work through the process for obtaining permits from the Corps and Department of State Lands. A wetland restoration project has already been identified by these agencies to mitigate the remaining property, however, staff time will be needed to acquire other property and coordinate with these agencies. The actual restoration work will be contracted to an agency and is identified below. August 2011- August 2012. A proposal was received from NCLC and will be

considered by the Board on March 14, 2012. This will kick-off the second phase of mitigation needed for the NCBP development.

Park Trail Development – Staff will work with the Warrenton Trail Association on opportunities for parks and trails within the plan area. January 2012 – August 2012.

**Timeline** This project is a long-term project that will ultimately result in the development of this property and returning it to the tax rolls.

<b>Project Name</b>	Recycling Center(s) – Household Hazardous Waste
<b>Year Start</b>	2014
<b>Category</b>	Environment Health; Building and Grounds
<b>Location</b>	County wide
<b>Commissioner District</b>	3
<b>Projected Cost</b>	\$ 355,000 (est.)
<b>Funded By</b>	Department of Environmental Quality, County Environmental Health, tipping fees, user fees.



**Description** Permanent household hazardous waste (HHW) collection facilities are an integral part of the municipal recycling and solid waste management infrastructure. Removing HHW from the municipal solid waste stream reduces the toxicity of the waste stream disposed at landfills and will reduce the toxicity of the landfill’s leachate. Permanent HHW collection facilities are typically cheaper to operate than the mobile and/or weekend collection roundups. Permanent HHW collection facilities allow for greater participation because of longer operating hours.

When starting to develop a permanent HHW collection facility, there are many decisions that need to be made: the potential volume of materials in the community, choosing an appropriate facility size and building type, and developing a budgetary cost estimate. HHW collection facilities differ in facility size, floor plan layout, building type, and operations.

**Benefit**

- Collecting HHW separately will reduce hazardous chemicals entering the solid waste stream and will reduce the toxicity of the landfill’s leachate
- Reduces illegal/improper disposal
- Establishes an ongoing infrastructure (e.g. permanence)
- Complements public education programs
- Improves convenience/accessibility HHW collection center
- Known/established operating hours (facility availability) increases “convenience”
- Participants’ usage is ongoing and avoids high peak loading
- Lowers overall cost-per-unit collected/processed (compared to mobile/periodic HHW collection events)
- Protects water supplies and water pollution discharge limits
- Reduces, in part, public resistance to other waste facilities
- Enhances positive environmental image of jurisdiction
- Can provide service to CEGs

**Collaborating Agencies** Oregon Department of Environmental Quality (DEQ), HHW Advisory Committee, Western Oregon Waste (WOW), municipal Public Works Departments, Hazardous Waste Transport vendor, PaintCare

**Process** The development of a permanent household hazardous waste (HHW) facility for a jurisdiction is a complex project that consists of the following stages:

- Authorization to proceed provided by the Board
- Determining the need for a facility
- Facility sizing and design
- Siting and permitting
- Bid preparation/selection of vendors and contractors
- Facility construction
- Facility startup/acceptance
- Full scale operations
- Operator certification and training

**Timeline** Continue with HHW events alternating between North and South County through 2014. Begin process for permanent site 2014 with estimated completed 2016.

**Project Name** Joint Public Works Location

**Year Start** 2012

**Category** Public Works;  
Buildings and Grounds

**Location** County wide

**Commissioner District** 1,2,3,4,5

**Projected Cost** \$3.5 to 5 million

**Funded By** Public Works



**Description** The Oregon Department of Transportation, Clatsop County and City of Warrenton have been considering co-locating at, or in the vicinity of, the North Coast Business Park (NCBP). The project would provide for additional collaboration between these agencies and cost savings. Joint purchasing may be possible as well as coordination of maintenance activities. Other counties in Oregon have co-located with ODOT and the relationship has been beneficial.

**Benefit** The project provides shared maintenance costs, greater service coordination, and unknown benefits through collaboration of activities. It would provide a one-stop center for many State and County share services.

**Collaborating Agencies** Oregon Department of Transportation, City of Warrenton

**Process** Authorization to proceed provided by Board through budget  
Design  
Bid  
Build  
Celebrate

**Timeline** 2012 -  
1. Land Acquisition (12 acres off Dolphin) purchase or land transfer  
2. Preliminary feasibility/need study for facility  
2013 -  
1. MOU with County and ODOT  
2. Sale of existing Public Works facility  
3. Final design of building  
4. Begin construction of facility

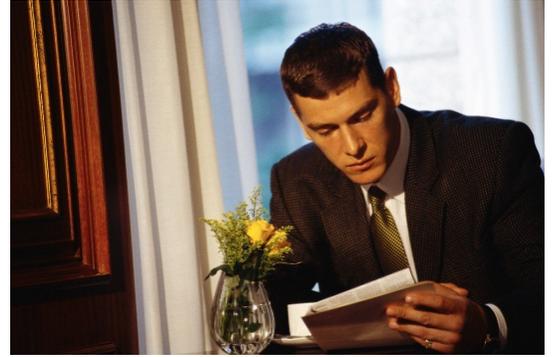
**Cost** \$3.5 to 5 million

**Staffing** ODOT and County leadership  
Consultants: Appraiser, Realtor, Architectural team

## **PROJECTS FOR STAFF**

## **PROJECTS NOT PRIORITIZED**

<b>Project Name</b>	Fee Study Update
<b>Year Start</b>	2012
<b>Category</b>	Finance
<b>Location</b>	Clatsop County
<b>Commissioner Districts</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$25,000
<b>Funded By</b>	Clatsop County



**Description** Clatsop County services are supported by fees. The fees are charged to those who do specific business with the County and receive specific benefits from the services received. Fees are charged by almost every department. Some County services like building inspection is designed to be self-supporting while other County services are partially subsidized by Federal, State or County taxes. Keeping the fees up to date assures those who benefit from the services actually pay for the cost of the services.

The study should consider all of the taxes and fees assessed by the County to determine if the fees are appropriate and adequate. For example, the transient room tax would be reviewed to determine if the fees are being paid by those who offer short-term rental of property within the County.

**Benefit** The benefit of this project is it provides funds that off-set the cost of the services allowing essential tax supported services to be funded. It also assures fairness in that those who consume services actually pay for the cost of the services.

**Collaborating Agencies** None.

**Process**

- Budget Request 2012-13
- Request for Proposal Process
- Authorization to proceed provided by Board
- Interviews and Develop Report
- Report to Board
- Board Adoption of Fees
- Implementation of Fees

**Timeline**

- June 2012 Budget Adoption
- July-September 2012 RFP Process
- October-June 2012-13 Fee Study and Adoption
- July 2013 Implementation Start

<b>Project Name</b>	Internal Financial Controls Assessment and Plan
<b>Year Start</b>	2011
<b>Category</b>	Finance
<b>Location</b>	Clatsop County
<b>Commissioner Districts</b>	1, 2, 3, 4, 5
<b>Projected Cost</b>	\$35,000
<b>Funded By</b>	Clatsop County



**Description** Clatsop County has multiple funds or businesses. Each business has revenues and expenses, and many have separate points for payments. Separation of accounting functions – payments, counting, balancing, booking, and auditing – are difficult with the numerous business systems present in a complex governmental operation. This study would assess the existing internal financial controls and provide a plan to address any issues raised by the assessment.

**Benefit** The benefit of this project is it provides the tools to make sure internal financial controls are in place to protect the public’s assets.

**Collaborating Agencies** None.

**Process**

- Budget Request 2012-13
- Request for Proposal Process
- Authorization to proceed provided by Board
- Consultant performs the assessment
- Staff reviews the consultant’s report
- Report to Board
- Board Adoption of Report
- Implementation of Findings in Report

**Timeline**

- June 2013 Budget Adoption
- July-September 2013 RFP Process
- October-June 2013-14 Plan Preparation and Adoption
- July 2014 Implementation

<b>Project Name</b>	Workforce Plan for County Organization
<b>Year Start</b>	2012
<b>Category</b>	Human Resources
<b>Location</b>	Clatsop County
<b>Commissioner Districts</b>	1,2,3,4,5
<b>Projected Cost</b>	\$12,000
<b>Funded by</b>	Clatsop County



**Description** Clatsop County as an organization faces a rapidly aging work force. As older employees leave County employment the County loses experienced employees with a vast wealth of institutional knowledge and experience. The County should examine the workforce makeup and staffing trends to define and address its future talent needs. The plan should focus on knowledge and experience transfer and the financial aspects of retirements and recruitments over the next 5 to 10 years. A County plan will focus on recruitment strategies to assure sufficient qualified employees are available to provide County services.

The project will benefit the County by providing an understanding of the current and future workforce composition. The plan should also include identification of the specific requirements and training needed to be qualified for the job. The plan will provide the County with information about the type of incentives package and other programs we must develop to recruit and retain prospective employees to fill key positions created by normal attrition and retirements.

**Collaborating Agencies** Employment Department

**Process**

- Staff retains a consultant
- Consultant performs assessment
- Staff Reviews the consultant’s report
- Board review report
- Staff incorporates recommendations

**Timeline** A Workforce Study takes approximately 5 weeks to complete. Three weeks to collect and compile compensation, benefits and reward data. One week to review and refine data with County. One week to present recommendations to County leadership. If accepted, implementation is ongoing.

<b>Project Name</b>	Water Resource Planning
<b>Year Start</b>	2015
<b>Category</b> Health	Public Works, Planning and Public Health
<b>Location</b>	All of Clatsop County
<b>Commissioner District</b>	All
<b>Projected Cost</b>	Not Known
<b>Funded By</b>	County and State grant



**Description** The primary water providers in the County are the cities and water districts. The County’s role is to assure that sufficient supplies are available for County residents who use wells, and that the supply is not subject to external pollution from septic tanks or other sources of pollution.

**Benefit** The benefit of the project will be concise statement of the future of development in the County. Private developers interested in increasing density may be interested in financing this study.

**Collaborating Agencies** Oregon Water Resources Department; cities, water districts.

**Process** Inventory past studies of the water resources in the County; review with collaborating agencies; identify water resource areas of concern – possibly Clatsop Plains; Fund a study to plan the future of these areas.

**Timeline** This project is a long-term project and would be developed based on development pressure.

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# Clatsop County

Planning Commission  
800 Exchange St., Suite 200  
Astoria, Oregon 97103  
www.co.clatsop.or.us

Phone (503) 325-1000  
Fax (503) 325-8325

February 14, 2012

TO: Board of County Commissioners

FROM: Bruce Francis, Chair, Clatsop County Planning Commission

COPY: Duane Cole, County Manager

SUBJECT: Transmittal of Strategic Plan

The Clatsop County Planning Commission on July 13, 2011 was assigned the task of reviewing and prioritizing the project included in the DRAFT Clatsop County Strategic Plan. The press of immediate business delayed consideration of the plan until the October meeting at which time the Planning Commission undertook the review. Each project was reviewed and evaluated. Editing of the descriptions and content were provided to staff and the commission members actively discussed whether the project belongs in the plan. This review process required an hour during the October, November and December Planning Commission meetings. The December meeting included recommendations from the commission regarding evaluation criteria.

At the January 2012 Planning Commission meeting staff reviewed evaluation criteria and the prioritization process, and the commission discussed the definitions and use of the evaluation criteria. The prioritization process was completed by a majority of the Planning Commission on January 27 and the remaining members completed the process the following week. All of the information regarding the prioritization was posted and shared with the Planning Commission at the regular public meeting on February 14, 2012. At each of the Planning Commission meetings time was allowed for public input on the plan.

The Planning Commission expresses its appreciation to the Board for being assigned this opportunity to get involved in 'real planning' instead of the continuous and important work of reviewing projects and applying the policies in the County Comprehensive Plan and Development Code. The Commission is available to the Board for additional planning projects. In addition, the Commission appreciates the work of staff that developed the Strategic Plan projects and worked with the Commission through this process.

The Planning Commission through this memorandum hereby transmits the DRAFT Clatsop County Strategic plan and priorities to the Board for consideration.

  
Bruce Francis, Chair

# Clatsop County Strategic Plan 2012 Planning Commission Prioritization Results

Project	Priority	Comments	Points	Page
<b>Planning Projects</b> County Technology Plan Update	1	This sounds like a project that County staff needs and will undertake as time and funds are available. Perhaps cities should be added to the collaborating agencies.	142.3	48
Comprehensive Plan Update	2	While this is an expensive and staff intensive project, it is very important that it be worked on while the economy has slowed development. The area's geographic desirability will invite development pressures again, once money and demand return. Planning should move ahead while the political environment and economy make it possible.	134.3	36
Transmission Facilities	3	If County staff can go ahead with this update to be prepared for future projects, they should be encouraged to do so.	134.0	39
Re-establish Citizen Advisory Committees	4	(I did manage a community planning program for over 20 years, and had citizen groups of lengthy duration with each plan- usually 2-3 going at a time). My experience is that groups should be formed when you have something real for them to do... a definite planning effort or project. Otherwise, you will lose credibility, and people will feel disrespected and become frustrated. So, committees should be formed, but it should be done as part of the comprehensive plan program. Staff time and expertise are required to work successfully with citizen groups.	132.0	44
Renewable Energy Plan	5	This work would set the County up to be able to process new projects under consistent and carefully considered policies.	130.0	46

<b>Project</b>	<b>Priority</b>	<b>Comments</b>	<b>Points</b>	<b>Page</b>
Estuary Planning	6	While development pressures are delayed, it is a great time to update plans using current science and court findings to coordinate with state and federal regulations. Working with CREST, we may be able to find funding to assist in the regional effort.	126.3	38
Sustainability Plan	7	This is a forward-looking and interesting project that could serve to pull together a value set to underpin comprehensive planning.	118.5	40
Housing Quality Plan	8	This may make the County more consistent with existing cities, and help the County manage any future growth, as well as compliance with state efforts.	113.5	42
Criminal Management Evaluation	9	This study should be completed before any movement on the jail expansion. I wonder if it could be done by staff over time, without the hiring of a consultant.	110.0	49
Historic Preservation Program	10	It is quite possible that grants could be put together from the Oregon Heritage Commission and SHPO to fund this program, and it could be discussed with state officials. I have not heard of any comparable county effort. Maybe it could be funded as a two year effort. Local qualified consultants are available.	101.0	45
People's Utility District Evaluation	11	A very divisive project. Only the County Commission can determine if it is worth going through the predictable turmoil of this study and election. It does seem worth finding out the reality of such a venture, so that a decision is based on real information about this region.	81.0	47

Project	Priority	Comments	Points	Page
<b>Projects</b>				
Westport Slough Dredging	1	Good project if funding is available.	142.0	58
Fire Station Access Development	2	Small, visible and manageable Countywide safety project that should be done this year.	141.0	64
County-wide By-pass, Truck, Evac. Route	3	I question the cost estimates for this project. The proposal need not be limited to Hwy 101. I have worked on this study in the past, and do not necessarily agree with the assessment given of the history. ODOT will resist, as state funding is unavailable, but the information is needed for emergency planning.	140.0	56
DSL Permitting by County	4	A good fit for the County, and having the expertise on staff would strengthen local programs and understanding.	138.0	59
Clatsop Plains Wastewater	5	It is urgent that this knowledge is in place and appropriate policies adopted before additional projects are considered in the Clatsop Plains.	132.5	60
Sediment Clean-up Columbia River	6	Meetings to initiate collaborative efforts don't cost much, and it is a compelling need.	121.5	61
Westport Traffic Calming and Peds. Imp.	7	Needed project for ODOT and County PW	120.0	63
East County Dock Expansion	8	The cost seems high in the current economy.	114.0	62

Project	Priority	Comments	Points	Page
<b>Facilities</b>				
Electricity to Fish Hatchery	1	If this can be funded externally, it would be a good project.	115.0	68
Recycling Center for Household Haz. Wst.	2	Desirable, but costly.	115.0	69
Incubator Light Industrial Building	3	This was a new and dynamic concept in the 1990s, and was implemented in many areas. The City of Astoria did such a project on the eastern edge of the city. It might be useful to find out about their experience and to research recent thinking in places such as the Urban Institute or other professional planning or economic development documents. Does market demand still support such facilities, for instance? Is there vacant developed space already in existence? Could existing vacant space (such as Lum's old building or Warrenton vacant buildings) be re-positioned for such uses?	112.0	71
Joint Public Works Location	4	This keeps sounding like a reasonable project, but it needs some outside spark or funding to make it supportable. If it competes with the jail expansion, for instance, the latter has more defensible priority. I'm sure that it would help the agencies involved.	99.0	66

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## APPENDIX B SUPPORTING PLANS AND STUDIES

Transportation Refinement Plans  
    Eastgate  
    Greater Warrenton  
    Miles Crossing  
Long Term Financial Plan  
Long Term Financial Plan – Rural Law  
Emergency Operations Plan  
Clatsop County Recreation Land Master Plan  
State Forest Plan and Implementation  
Juvenile Crime Plan – Updated Annually  
Commission on Children and Families Comprehensive Plan  
Prevention Implementation Plan  
Annual Budget and Budget Policies  
State Territorial Sea Plan  
Sediment Management Plan  
Astoria By-Pass  
Jail Studies  
Clatsop County Comprehensive Plan  
Park Master Plan  
Transportation System Plan  
Long-term Financial Plan  
Public Health 3 year Comprehensive Plan  
Community Corrections Biennial Plan  
Capital Road System 5 year plan  
Information Technology Strategic Plan Update  
OSU Extension Strategic Plan  
North Coast Business Park Plan and Update  
Joint Land Use Study – Camp Rilea  
Household Hazardous Waste Plan  
Fee Study  
Fair Master Plan