



Clatsop County

Community Development – Planning

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TO: Countywide Citizen Advisory Committee Members

FROM: Gail Henrikson, AICP, Community Development Director

RE: **COMPREHENSIVE PLAN UPDATE - MEETING 1**

SUMMARY

Enclosed is the agenda for the June 20, 2019, Countywide Citizen Advisory Committee (CCAC) kick-off meeting. Also included are the following preliminary background materials:

- Adopted CCAC bylaws
- Clatsop County advisory committee handbook
- Adopted scope of work for the comprehensive plan update
- Adopted public involvement plan
- Clatsop Vision 2030 plan and community profile
- Clatsop County 2012 Strategic Plan
- A “cheat sheet” of commonly used planning terms and acronyms

Staff will provide binders for these materials at the June 20th meeting. Staff will also provide the background materials for the next meeting on June 20th. The goal is to provide the committee members with adequate time to review the background materials prior to the meeting. All materials will also be posted on the County’s website.

Staff has provided suggested times on the agenda as a tool for committee members to use in gauging discussions. It is completely at the discretion of the CCAC members to determine how much discussion is required. The purpose is simply to keep meetings on track and assist the public by providing time-certain scheduling of various discussion items. The tentative schedule is not meant to limit discussion in any manner.



**CLATSOP COUNTY
 COMPREHENSIVE PLAN UPDATE
 COUNTYWIDE
 CITIZEN ADVISORY COMMITTEE**
 June 20, 2019
 2:00 PM
 Guy Boyington Building
 857 Commercial Street
 Astoria, OR 97103

TIME	TOPIC	LEAD
2:00 PM	Welcome	Board of Commissioner Chair Planning Staff
2:05 PM	Introductions: <ul style="list-style-type: none"> • What inspired you to serve? • What do you hope to get out of the process? 	CCAC Members
2:15 PM	Election of Chair and Vice-Chair	CCAC Members
2:25 PM	Review of Project Scope of Work and Schedule	Staff
2:55 PM	<ul style="list-style-type: none"> • Distribute meeting binders • Review background documents • Distribute background materials for next meeting 	Staff
3:10 PM	Establish regular meeting date and time	CCAC Members
3:20 PM	Public comment	Public
3:30 PM	Closing comments and adjournment	CCAC Members

BACKGROUND MATERIALS PROVIDED:

- Countywide Citizen Advisory Committee Bylaws
- Clatsop County Committee Handbook
- Comprehensive Plan Update Scope of Work and Schedule
- Comprehensive Plan Update Public Involvement Plan
- Clatsop Vision 2030
- Clatsop County 2012 Strategic Plan
- List of planning terms and acronyms

All Comprehensive Plan Citizen Advisory Committee meetings are open to the public. Community members are welcome to observe and provide written comment at any time to comdev.co.clatsop.or.us. As time allows, verbal comment is welcome during the time specified on the agenda.

NOTE TO CCAC MEMBERS: Please contact the Community Development Department (503-325-8611) if you are unable to attend this meeting.

ACCESSIBILITY: This meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours prior to the meeting by contacting the Community Development Land Use Planning Division, 503-325-8611.

TAB 26
CLATSOP VISION 2030



CLATSOP VISION
2030TOGETHER

CLATSOP COUNTY COMMUNITY PROFILE
A Summary of Trends, Issues and Questions for Our Future



March 2014
VERSION 1.0, DISCUSSION DRAFT – 03.07.14



CLATSOP VISION 2030TOGETHER

CLATSOP VISION 2030 TOGETHER is a ‘visioning process’ for the people of Clatsop County, Oregon. Sponsored by Clatsop County, this planning project is designed to engage residents from across our county in a dialogue on where we are as a county today, where we may be headed tomorrow, and where we would like to be in the future – a vision for our county in the year 2030.

The vision and goals developed through this conversation will be used to guide the policies, plans, decisions and actions of Clatsop County, and available to inform the decisions and actions of Clatsop County’s cities and unincorporated communities, local businesses, civic organizations, and community groups countywide.

This **draft document** summarizes information gathered from state, county and local data and forecasts, interviews with community leaders and organizations, websites, and other sources. It is intended to provide a general background for the visioning process and a starting point for a community dialogue.

Information presented in this report is organized into the **six draft focus areas** of the **Clatsop Vision 2030 Together** vision: Economy and Jobs; Arts, Culture and History; Health, Safety and Community Resilience; Education and Learning; Environment and Recreation; and Community Development and Planning. These focus areas and compiled information will be updated and refined based on input received from the wider community.



Clatsop County at a glance...



Geography

- Total area: 1,085 square miles, including both land and waterways
- Total area, land only: 905 square miles
- Total area, water only: 180 square miles
- Percentage of land owned by State of Oregon, primarily as forestland: circa 30%
- Highest point in the county: Saddle Mountain summit, elevation 3,280 feet

Population & Demographics

- Estimated county population (2012): 37,301
- Total county population (2010): 37,039
- Total county population (2000): 35,630
- Average population density (2010): 41 people per square mile
- Racial composition (2000): White, 93.14%; mixed race, 2.3%; Asian, 1.21%; Native American, 1.03%; African American, 0.52%; Pacific Islander, 0.17%.
- Hispanic population (2000) (may be of any race): 4.48%
- Total county households (2000): 14,703
- Average household size (2000): 2.35
- Median age (2000): 40 years old
- Median income (2000): \$36,301
- Median income, families (2000): \$44,575
- Per capita income (2000): \$19,515
- Percentage of population living below poverty line (2000): 13.2%
- Percentage of families living below poverty line (2000): 9.1%

Cities & Unincorporated Communities:

- Astoria, pop. 9,477 (2010)
- Seaside, pop. 6,457 (2010)
- Warrenton, pop. 4,989 (2010)
- Canon Beach, pop. 1,690 (2010)
- Gearhart, pop. 1,462 (2010)
- 35 unincorporated communities – from Arch Cape to Westport

Economy

- Principal industries: manufacturing, tourism, trade, timber, fishing
- Average nonfarm employment (2007): 17,480

Did you know?

- Clatsop County is named for the Native American tribe who first inhabited the area.
- Lewis & Clark's Corps of Discovery encamped in the area in the winter of 1805-06.
- Astoria, established in 1811, is the oldest city in the county and county seat.
- Fort Stevens is the only continental U.S. military installation attacked during WWII.
- The Port of Astoria will turn 100 years old in 2014.

Focus Area 1 – Economy & Jobs

Where are we today?

- Clatsop County's economy suffered during the Great Recession; today the county's economy is improving although unemployment persists. Wages are chronically low.
- While the county today is less dependent on traditional natural resource industries, forestry in particular remains a significant part of the local economy.
- Logging in the county has not been as heavily impacted as other Oregon counties in recent years, partly due to the large amount of forest land in State or private ownership.
- Major employers in the county include Wauna Paper Mill (Clatskanie), Lektro (Warrenton), U.S. Coast Guard (Astoria, Warrenton) and Astoria School District 1.
- Other major employment sectors include health care, government, services and retail.
- Astoria, Warrenton and Seaside draw significant retail trade from Washington.
- Astoria, Seaside and Cannon Beach attract large numbers of visitors and tourists, including seasonal tourists and cruise ships passengers.
- The Port of Astoria growth has had static growth in recent years, but remains a significant factor in the local economy.
- Many other employers in the county are very small businesses.

Where are we headed tomorrow?

- Clatsop County's economy is slowly diversifying away from natural resources.
- Fishing-related industries are a relatively smaller factor in the county's economy.
- Travel and tourism account for an increasing share of the county's economy.
- Clatsop Community College (CCC) is becoming an important force in the diversification of the county's economy, with a focus on job training and workforce development.
- Increased traffic and traffic congestion will likely further strain the county's highway system and economic growth (U.S. Routes 26, 30, and 101).
- The county's limited highway system may constrain urban growth and development.
- New commercial development in the county has had major impacts on local wetlands.

What issues will we face?

- What is the future of Clatsop County's traditional natural resource industries?
- What new industries will replace jobs that may be lost in natural resources?
- What is the future of large-scale energy-related developments (LNG terminals, coal shipment facilities, etc.) in the county's economy? How would these industries affect local jobs? What would their environmental impacts be?
- How can CCC continue to contribute to job growth and economic diversification in the county?
- How can the county establish more employment opportunities to retain young people who have received higher education or training here but tend to move away?
- What is the future role of tourism in the county? Are there tourism niche markets that would further distinguish and enhance the local economy?
- What is the economic future of smaller, more rural communities in the county?

Focus Area 2 – Arts, Culture & History

Where are we today?

- Framed by the Coast Range, Columbia River and Pacific Ocean, and rich in arts, culture and history, Clatsop County is a travel and tourism magnet.
- As the terminus of Lewis and Clark’s Corps of Discovery (1805-06), the county is the spiritual home of one of the most legendary expeditions in American history.
- The county’s traditional natural resource industries, and the ethnic groups that have worked in them, continue to flavor local heritage, culture and tourist attractions.
- Astoria has numerous historical, arts and cultural attractions, including Fort Stevens State Park, Fort Clatsop National Memorial, Columbia River Maritime Museum, Astoria Visual Arts Center, CCC Art Center Gallery, and Second Saturday Art Walk.
- Seaside, Oregon’s oldest ocean resort community, is an annual draw for seasonal vacationers, featuring the Seaside Aquarium and Seaside Historical Society Museum.
- Cannon Beach, with the iconic Haystack Rock and Oregon Islands National Wildlife Refuge, has a thriving arts and cultural scene with galleries, festivals and theatre.
- Local arts groups in the county have increased rapidly, including both visual (painters, print-makers, fiber arts, quilting) and performing artists (theatre, poetry, music).
- The Arts Council of Clatsop Council supports, promotes and advocates for local arts.

Where are we headed tomorrow?

- Arts, culture and historical tourism have an increasing presence in Clatsop County.
- Astoria is becoming an arts center, tourist hub and visitor attraction in its own right.
- There will be increased impacts of tourism on local traffic, congestion, and cost of living.
- Tensions may continue between local residents who live and work in the county’s communities, and tourists who come to visit, recreate and enjoy its amenities.
- Tensions *within* the county may continue between the blue collar, working “north,” and the more affluent, vacationing “south” – or it may subside as tourism becomes more present across the county.

What issues will we face?

- How can Clatsop County’s history, heritage and culture be maintained in the face of increasing population, economic growth and new urban development?
- How will the expansion of the county’s tourism economy impact the livelihoods of county residents?
- How can tourism become a driver for living wage jobs in the county?
- How can the county mitigate the impact of increased tourism on local traffic, congestion, and the cost of living?
- How will local communities address the tensions between those who live and work in local communities, and those who visit, recreate or vacation here?

Focus Area 3 – Health, Safety & Resilience



Where are we today?

- Clatsop County has a high rate of poverty, particularly in its interior, more rural areas.
- Low wages and chronic poverty lead to poorer general public health in the county.
- A large number of children in the county are uninsured. The State sponsored, County-administered Healthy Kids program provides low-to-no-cost insurance for children.
- The Coastal Families Health Center, a Federally Qualified Health Center, provides comprehensive health care regardless of ability to pay. It sees 5,000 patients annually.
- Community attitudes about self-reliance and resistance to public assistance prevent some residents from seeking out and obtaining health care, particularly in rural areas.
- County-provided social services are currently stretched thin due to lack of adequate financial support. County jails, in particular, operate on minimal funding.
- There are no facilities for mental health services in the county. Neither the medical center nor the county jail can accommodate patients' or inmates' mental health needs.
- Youth and student homelessness is a continuing problem in urban areas.
- Drug abuse is a significant problem in the county, including heroin, methamphetamine, oxycodone (prescription painkiller), and alcohol.
- Much of the drug issue is centered in the rural interior of the county. Meth labs are a public safety threat and law enforcement issue.
- Emergency response is a challenge countywide, due in part to the far-flung geography of the region and inherent constraints of the road and highway system.
- Emergency response times are a particular issue for the interior and southern county. Many areas are reliant on volunteer fire departments for emergency response.
- Countywide emergency preparedness initiatives are making progress, but still have a long way to go in terms of readiness for a major natural disaster (i.e., tsunami).

Where are we headed tomorrow?

- Clatsop County's older population will require attention to age-related health issues, as well as to chronic conditions exacerbated by poor nutrition, obesity, tobacco use, etc.
- A new model emphasizing patient-driven health care is being instituted in some clinics focusing on prevention and client population self-management.
- The County is looking into the hidden costs of an "events-driven" tourist economy, including public police protection, safety patrols, drinking and disorderly conduct, etc.
- Volunteerism, especially around fire protection and emergency response, will continue to play a critical role in the county, especially in rural areas.
- The County is looking at more intergovernmental agreements (IGAs) between incorporated areas to leverage public safety dollars and protect public health.
- Emergency signage, emergency routes and public drills require more attention.

What issues will we face?

- How should the community respond to escalating public health and safety issues, including fire and emergency response, drugs, poor public health, youth homelessness and health issues, the medically uninsured, and a lack of mental health services?
- How should the county prepare for a major public emergency (earthquake, tsunami)?

Focus Area 4 – Education & Learning



Where are we today?

- Clatsop Community College (CCC), a two-year institution with facilities in Astoria and Seaside, is the hub of higher education in Clatsop County.
- CCC offers 5 associate degree programs, 21 applied science programs, and two degree partnership programs with Portland State University and Oregon State University offering joint admission and concurrent enrollment.
- CCC's main campus includes an Art Gallery Center, Performing Arts Center, and the Marine and Environmental Research and Training Station (MERTS).
- CCC's South County Campus in Seaside is the college's center for small business and economic development services.
- CCC offers a regular schedule of general workforce training and lifelong learning classes.
- The county has 5 school districts (Knappa, Warrenton Hammond, Astoria, Jewell, and Seaside) with a total of 15 schools serving an estimated 6,045 enrolled students (2013).
- High school graduation rates in the county are considered below average.
- The Northwest Regional Educational Service District's Clatsop Service Center assists schools in achieving State goals by providing opportunities for local students.
- Tongue Point Job Corps Center in Astoria teaches young people job skills to increase their employability, including in advanced manufacturing, automotive and construction.

Where are we headed tomorrow?

- CCC will play an increasingly important role in economic and business development in Clatsop County, focusing on skills development, job training and innovation.
- CCC is partnering with Columbia Memorial Hospital in Astoria and Providence Seaside Hospital to provide nursing staff and share information and resources.
- CCC financing is restricted by ongoing shortage of State funds for which it competes.
- CCC has received the go-ahead to build an \$8 million student health and wellness center with indoor running track, but must first raise the funding match locally.
- There some resistance to post-secondary education in the Hispanic community due to fear of taking on financial debt.
- The county's school districts are limited by available funding and tight budgets. Voters have turned down some local school district levies in recent years.

What issues will we face?

- How can Clatsop County increase its overall high school graduate rates?
- How can the county increase its emphasis on post-secondary education as the economy continues to move beyond traditional natural resource and blue collar jobs?
- How can the county increase participation in post-secondary education in some parts of the community, including the Hispanic community?
- What are the prospects for establishing a four-year higher educational institution presence or extension in the county?

Focus Area 5 – Environment & Recreation



Where are we today?

- Clatsop County's mountains, forests, rivers and beaches frame and define the region and its identity, from the Coastal Range to the Columbia River to the Pacific Ocean.
- The county's pristine beaches offer a unique environmental perspective on the region's history, showcasing the outcomes of Oregon's famous beach protection laws.
- Approximately 30% of all county forestland is owned by the State of Oregon.
- Much of the county's forestlands are privately owned; the Campbell Group LLC of Portland is the largest private holder of land in the county.
- Tension over preservation versus development of the environment has been an ongoing theme in the county's historical growth and development. Public attitudes tend to go back and forth on this issue.
- Significant restoration of natural areas in the county has occurred in recent years.
- The county's natural environment and resources attract waves of visitors annually. Tourism is a major source of economic growth for the region and revenue for the county.
- The trade-off between tourism's economic benefits and its impacts, including the impact of part-time residents, is an ongoing issue and concern in the county.
- Despite all its bountiful natural resources and tourism industry, the county lacks adequate public recreational facilities and amenities.

Where are we headed tomorrow?

- Forestry will likely continue to be a major factor in Clatsop County's economy well into the future.
- Tension over preservation versus development of the county's natural resources will continue to be an important discussion topic in years to come.
- Increased environmental concerns can be expected regarding proposals for large-scale energy related facilities, shipping and freight (e.g., LNG, coal, gas).
- Increased environmental concerns can be expected with future proposals for land development on environmentally sensitive lands (e.g., wetlands).
- Forest-related "ecotourism" is starting to become an established form of tourism in the county.

What issues will we face?

- How can Clatsop County continue to benefit economically from its natural resources while enhancing its environment and quality of life?
- What are the opportunities to generate job growth through sustainable forestry practices, development of environmentally-friendly industries and green jobs, and ecotourism?
- What forms of tourism would bring the greatest benefit to the county's environment and quality of life?
- What should the county's approach be to development of proposed large-scale energy related facilities, shipping and freight?

Focus Area 6 – Community Development & Planning



Where are we today?

- Pressures from new growth and development in Clatsop County have lessened slightly in recent years, due in part to the Great Recession.
- Major commercial development in the county has been concentrated in a few big box commercial areas in Warrenton and Seaside.
- Constraints of the local highway system continues to be an issue with growing tourism generating additional traffic. Highway 101 is the greatest area in need of attention.
- Seaside has grown east of Highway 101 with its most recent commercial development.
- Some commercial development in the county has impacted environmentally sensitive areas such as wetlands, generating local controversy.
- Smaller development projects in some areas have generated design review and historic preservation issues.
- Housing prices in the county are somewhat depressed.
- There is a perceived divide between housing for the working class and permanent residents of the county versus second-home owners in the county.
- The County's population can increase from 38,000 to 200,000 on major weekends, taxing the community's traffic, roads, parks, and public safety services.

Where are we headed tomorrow?

- A major proposed energy-related development (LNG, coal, gas) going forward in Clatsop County is likely to generate controversy.
- Increased tourism will increase impacts on the county's traffic, roads, parks and public safety services.
- Highway 101 in Seaside and Highway 30 in Astoria are potential candidates for development of a bypass.

What issues will we face?

- How will Clatsop County handle the increase impact of growing tourism on local traffic, roads, parks and public safety services.
- What would be the impact of proposed energy-related developments (LNG, coal, gas) on local development, urban services, traffic and roadways, and the environment?
- When and how will the county proceed with improvement on the local road and highways system to relieve traffic and congestion?

The logo features a stylized blue wave graphic at the top. Below it, the text "CLATSOP VISION" is written in a green, sans-serif font, and "2030 TOGETHER" is written in a larger, blue, sans-serif font below that.

CLATSOP VISION 2030 TOGETHER

INTRODUCTION

This review draft includes documents from the Clatsop Vision 2030 Together process. It includes an Overarching Vision (page 2), Core Community Values (Page 3), and Focus Area Visions (Pages 4-6). We've also included for discussion, The Focus Area Visions with potential strategies and possible county roles (pages 7-13). The information behind these documents was derived with extensive community input through:

- Community Interviews
- Regional Workshops
- Online Questionnaire I
- Vision Drafting Team
- County Staff
- Vision Summit Workshop
- Astoria Saturday Market outreach
- Clatsop County Fair outreach
- Online Questionnaire II

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CLATSOP VISION 2030 TOGETHER

FINAL DRAFT OVERARCHING VISION

IN 2030, we celebrate Clatsop County’s unique regional and maritime setting and its distinct communities, finding common ground in our shared values and local identities. We protect and enhance our scenic beauty and natural resources as the foundation of our prosperity and outstanding quality of life. We create good jobs and economic opportunity through carefully planned, equitable growth where the benefits remain in our community. Our strong, well-funded schools, expanded higher education system, and a well-educated, diversified workforce guarantee our success by anticipating future local needs. We plan wisely for our local communities, concentrating development in existing urban areas, while preserving our ocean, shorelines, wetlands, forests, rivers and scenic corridors. We rejoice in sharing our local culture and history, including art, music, theatre, dance, and festivals. We assure access to excellent health care, public safety and recreation for all our residents, and are prepared for any emergency that may come our way. **TOGETHER**, we ensure that Clatsop County will remain our shared home – a special place where future generations grow together as we live, work, recreate, contribute and thrive.

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CLATSOP VISION 2030 TOGETHER

FINAL DRAFT CORE COMMUNITY VALUES

Natural Setting. We value our natural beauty, limited natural resources, forests, rivers, wildlife, open spaces, fertile land, and clean air and water.

History, Arts and Culture. We value our unique location, rich history, arts and cultural influences, and the connections they provide to both our past and future.

Aquatic Environment. We value our aquatic environment, the ocean and rivers, wetlands and estuaries, and our maritime and fishing heritage and traditions.

Quality of Life. We value livable and affordable communities, appropriate constraints on over-commercialization, and the ability to find peace and tranquility.

Community Atmosphere. We value friendly people, distinct small towns, tight-knit communities and neighborhoods, and knowing and supporting our neighbors.

Caring People. We value compassionate, caring people, the willingness to reach out and help others in the community, and being a place where everyone can flourish.

Living Wage Jobs. We value living wage jobs that enable working people to be thriving, productive, and contributing members of the community.

Excellent Education. We value excellent schools and teachers, opportunities for higher education, lifelong learning, and the development of new knowledge and skills.

Accessible Health Care. We value healthy communities with accessible and affordable health care in every community throughout the county.

Safe Communities. We value safe, secure and resilient communities that are prepared for potential emergencies and natural disasters.

Recreational Opportunities. We value equal access to nature for all, close-by natural and developed parks with hiking trails, and other healthy outdoor activities.

Civic Spirit. We value a 'can-do' spirit, engaged citizens and problem-solvers, volunteerism, and abundant opportunities to contribute to the community.

Good Planning. We value human-scale planning, managed growth in harmony with existing communities, efficient and sustainable use of resources, and good public transportation.

**CLATSOP VISION
2030TOGETHER**

FINAL DRAFT FOCUS AREA VISIONS

VISION FOCUS AREAS



ECONOMY & JOBS

In 2030, Clatsop County has a diverse, stable economy that produces good living-wage jobs, allowing people of all ages and incomes to live here and thrive. Our economy balances the county's natural resource base with its scenic beauty – and growth with the long-term sustainability of our environment. We recognize the importance of our traditional industries, such as forestry, fisheries and tourism, while transitioning to the emerging economy of the 21st century. While maintaining our status as a maritime and forest products center, we also promote “value-added” industry and light manufacturing in appropriate locations. Newer, innovative enterprises are drawn here for both our natural environment and skilled workforce, and our prosperity builds on our rich culture, historical traditions, and vibrant arts and culture scene.

ARTS, CULTURE & HISTORY

In 2030, Clatsop County arts and culture reflect the essence of this place – its scenic beauty and natural resources, rich history and cultural traditions, and diverse and creative people. The arts are truly embedded in the county, its communities, and its educational system. They are also an integral part of our emerging economy. Artists, craftspeople, designers, graphic artists, and “creatives” can earn a good living here, contributing to the diversity and vibrancy of our economy. We celebrate our culture through art, music, theatre, dance, performance, literature and poetry – and through our museums, galleries, historical and cultural attractions, schools and classrooms, festivals and events. We have greatly increased arts opportunities for our youth, and our arts and cultural facilities are well supported – and treasured – by the community.

HEALTH, SAFETY & RESILIENCE

In 2030, Clatsop County has a high quality of life that contributes to our general public health and safety. We lead the state as a center for active living and wellness, and in our capacity for personal growth, development and happiness. Access to good health care is assured across the county and in all its communities. Community health has been strengthened through education on lifestyle improvements, physical activity, and good nutrition. More people walk and bike for recreation and to get places. There are fewer incidents of smoking, alcohol and drug abuse, and mental illness. We are a safe, equitable and inclusive community, where people know, look out for – and reach out to – one another. We have achieved “food security,” ensuring access to healthy, affordable food countywide. We have improved our law enforcement, fire and emergency services, and community members are fully educated and prepared for any emergency or natural disaster.

EDUCATION & LEARNING

In 2030, Clatsop County residents are better educated than ever, improving their lives and livelihoods. We take great pride in our capacity to learn in a variety of ways. Our schools are well funded and recognized for their academic strength. Our high schools have maximized their graduation rates. They provide students with multiple pathways to better jobs and higher education, and help them become active, contributing members of the community. Clatsop Community College is a uniting institution and catalyst in our community, with

expanded vocational training offerings that prepare students to earn a living wage in the professions and trades, as well as worker re-training and lifelong learning for older students. A college education is accessible to all qualified local residents, who can now earn a four-year degree without leaving the county. Our libraries have significantly enhanced their educational, community and learning services with increased access and availability.

ENVIRONMENT, NATURAL RESOURCES & RECREATION

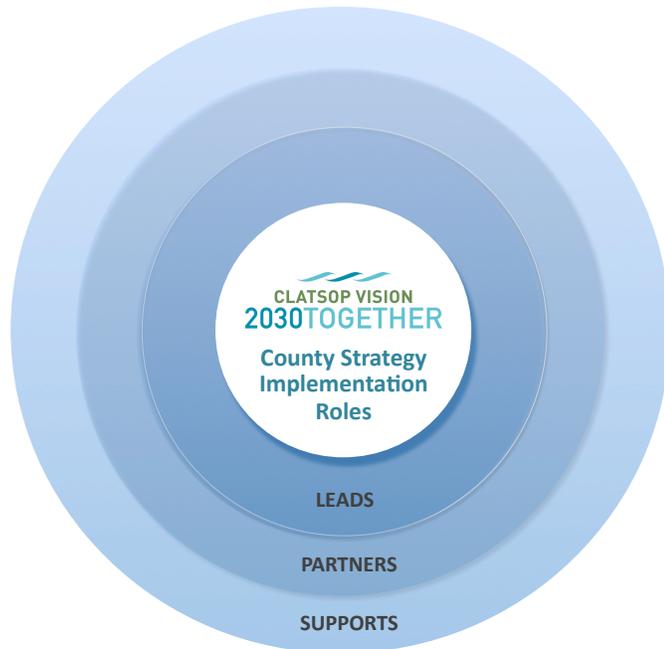
In 2030, Clatsop County preserves its natural beauty and shares it with the world. We are rich in natural resources, with mountains, forests, rivers, ocean beaches, wetlands and estuaries, thriving wildlife, and plenty of clean, fresh air. Our natural environment is a key contributor to our quality of life. It presents unique opportunities for a vibrant yet sustainable economy that is in balance with nature. Our forestlands are sustainably managed, with portions permanently protected for their inherent natural value. Our parks and natural areas offer ample opportunities for outdoor recreation and healthy, active lifestyles. Our communities constantly connect us to our surroundings – set in nature, livable, and linked by walking paths and bike trails. This ever-present connection to nature sustains and inspires us to be better stewards of our environment.

COMMUNITY DEVELOPMENT & PLANNING

In 2030, Clatsop County maintains its quality of life through good planning and sustainable growth and development. Involved citizens, robust civic engagement, dedicated leadership, and strong partnerships make planning and community development succeed. New development in the county is focused on existing communities and urban areas, and zoning is clear, flexible and creative. Our infrastructure is modern and efficient, highway corridors are safe and well maintained, and public transportation is accessible and affordable. While our local communities have distinct character and identity, there is strong collaboration among them. Every community has a vibrant center, affordable housing, and is walkable, bikeable and transit-friendly. Our planning and development policies are attuned to the county's ongoing resiliency, responding to the continuing challenges of climate change, natural disasters and food security.


CLATSOP VISION
2030TOGETHER

FOCUS AREA VISIONS
WITH POTENTIAL STRATEGIES AND POSSIBLE COUNTY ROLES



ECONOMY & JOBS

In 2030, Clatsop County has a diverse, stable economy that produces good living-wage jobs, allowing people of all ages and incomes to live here and thrive. Our economy balances the county's natural resource base with its scenic beauty – and growth with the long-term sustainability of our environment. We recognize the importance of our traditional industries, such as forestry, fisheries and tourism, while transitioning to the emerging economy of the 21st century. While maintaining our status as a maritime and forest products center, we also promote “value-added” industry and light manufacturing in appropriate locations. Newer, innovative enterprises are drawn here for both our natural environment and skilled workforce, and our prosperity builds on our rich culture, historical traditions, and vibrant arts and culture scene.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **New Industry and Business Development.** Develop new industries and businesses while protecting our traditional economic base. (Potential County Role: **LEAD/PARTNER**)
2. **Cooperative Marketing.** Promote cooperative marketing of Clatsop County as a place to visit and do business. (Potential County Role: **PARTNER**)
3. **Green Industry Marketing.** Market Clatsop County as a place for clean and green industry. (Potential County Role: **PARTNER**)
4. **Workforce Training.** Strengthen workforce training in targeted industries related to manufacturing and clean industry development. (Potential County Role: **PARTNER**)
5. **Port Revitalization.** Take advantage of growth in international maritime trade by supporting economic development efforts of the Port of Astoria. (Potential County Role: **PARTNER**)
6. **Infrastructure Improvements.** Improve local infrastructure that will support economic growth. (Potential County Role: **LEAD/PARTNER**)
7. **I.T. and Innovative Enterprise.** Recruit information technology businesses, innovative enterprises, and small businesses that will locate in Clatsop County for its environment, natural beauty and recreation. (Potential County Role: **PARTNER**)
8. **Light Manufacturing Job Centers.** Encourage the development of new light manufacturing and industry-related job centers in appropriately zoned areas. (Potential County Role: **LEAD/PARTNER**)
9. **Public Transportation for Workers.** Support the development of public transportation and transit programs to connect workers and future jobs. (Potential County Role: **SUPPORT**)
10. **Advanced High Speed Internet.** Encourage the development of the most advanced, reliable high-speed Internet and data access countywide, ensuring high-capacity broadband in employment areas such as the North Coast Business Park. (Potential County Role: **PARTNER**)
11. **Rural Economic Development.** Focus infrastructure improvements to promote appropriate economic development in the county's rural communities. (Potential County Role: **LEAD/PARTNER**)
12. **Downtown Revitalization.** Support continued revitalization of Downtown Astoria, Warrenton, Seaside and Cannon Beach. (Potential County Role: **SUPPORT**)
13. **Astoria Waterfront Public Market.** Develop a public market in Astoria that builds on its waterfront and Columbia River access. (Potential County Role: **SUPPORT**)
14. **Local Food Production.** Promote small farms and year-round farmers market that support local food production and attract young farmers. (Potential County Role: **SUPPORT**)
15. **'Value-Added' Natural Resource Industries.** Encourage the development of more “value-added” natural resource-based industries in Clatsop County. (Potential County Role: **PARTNER**) (*Note: moved from Environment, Natural Resources & Recreation as suggested.*)
16. **Youth Jobs.** Create jobs targeted to promote youth retention in the county.

ARTS, CULTURE & HISTORY

In 2030, Clatsop County arts and culture reflect the essence of this place – its scenic beauty and natural resources, rich history and cultural traditions, and diverse and creative people. The arts are truly embedded in the county, its communities, and its educational system. They are also an integral part of our emerging economy. Artists, craftspeople, designers, graphic artists, and “creatives” can earn a good living here, contributing to the diversity and vibrancy of our economy. We celebrate our culture through art, music, theatre, dance, performance, literature and poetry – and through our museums, galleries, historical and cultural attractions, schools and classrooms, festivals and events. We have greatly increased arts opportunities for our youth, and our arts and cultural facilities are well supported – and treasured – by the community.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **Arts and Culture Promotion.** Promote Clatsop County as a center of arts and culture, artistic entrepreneurialism, and value-added arts industries. (Potential County Role: **PARTNER**)
2. **Arts as Economic Development.** Advance arts and crafts, culture and historic preservation as key economic development strategies for the county. (Potential County Role: **PARTNER**)
3. **Government Support for Arts.** Promote expanded support of local arts and cultural organizations by local government. (Potential County Role: **PARTNER**)
4. **Arts Council of Clatsop.** Expand the involvement and diversity of the Arts Council of Clatsop. (Potential County Role: **LEAD**)
5. **New Arts Events and Activities.** Promote new arts, music, theatre, dance and lecture events and activities as part of the arts and culture economy. (Potential County Role: **PARTNER**)
6. **New Arts Venues.** Support the creation of new and/or improved venues for the arts that support the arts and culture economy, including an Arts and Cultural Center. (Potential County Role: **SUPPORT**)
7. **Financial Support for the Arts.** Increase financial support for arts, culture and historical facilities and centers. (Potential County Role: **PARTNER**)
8. **Arts Education and Career Training.** Support increased education and career training opportunities in the arts for youth. (Potential County Role: **SUPPORT**)
9. **Stronger Countywide Arts Connections.** Encourage stronger connections between local arts communities, opening artist up access to venues countywide. (Potential County Role: **PARTNER**)
10. **Arts and Cultural Destinations.** Advance Downtown Astoria, Seaside and Cannon Beach as tourist, arts and cultural destinations. (Potential County Role: **SUPPORT**)
11. **Center for Historical Research.** Promote Clatsop County as a center for historical research through libraries, archives, local historical centers and museums.
12. **Riverwalk and Prom Enhancement.** Encourage the maintenance and further enhancement of the Astoria Riverwalk and the Seaside Prom. (Potential County Role: **SUPPORT**)
13. **Arts Tourism.** Encourage arts tourism throughout the county including those tourists who arrive by cruise ships. (Potential County Role: **SUPPORT**)

HEALTH, SAFETY & RESILIENCE

In 2030, Clatsop County has a high quality of life that contributes to our general public health and safety. We lead the state as a center for active living and wellness, and in our capacity for personal growth, development and happiness. Access to good health care is assured across the county and in all its communities. Community health has been strengthened through education on lifestyle improvements, physical activity, and good nutrition. More people walk and bike for recreation and to get places. There are fewer incidents of smoking, alcohol and drug abuse, and mental illness. We are a safe, equitable and inclusive community, where people know, look out for – and reach out to – one another. We have achieved “food security,” ensuring access to healthy, affordable food countywide. We have improved our law enforcement, fire and emergency services, and community members are fully educated and prepared for any emergency or natural disaster.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **Health and Wellness Strategy.** Develop a comprehensive strategy and programs to improve public health and wellness through education, lifestyle, nutrition, and access to health care. (Potential County Role: **LEAD**)
2. **‘Active Living’ Education.** Promote public education on “active living” and the benefits of healthy eating and lifestyles. (Potential County Role: **LEAD**)
3. **CCC Health and Wellness Center.** Support development of Clatsop Community College’s Health and Wellness Center. (Potential County Role: **SUPPORT**)
4. **Affordable Childcare.** Expand access to affordable childcare for low-wage workers and the working poor. (Potential County Role: **LEAD**)
5. **Services for Older Adults.** Improve and enhance appropriate, useful programs and services for older adults and retired people. (Potential County Role: **PARTNER**)
6. **Public Transportation Improvements.** Encourage improvements to public transportation and promote its increased usage by residents. (Potential County Role: **SUPPORT**)
7. **Highway 101 Safety.** Encourage improvements to vehicular, bicycle and pedestrian safety on Highway 101. (Potential County Role: **PARTNER**)
8. **Smoke-Free County.** Promote a smoke-free county both indoors and outdoors. (Potential County Role: **PARTNER**)
9. **Community-Based Community Development.** Support expanded community-based community services and programs such as co-ops, time banks, etc. (Potential County Role: **SUPPORT**)
10. **Community Involvement and Volunteerism.** Support expanded and increased and support community involvement and volunteerism countywide. (Potential County Role: **SUPPORT**)
11. **Law Enforcement, Fire and EMS Funding.** Support improved funding for County Sheriff, Fire and EMS operations through direct and indirect sources. (Potential County Role: **LEAD/PARTNER**)
12. **Rural Emergency Services.** Seek appropriate means to expand emergency services in rural areas and unincorporated communities where necessary. (Potential County Role: **PARTNER**)
13. **Community Emergency Response Teams.** Promote citizen involvement in Community Emergency Response Teams (CERT) programs, ham radio operators, and the Red Cross and its volunteers. (Potential County Role: **LEAD**)
14. **Youth CERT Involvement.** Create specific programs for youth involvement in local Community Emergency Response Team (CERT). (Potential County Role: **LEAD**)
15. **Countywide Emergency and Resiliency Plan.** Develop a comprehensive countywide emergency and resiliency plan. (Potential County Role: **LEAD**)
16. **Tsunami Education and Awareness.** Improve tsunami education and awareness, including critical information on moving to ‘higher ground’ for both residents and visitors. (Potential County Role: **LEAD**)
17. **Electrical Supply Strategy.** Support utility coordination and redundancy throughout the County to ensure consistent service and mitigate power outages. (Potential County Role: **SUPPORT**)
18. **Mental Health.** Improve mental health services including the development of a “safe room”. (Potential County Role: **PARTNER**)

EDUCATION & LEARNING

In 2030, Clatsop County residents are better educated than ever, improving their lives and livelihoods. We take great pride in our capacity to learn in a variety of ways. Our schools are well funded and recognized for their academic strength. Our high schools have maximized their graduation rates. They provide students with multiple pathways to better jobs and higher education, and help them become active, contributing members of the community. Clatsop Community College is a uniting institution and catalyst in our community, with expanded vocational training offerings that prepare students to earn a living wage in the professions and trades, as well as worker re-training and lifelong learning for older students. A college education is accessible to all qualified local residents, who can now earn a four-year degree without leaving the county. Our libraries have significantly enhanced their educational, community and learning services with increased access and availability.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **Long-Term Education Funding (PreK-20).** Support development of a long-term strategy to achieve adequate and sustainable funding for all county PreK-20 educational institutions. (Potential County Role: **SUPPORT**)
2. **Schools Programs Coordination.** Explore expanded coordination of school programs, where applicable. (Potential County Role: **SUPPORT**)
3. **Endowed Teacher Positions.** Establish endowed teacher positions in public schools. (Potential County Role: **SUPPORT**)
4. **Career-Technical Education Pathways.** Enhance career-technical education pathways for students. (Potential County Role: **SUPPORT**)
5. **High-Tech Job Training Center.** Encourage the development of a high-tech job-training center at Tongue Point. (Potential County Role: **PARTNER**)
6. **Police, Fire and EMS in Schools.** Promote expanded Police, Fire and EMS training in local schools. (Potential County Role: **SUPPORT**)
7. **Fire and EMS Certification in Schools.** Support the creation of a Fire and EMS volunteer certification program for high school graduates. (Potential County Role: **SUPPORT**)
8. **Student Civic Engagement.** Assist with development of programs to promote student involvement in civic engagement and citizenship. (Potential County Role: **PARTNER**)
9. **CCC-OSU Collaboration.** Support the enhancement of Clatsop Community College-OSU collaboration for expanded education and training classes and programs. (Potential County Role: **SUPPORT**)
10. **CCC-Higher Education Partnerships.** Support partnerships between Clatsop Community College and other institutions of higher education, including an 'open campus' arrangement and online classes. (Potential County Role: **SUPPORT**)
11. **LIFELONG LEARNING.** Increase access to lifelong learning opportunities through CCC and other community institutions.
12. **OSU Extension Community Agriculture.** Expand OSU Extension community agriculture courses for food growing and preparation. (Potential County Role: **SUPPORT**)
13. **Expanded Library Services.** Improve and expand educational library services throughout the county, including reading courses, interlibrary exchanges, digital programs and computer skills. (Potential County Role: **PARTNER/SUPPORT**)
14. **English Language Classes.** Expand English language classes in Cannon Beach, Seaside, Astoria, and Westport. (Potential County Role: **SUPPORT**)
15. **Latino Population Integration.** Promote awareness and programs to better integrate County's growing Latino population into the community. (Potential County Role: **PARTNER**)
16. **Activities for Youth.** Partner with municipal and state entities to expand and/or improve recreational and educational programs and activities for youth. (Potential County Role: **PARTNER**)

ENVIRONMENT, NATURAL RESOURCES & RECREATION

In 2030, Clatsop County preserves its natural beauty and shares it with the world. We are rich in natural resources, with mountains, forests, rivers, ocean beaches, wetlands and estuaries, thriving wildlife, and plenty of clean, fresh air. Our natural environment is a key contributor to our quality of life. It presents unique opportunities for a vibrant yet sustainable economy that is in balance with nature. Our forestlands are sustainably managed, with portions permanently protected for their inherent natural value. Our parks and natural areas offer ample opportunities for outdoor recreation and healthy, active lifestyles. Our communities constantly connect us to our surroundings – set in nature, livable, and linked by walking paths and bike trails. This ever-present connection to nature sustains and inspires us to be better stewards of our environment.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **Protection of Natural Resource Base.** Develop new strategies and land use policies that strengthen preservation and protection of the County's natural resource base. (Potential County Role: **LEAD/PARTNER**)
2. **Economic Development and Natural Resources.** Develop new strategies and programs to balance economic development with preservation of our natural resource base. (Potential County Role: **PARTNER**)
3. **Sustainable Forestry Promotion.** Promote sustainable forestry and timber industry practices throughout the county. (Potential County Role: **PARTNER**)
4. **Natural Areas, Fish and Wildlife Habitat Protection.** Maintain and protect natural areas of all types for fish and wildlife habitat and corridors, as well as public access, enjoyment and recreation. (Potential County Role: **PARTNER**)
5. **Fish and Wildlife Habitat Restoration Plans.** Support watershed councils, land trusts and local communities in developing wildlife habitat restoration action plans and priority projects. (Potential County Role: **PARTNER**)
6. **Parks in Emerging Population Centers.** Seek opportunities to develop and/or expand parks in emerging population centers, unincorporated areas, and villages within walking distance of residential areas. (Potential County Role: **PARTNER**)
7. **Highway 101 Scenic Corridor.** Appropriately zone for commercial areas in order to protect views and vistas along the Highway 101 scenic corridor. (Potential County Role: **PARTNER**)
8. **Water Quality and Conservation Awareness.** Promote increased public awareness of water as a natural resource and water use and conservation in the County. (Potential County Role: **PARTNER**)
9. **Commercial and Residential Solar Energy.** Promote alternative energy sources and increased energy efficiency in commercial and residential buildings countywide. (Potential County Role: **PARTNER**)
10. **Commercial and Residential Recycling.** Encourage expansion of commercial and residential recycling and composting options countywide, including unincorporated areas. (Potential County Role: **PARTNER**)

COMMUNITY DEVELOPMENT & PLANNING

In 2030, Clatsop County maintains its quality of life through good planning and sustainable growth and development. Involved citizens, robust civic engagement, dedicated leadership, and strong partnerships make planning and community development succeed. New development in the county is focused on existing communities and urban areas, and zoning is clear, flexible and creative. Our infrastructure is modern and efficient, highway corridors are safe and well maintained, and public transportation is accessible and affordable. While our local communities have distinct character and identity, there is strong collaboration among them. Every community has a vibrant center, affordable housing, and is walkable, bikeable and transit-friendly. Our planning and development policies are attuned to the county's ongoing resiliency, responding to the continuing challenges of climate change, natural disasters and food security.

POTENTIAL STRATEGIES TO ACHIEVE OUR VISION...

1. **Public Involvement in Planning.** Continue to engage citizens countywide in public involvement programs for community and community-based planning. (Potential County Role: **LEAD**)
2. **Planning Partnerships and Collaboration.** Promote stronger collaboration, partnerships and ventures between public, private and civic sector organizations in planning for the county. (Potential County Role: **PARTNER**)
3. **Prevention of Urban Sprawl.** Encourage innovative and thoughtful planning initiatives for future development that avoids urban sprawl. (Potential County Role: **PARTNER**)
4. **Affordable Housing.** Promote development of a range of affordable housing types and locations, including workforce housing. (Potential County Role: **PARTNER**)
5. **Short-term Housing Rentals.** Develop improved policies and stronger controls over short-term housing rentals. (Potential County Role: **LEAD**)
6. **Alternative Modes of Transportation.** Support increased public education and awareness on the use of alternative modes of transportation and promote its use. (Potential County Role: **SUPPORT**)
7. **Parks and Green Spaces in New Development.** Incorporate green spaces, parks, natural areas and wildlife migration corridor planning in all new development. (Potential County Role: **PARTNER**)
8. **Roadway and Street Improvements.** Improve and increase maintenance of existing roadways, streets, bike lanes and sidewalks. (Potential County Role: **PARTNER**)
9. **Pedestrian and Bicycle Programs and Amenities.** Improve and enhance pedestrian and bicycle programs and amenities. (Potential County Role: **PARTNER**)
10. **Tree Planting Programs.** Develop policies and zoning to encourage increased tree planting in unincorporated urban areas and local communities. (Potential County Role: **LEAD**)
11. **Enhanced Wetland Protection.** Promote enhanced wetland protection through local wetland inventories, strong land use planning, public education and awareness, and enforcement. (Potential County Role: **LEAD**)
12. **Residential Solar Energy Adoption.** Accelerate adoption of residential solar energy use. (Potential County Role: **SUPPORT**)
13. **Health Impact Analysis.** Incorporate health impact analysis into planning for new developments. (Potential County Role: **LEAD/PARTNER**)
14. **Climate Change and Disaster Planning.** Update land use planning to be more responsive to changing climate conditions and natural disasters (i.e., climate change impacts, earthquake/tsunamis, floods, large storm events, etc.). (Potential County Role: **LEAD/PARTNER**)
15. **Coordination of Regional Planning.** Facilitate multi-jurisdictional and regional planning efforts. (Potential County Role: **PARTNER**)

TAB 27
CLATSOP COUNTY 2012
STRATEGIC PLAN



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 168th 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)
Revenue Availability – Is the project funded including both capital and operating costs?	5
Public Need – Does the project address a specific public need?	3
Cost Compared to Benefit – Do the benefits of the project outweigh the cost?	5
Constituent Development – Does the project build community? Does it address a specific need in an area or the whole County?	4
Supported by the Agencies-is the project supported by the agencies including cities, districts, state and federal?	3
Comparison of One Project Versus Another - Is the project a higher priority than other projects on the list? This is the ‘gut feel’ criteria.	5
Emergency Preparedness-Do the projects prepare the County for an emergency?	5
TOTAL	30

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".

Duane Cole
County Manager

0

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>
Projects Underway		
<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	
Projects Prioritized by Board		
<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	
Projects for Staff and Projects Not Prioritized		
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>	TOTAL	REVENUE	Special	Road	Industrial	Fees and	Non-profit.	Net Cost
		State						
<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
Subtotal of Projects Underway	\$ 32,930,000							\$ 17,365,000
Projects Prioritized by Board								
<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
Subtotal of Prioritized Projects	\$ 12,635,000							\$ 6,595,000

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)

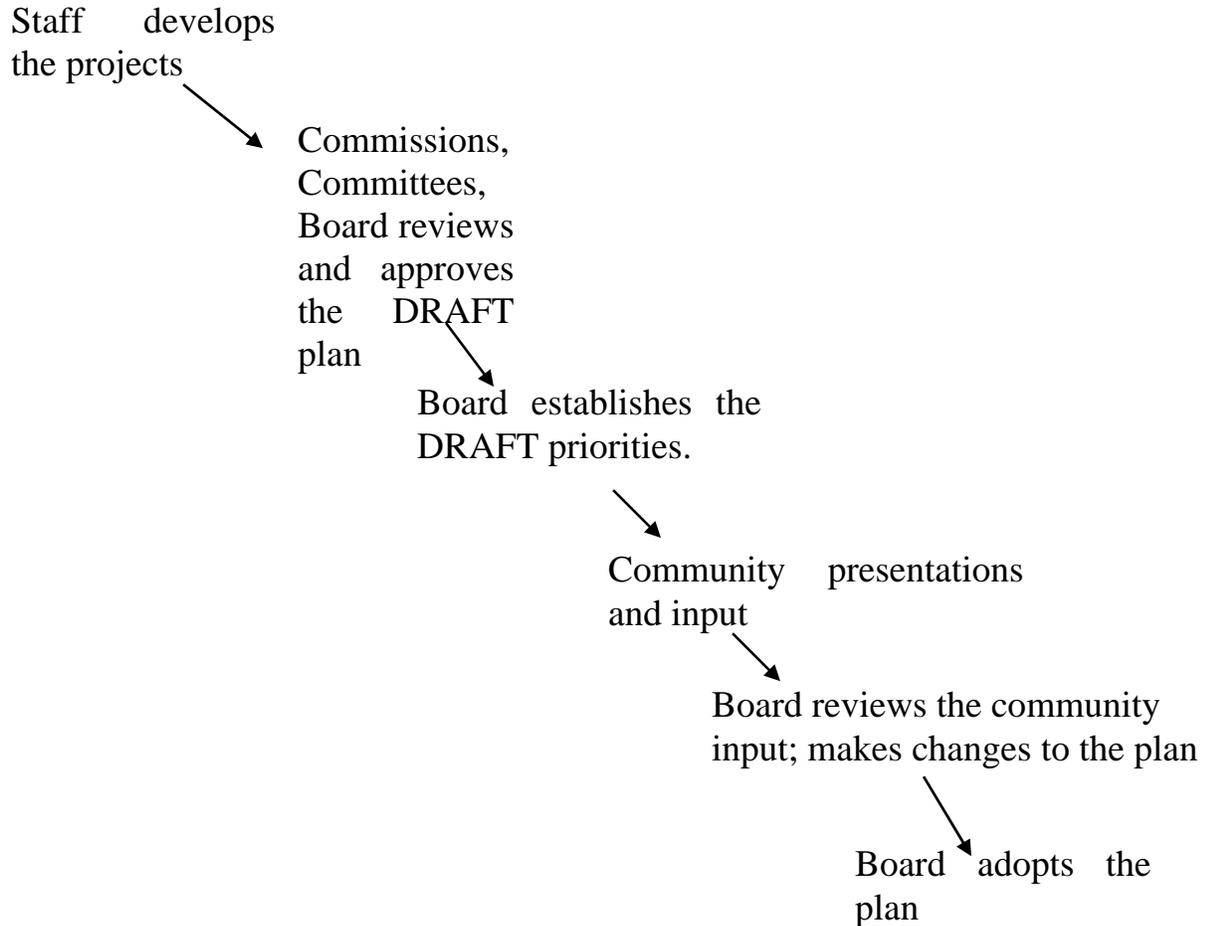
Community involvement. Community involvement is the critical component to discuss during project development. Whether the community includes the whole county or only a specific interest group, contacting, convening, measuring, evaluating and incorporating community involvement and input is critical. 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

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

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

POPULATION AGE	2000	2010	% Change
18 and Older	76.3%	79.5%	4.19%

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

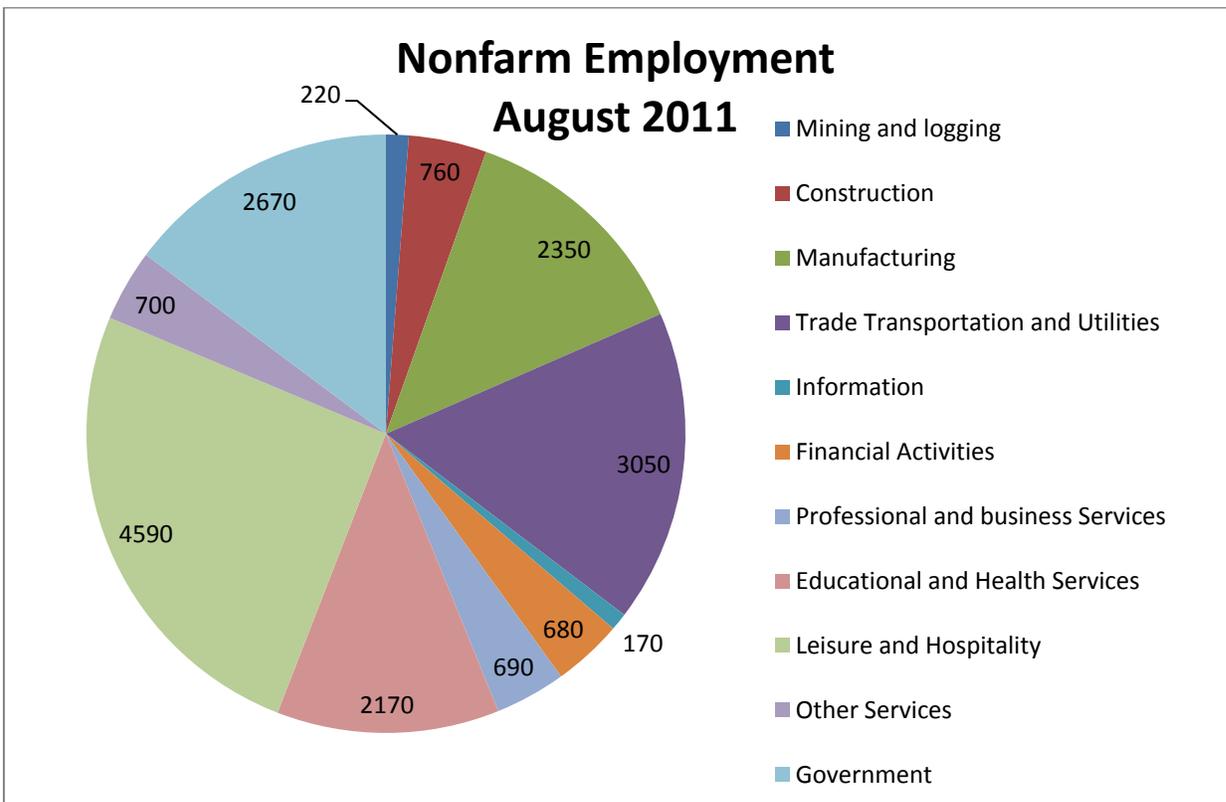
HOUSING	2000	2000	2000	2010	2010	2010
	Total	Vacant	% Vacant	Total	Vacant	% Vacant
Astoria	4,858	623	12.82	4,980	692	13.90
Cannon Beach	1,641	931	56.73	1,812	1,053	58.11
Gearhart	1,055	605	57.35	1,450	801	55.24
Seaside	4,078	1,422	34.87	4,638	1,669	35.99
Warrenton	1,799	178	9.89	2,196	248	11.29
Total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

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

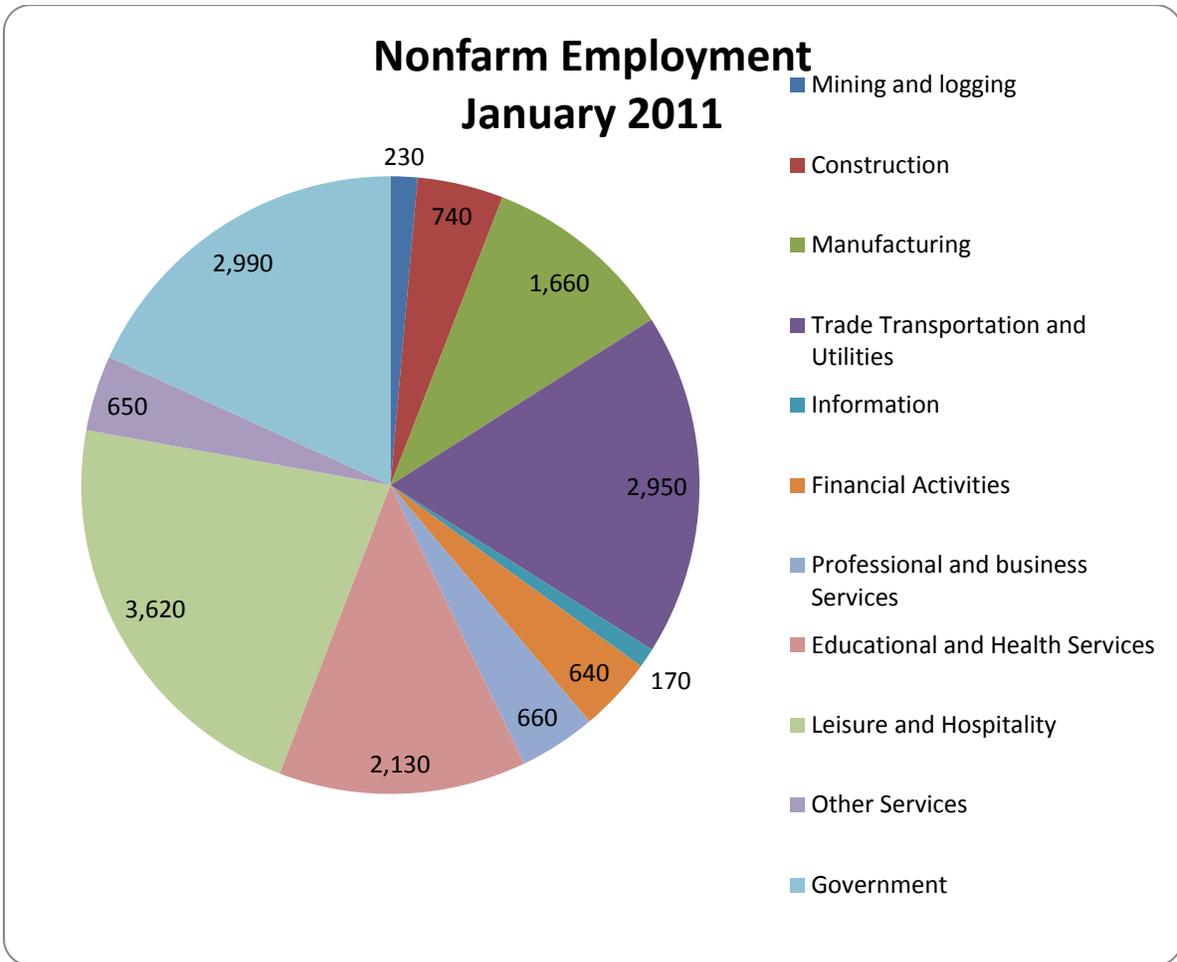
the County overnight population could easily double during peak weekends to over 70,000 residents.

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

SHERIFF'S OFFICE

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

Project Name	Tsunami Evacuation route planning and development
Year Start	2013
Category	Emergency Management
Location	All of County
Commissioner District	Districts 1, 2, 3, 4, 5
Projected Cost	\$100,000
Funded By	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.

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

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

Project Name	Westport Ferry Landing
Year Start	2012
Category	Public Works
Location	Westport Ferry dock
Commissioner District	4
Projected Cost	\$900,000
Funded By	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

Project Name	Levee Certification project
Year Start	2012
Category	Public Works
Location	Diking Districts
Commissioner District	1, 2, 3, 4
Projected Cost	\$50,000
Funded By	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.

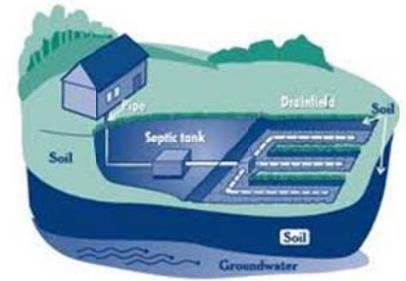
Collaborating Agencies Districts; FEMA; USACE; CREST; Department of State Lands

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

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

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

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

Process	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

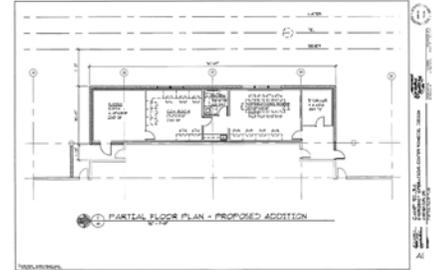
Category Emergency Management

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

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

Project Name	Japanese Tsunami Debris Identification and Removal
Year Start	2013
Category	Public Works
Location	Clatsop's Beaches
Commissioner District	Districts 1, 2, 5
Projected Cost	Not Known
Funded By	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.

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.

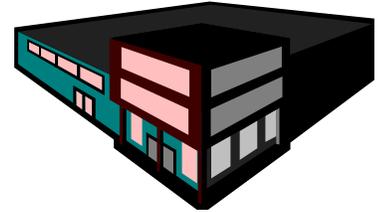
Collaborating Agencies State of Oregon Department of State Lands, USACE, Corps of Engineers.

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

Project Name	North Coast Business Park Marketing
Year Start	2012
Category	County Manager,
Location	North Coast Business Park
Commissioner District	1
Projected Cost	\$200,000
Funded By	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

Project Name	Early Childhood Learning Council development
Year Start	2011
Category	Juvenile Department
Location	All of County
Commissioner District	Districts 1, 2, 3, 4, 5
Projected Cost	\$25,000 (2011-12); \$25,000 (2012-13)
Funded By	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

PLANNING PROJECTS

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

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

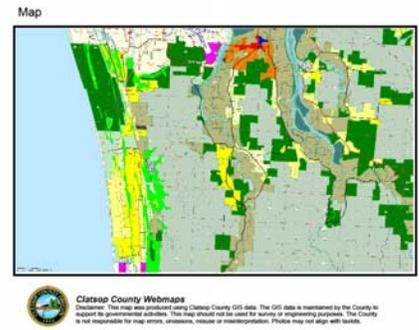
Process Authorization to proceed provided by Board
 Planning Commission
 Board
 Adoption

Timeline 2013

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

Resources Planning staff

Project Name	Comprehensive Plan Update
Year Start	2011
Responsibility	Planning
Location	Clatsop County
Commissioner Districts	All
Projected Cost	\$100,000 – 200,000
Funded By	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.

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

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

Project Name Renewable Energy Plan

Year Start 2012-13

Responsibility Planning;
Building and Grounds;
Public Works

Location Countywide

Commissioner District 1, 2, 3, 4, 5

Projected Cost \$75,000

Funded By 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)

Project Name	Estuary Planning
Year Start	2013
Responsibility	Planning
Location	Estuary Areas
Commissioner District	1, 2, 3, 4, 5
Projected Cost	\$ 50,000
Funded By	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

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

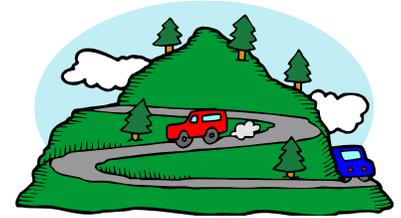
Category Public Works; Planning

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

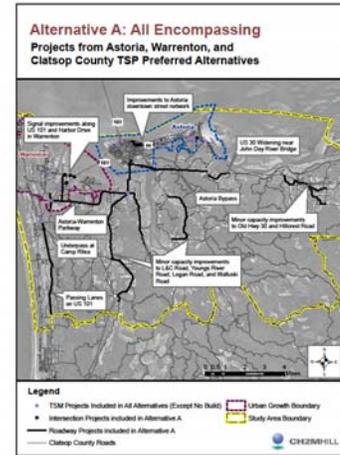
Category Public Works; Planning

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 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.

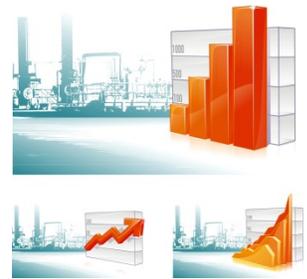
Process Identify the location
 Authorization to proceed provided by Board through budget
 Design
 Bid
 Build
 Celebrate

Timeline

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

FACILITIES

Project Name	North Coast Business Park Development
Year Start	2012
Category	County Manager,
Location	North Coast Business Park
Commissioner District	1
Projected Cost	\$200,000
Funded By	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.

Project Name	Recycling Center(s) – Household Hazardous Waste
Year Start	2014
Category	Environment Health; Building and Grounds
Location	County wide
Commissioner District	3
Projected Cost	\$ 355,000 (est.)
Funded By	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

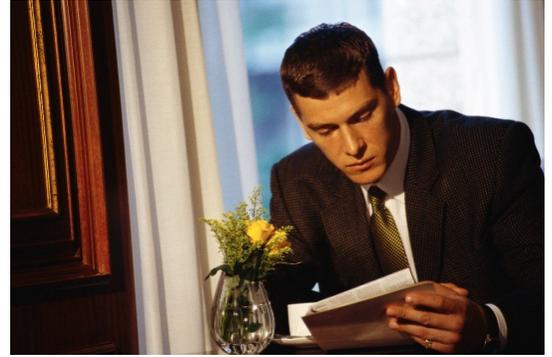
Cost \$3.5 to 5 million

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

PROJECTS FOR STAFF

PROJECTS NOT PRIORITIZED

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

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

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

Project Name	Water Resource Planning
Year Start	2015
Category Health	Public Works, Planning and Public Health
Location	All of Clatsop County
Commissioner District	All
Projected Cost	Not Known
Funded By	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.



Clatsop County

Planning Commission

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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
Planning Projects 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

Project	Priority	Comments	Points	Page
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
Projects				
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
Facilities				
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

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

TAB 28
PLANNING TERMS AND
ACRONYMS



COMPREHENSIVE PLAN UPDATE

GENERAL PLANNING TERMS AND DEFINITIONS	
Acronym/Term	Definition
Adaptive reuse	The conversion of old or historic buildings from their original use to a new use.
ADU	<i>Accessory Dwelling Unit.</i> A second dwelling unit, either attached or separated, located on a lot already containing a dwelling unit. Also commonly known as “granny-flats” or “mother-in law apartments.”
APA	<i>American Planning Association</i>
BANANA	Build Absolutely Nothing Anywhere Near Anything/Anyone
Base Zones	The initial regulatory zones for land in a county. (see overlay zones)
BiOp	Biological Opinion. Issued by the National Marine Fisheries Services in April 2016, the BiOp states that parts of the NFIP could have a negative impact on the habitat of endangered salmon species.
BMP	Best Management Practice
Comprehensive Plan Map	Regulatory map that shows land use designations for all land within unincorporated Clatsop County.
CZMA	Coastal Zone Management Act adopted in 1972. The Oregon Coastal Management Program (OCMP) is the state of Oregon’s implementation of the national program.
Downzone/Upzone	A popular term for an action that changes a property to a lower/higher density, in effect limiting/expanding development to less/more-intense uses than previously permitted.
EOA	<i>Economic Opportunities Analysis.</i> A study prepared by cities/counties to show compliance with Statewide Planning Goal 9 (Economy) and help inform local Comprehensive Plan goals and policies.
Euclidian zoning	Regulates development through land use classifications (i.e. single-or multi-family residential) and dimensional standards; it is

	the most common and traditional form of zoning.
FIRM	Flood Insurance Rate Map
FIS	Flood Insurance Study
GIS	<i>Geographic Information System.</i> A computer program that creates maps that can visually represent a variety of data.
HNA	<i>Housing Needs Analysis.</i> A study prepared by cities/counties to show compliance with Statewide Planning Goal 10 (Housing) and help inform local Comprehensive Plan goals and policies.
Infill	Development that takes place on vacant or underutilized parcels within an area that is already characterized by urban development and had access to urban services.
LID	<i>Low Impact Development.</i> Systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration or use of stormwater in order to protect water quality and associated aquatic habitat.
LWDUO	Clatsop County <i>Land and Water Development and Use Ordinance #80-14</i> , the zoning code for unincorporated Clatsop County.
NFIP	National Flood Insurance Program
NIMBY	Not In My Back Yard
Nonconforming Use or Structure	A structure or use that does not conform to the current requirements of the zoning district and that did not legally exist at the time the zoning regulations took effect.
Nonconforming Use or Structure, Legal	A building or use that does not conform to the current requirements of the zoning district, but which legally existed at the time the zoning regulations took effect.
Overlay zones	A set of regulations that is applied to properties that provides additional regulations beyond what the zoning district requires.
PAPA	Post-Acknowledgement Plan Amendment
Partition	Either the act of partitioning land into 3 or fewer parcels or an area or tract of land that has already been partitioned.
ROW	Right-of-Way: Often used interchangeably

	with “street” or “road”. Commonly used to describe a road accessible to the general public as opposed to an easement across someone’s private property.
Subdivide	To divide an area or tract of land into 4 or more parcels within a calendar year.
TSP	Transportation System Plan
UGB	Urban Growth Boundary
UGMA	Urban Growth Management Agreement
Variance	A modification of, or a deviation from, the regulations of the LWDUO which is authorized and approved by Hearings Officer after finding that the literal applications of the provisions of the LWDUO would cause unnecessary hardship in the use or development of a specific lot or building.
Zoning Map	Regulatory map that shows zoning designations for all land within unincorporated Clatsop County

LWDUO TERMS AND DEFINITIONS

BDO	<i>Beach and Dune Overlay District.</i> An area approximately between the Pacific Ocean beach and the eastern limit of Highway 101. The purpose is to ensure that development is consistent with the natural limitations of the ocean shore, protect recreational, aesthetic and wildlife habitat and other resources; and to reduce hazards to property and human life resulting from both natural events and development activities.
FHO	<i>Flood Hazard Overlay District.</i> Identify those areas of the County subject to periodic flooding.
GHO	<i>Geologic Hazards Overlay District.</i> Areas subject to landslides, ocean flooding and erosion, weak foundation soils and other hazards.
SO	<i>Shoreland Overlay District.</i> Use to manage uses and activities in coastal shoreland areas which are not designated as a Shoreland Zone. The Shoreland Overlay does not shoreland areas of the Columbia River Estuary designated Marine Industrial Shoreland, Conservation Shoreland or Natural Shoreland.

PLANNING AGENCIES, DEPARTMENTS, BOARDS AND COMMITTEES

CLATSOP COUNTY	
BOC	<i>Board of Clatsop County Commissioners</i>
CCAC	<i>Countywide Citizen Advisory Committee</i>
PACAC	<i>Planning Area Citizen Advisory Committee</i>

PC	<i>Planning Commission.</i> Established for the purpose of reviewing and advising on matters of planning and zoning according to the provisions in the Comprehensive Plan, Zoning Ordinance, and other planning implementation documents.
PW	<i>Public Works</i>
STATE	
CRS	<i>Community Rating System.</i>
DEQ	<i>Department of Environmental Quality</i>
DLCD	<i>Department of Land Conservation and Development.</i> DLCD reviews Post-Acknowledgement Plan Amendments (PAPAs) to ensure compliance with the statewide planning goals.
DSL	<i>Department of State Lands.</i> Manages state lands for grazing and agriculture, forestland, off-shoreland, estuarine tidelands, and the state's extensive navigable waterway system, and reviews and regulates development in wetland areas.
LCDC	<i>Land Conservation and Development Commission.</i> Assisted by DLCD, adopts state land-use goals and implements rules, assures local plan compliance with the goals, coordinates state and local planning, and manages the coastal zone program.
LUBA	<i>Land Use Board of Appeals.</i> Created to simplify the appeal process, speed resolution of land use disputes, and provide consistent interpretation of state and local land use laws.
OCMP	<i>Oregon Coastal Management Program</i>
ODA	<i>Oregon Department of Agriculture.</i>
ODF	<i>Oregon Department of Forestry.</i>
ODFW	<i>Oregon Department of Fish and Wildlife.</i>
ODOT	<i>Oregon Department of Transportation</i>
OLCC	<i>Oregon Liquor Control Commission.</i> Responsible for oversight of recreational marijuana.
OSMB	<i>Oregon State Marine Board.</i>
OWEB	<i>Oregon Watershed Enhancement Board.</i> A state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands, and natural areas.
FEDERAL	
USACE	<i>U. S. Army Corps of Engineers.</i>
EPA	<i>Environmental Protection Agency</i>
FEMA	<i>Federal Emergency Management Administration</i>
HUD	<i>U. S. Department of Housing and Urban Development</i>
NFIP	<i>National Flood Insurance Program.</i>
NMFS	<i>National Marine Fisheries Service</i>

TAB 29
ADOPTED CAC BYLAWS
AND CLATSOP COUNTY
BOARD MEMBER
HANDBOOK



COMPREHENSIVE PLAN UPDATE COUNTYWIDE CITIZEN ADVISORY COMMITTEE BYLAWS

ARTICLE I. PURPOSE

The purpose of the Countywide Citizen Advisory Committee (CCAC) is to:

- Encourage and obtain public input and to ensure the opportunity for citizens and stakeholders to be involved in the Comprehensive Plan update;
- Increase effective communication between citizens, staff, and elected and appointed County officials; and
- Provide recommendations to the Planning Commission and Board of Commissioners regarding the update of the unincorporated Clatsop County Comprehensive Plan.

The Comprehensive Plan represents the long-term vision for unincorporated Clatsop County and includes planning policies that guide County decisions on land use, housing, transportation systems, natural resources, agricultural lands, forest lands, and aquatic resources.

ARTICLE II. MEMBERSHIP

Section 1. The Countywide Citizen Advisory Committee shall consist of a maximum of 11 members. Six of the CCAC members shall consist of one member from each of the Planning Area Citizen Advisory Committees. Each Planning Area Citizen Advisory Committee (PACAC) shall appoint one member to serve as a liaison to the CCAC. The remaining five members shall be appointed to the CCAC by the Board of Clatsop County Commissioners and may include residents from incorporated areas within the County (Astoria, Warrenton, Gearhart, Seaside and Cannon Beach).

Section 2. Members of the CCAC shall serve without compensation other than reimbursement for duly authorized expense.

Section 3. Members may be removed from the CCAC under the following rules:

- A. Members may request that they be removed for personal or other reasons. Such requests shall be made to the Board of Clatsop County Commissioners.
- B. The CCAC may, after a hearing, recommend removal of any member for non-performance of duties or misconduct. Such recommendation for removal shall be made to the Board of Clatsop County Commissioners.
- C. The Board of Clatsop County Commissioners may remove any appointed CCAC member at its discretion.

Section 4. The CCAC shall be automatically dissolved following adoption of the updated Comprehensive Plan and Community Plans by the Board of Clatsop County Commissioners.

ARTICLE III. APPOINTMENT OF CHAIR AND VICE-CHAIR

Section 1. The officers of the CCAC shall consist of a Chair and Vice-Chair.

Section 2. It shall be the duty of the Chair to preside at all meetings of the CCAC; to enforce observance of the rules of procedure; to decide all questions of order; offer for consideration all motions regularly made; apportion duties of the CCAC; call all special meetings; appoint all necessary committees, and perform such other duties as the office may require. The Chair shall make no motion or amendment to a motion.

Section 3. In the absences of the Chair, the Vice-Chair shall perform the duties of the Chair.

Section . In absence of the Chair and Vice-Chair, the CCAC shall elect a temporary Chair for the particular meeting in question.

ARTICLE IV. COMMITMENT TO DECISION-MAKING PROCESS

Section 1. The CCAC will endeavor to reach consensus regarding recommended updates and revisions to the Community Plans and the Comprehensive Plan.

Section 2. Expectations for the decision-making process include:

- A. The CCAC agrees that consensus has a high value and that the members should strive to achieve it. As such, recommendations will be made by consensus of all present participating members in their representative capacity. They will be empowered to seek the opinions of and represent their constituency.
- B. The commitment to work for consensus means that members will participate in the give and take of the process in a way that seeks to understand the interests of all and will work together to find solutions agreeable to all.
- C. When consensus cannot be reached, the facilitator or chair may initiate or entertain a motion to vote on the issue. Members may make motions and seconds. All motions must be seconded to be acted upon.
- D. Meetings will be conducted in a manner deemed appropriate by the chair to foster collaborative decision-making and consensus building. Except as otherwise provided to the contrary by these Rules of Procedure, Robert's Rules of Order (current edition) shall apply to the procedures of all Countywide Citizen Advisory Committee meetings.
- E. Members agree to be attentive and respectful at all times of other representatives, alternates and audience members. They will listen to each other to seek to understand the other's perspective, even if they disagree. One person will speak at a time. Side conversations and other meeting disruptions will be avoided.
- F. CCAC members will honor decisions made and avoid re-opening issues once resolved unless agreed upon by a majority of CCAC members.

G. CCAC members will strive to make decisions within the timeframe approved by the Board of Clatsop County Commissioners.

H. Individual CCAC members agree to not present themselves as speaking for the CCAC, without specific direction and approval by the CCAC chair.

Meeting minutes will be kept documenting decisions of the CCAC. Members will have the opportunity to review, make corrections and then approve the minutes.

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Clatsop County’s Mission

*NEIGHBOR TO NEIGHBOR
SERVING CLATSOP COUNTY
WITH INTEGRITY
HONESTY AND RESPECT*

Welcome

You join many people who serve as volunteer members on Clatsop County Advisory Committees. This handbook contains a list of the committees and some of the responsibilities of the members. The information contained in this handbook is intended to assist new members become acquainted with the functions and decision-making processes of the committee to which they have been appointed. We hope you will find it helpful.

Advisory committees are those established by the County to advise the County on various aspects of government. They will be established and assigned responsibilities by the Board as necessary. Any advisory committee created by the Board may be discontinued by majority vote of the Board requiring the affirmative vote of at least three commissioners.

In addition, the Board may establish a special committee for a specified purpose or project. The Board shall advise the members of a special committee of its purpose and its goals and provide the special committee with a time certain for submitting a recommendation to the Board. Staff assistance or other assistance as deemed advisable by the Board may be provided to any committee or special committee.

Each committee has a set of bylaws consistent with County policies, ordinances and applicable provisions of state law and become effective upon approval of the Board.

Appointment of New Members

New members are sought from the community to fill advisory committee positions. Members are appointed to advisory committees by the Board of Commissioners and serve at the pleasure of the Board. Terms vary in length depending on the committee.

Removal of Committee Members

Any committee may recommend to the Board of Commissioners the removal of any of its own members in accordance with that committee's bylaws. Unless otherwise provided by law, the Board may remove any appointed committee member from his or her appointment by majority vote of the Board, requiring the affirmative vote of at least three commissioners. Removal shall be at the Board's discretion. (Ord. 11-14)

Legal Obligations of Committee Members

As a committee member, it is important to remember that you have legal responsibilities.

- **Public Bodies:** Advisory Committees are considered “public bodies” under Oregon law. As a result, you must ensure that your committee operates in compliance with the open meetings laws (ORS 192.610 et seq.) **Oregon’s open meetings laws essentially require three things:**

1. **Notice must be provided for all meetings,**
2. **Meetings must be open to the public, and**
3. **Minutes must be created for each meeting.**

A “meeting” is defined as including not only formal gatherings of the board but also any occasion where a “quorum” (**quorum and voting for the conduct of business shall be a majority [50% plus 1] of appointed membership**) of members come together and deliberate on committee issues. This definition also applies where subcommittees are concerned. Therefore, if three members of a five-member subcommittee come together and begin to discuss committee matters, the open meetings laws must be complied with. This is true whether you are in a social setting or in a formal meeting. It is important to be aware of this fact when you find yourself with other committee members, whatever the situation.

- **Public Officials:** Advisory committee members are considered “public” officials and must act consistently with Oregon’s ethics laws (ORS 244.010 et seq.) **Oregon’s ethics laws prohibit:**

1. **Any public official from gaining financially as a result of his or her position regardless if it is salaried or not, and**
2. **Public officials must declare any conflicts of interest at a public meeting.**

A conflict exists if a decision or recommendation potentially could affect the finances of the committee member or the finances of a family member. If a conflict exists, the committee member must declare this fact at a meeting where the issue is discussed and may need to refrain from discussing or voting on the matter. The laws surrounding conflicts of interest are confusing but also contain exemptions that may apply. If you are unsure whether a conflict exists, you should contact the staff person assisting your committee to discuss the matter.

Claims of Meetings Law Violation:

Most claims that the open meetings laws have been violated will be made against the public body itself. However, claims may be brought against the individual public officials (in this case volunteer committee members). Public officials may be sued personally for public meeting violations and complaints may also be registered with the Government Standards and Practices Commission (GSPC) and investigated. In most of

these circumstances, the county should be able to represent or act in defense of a public official who has acted in good faith. However, if it appears that a public official has intentionally acted outside the law, the county will not assist with defense.

Resources for Information:

See Appendices A-C for further information on Public Meetings Law, Public Records Law, and Ethics Law excerpted from the Attorney General's Public Records and Meetings Manual.

If you ever have any questions, please contact the staff person to assist you with information and answers to your questions while you focus on the important service you are providing to the county.

Legal Protection for Volunteers

Clatsop County is a local public body and is subject to legal action and suit for the torts of its officers, employees and agents, including volunteers (Oregon Tort Claims Act, ORS 30.260-30.302). A tort is any breach of a legal duty which results in injury to a specific person or persons for which the law provides remedy. "Injury" can include such things as financial loss, damage to reputation or emotional injury as well as physical injury.

According to the Act, the action or suit is brought only against the county, not the individual volunteer. The volunteer, upon written request, is entitled to indemnification (protection from the cost of judgement) and legal defense for any tort committed while in the performance of the volunteer's duties. This is true unless the act or omission complained of amounted to malfeasance in office, willful or wanton neglect of duty, or criminal activity.

Being an Effective Committee Member

Members are appointed to Clatsop County committees to represent the public at large. Many times appointments are made to reflect geographic interest, and area of expertise, or to represent an interest group or professional association. Keep this in mind as you become acquainted with your fellow committee members. Remember each member brings an important point of view. Listening to different points of view produces good policies and procedures and fair solutions to problems. If you are unsure of the committee's mission or the item under discussion, you may ask questions and seek information until you have a clear answer and good understanding of the expectations.

It is vital that all members attend meetings regularly and come to meetings prepared. It is important that you read all reports, proposals and other documents prepared or distributed by staff or board officers prior to meetings.

Staff Support for Advisory Committees

County staff within a department manages most Clatsop County committees. The primary role of staff is to carry out the rules, policies and programs developed by the committee. Staff also brings to the committee's attention issues of importance, assists the chair with agenda development, and compiles background information for the committee to study.

In addition, staff responsibilities include: meeting arrangements, preparation of minutes, processing complaints, communication with members and other administrative duties. Staff is available to provide information for and assistance to committee members.

Meetings

Members of a group have a responsibility for the content and product of meetings they attend. They should come prepared to take ownership for their contribution and the end result of the meeting. Meetings do matter.

- **Attendance:** Regular meeting attendance is important. Members should be aware of specific attendance requirements of their committee and always notify staff or the board chair if unable to attend a meeting.
- **Promptness:** Meetings should start and end on time.
- **Meeting time and place:** Specify a regular meeting time and place, and establish a procedure for notifying members of meetings.
- **Participation:** Everyone's viewpoint is valuable, every team member can make a unique contribution; therefore, emphasize the importance of both speaking freely and listening attentively.
- **Basic conversational courtesies:** Listen attentively and respectfully to others, do not interrupt, one conversation at a time, and so forth.
- **Interruptions:** Decide when interruptions will be tolerated and when they will not.

Introduction to Robert's Rules of Order

Parliamentary Procedure is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion. County boards and advisory committees use Robert's Rules of Order to conduct their business.

Parliamentary Procedure usually follows a fixed order of business. Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Approval of minutes of last meeting.
4. Officers' reports.
5. Committee reports.
6. Unfinished business.
7. New business.
8. Announcements.
9. Adjournment.

Business is brought before an assembly by the motion of a member. A motion may itself bring its subject to the assembly's attention, or the motion may follow upon the presentation of a report or other communication. A motion is a formal proposal by a member, in a meeting, that the assembly take certain action. Members can:

1. Make motions.
2. Second motions.
3. Debate motions.
4. Vote on motions.

There are four Basic Types of Motions:

1. Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. Subsidiary Motions: The purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. Privileged Motions: The purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. Incidental Motions: The purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motions.

How to present a motion:

1. Obtain the floor
 - a. Wait until the last speaker has finished.
 - b. Address the Chairperson by saying, "Mr./Ms Chairperson."
2. Make your Motion
 - a. Speak in a clear and concise manner.
 - b. Always state you motion affirmatively. Say, "I move that we..." rather than, "I move that we do not ..."
 - c. Avoid personalities and stay on your subject.
3. Wait for a second to your motion
4. Another member will second your motion or the Chairperson will call for a second.
5. The Chairperson States Your Motion

- a. The Chairperson will say, “it has been moved and seconded that we...” thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to vote.
 - c. Once your motion is presented to the membership by the chairperson it becomes “assembly property”, and cannot be changed by you without consent of the members.
7. Expanding on Your Motion
- a. The time for you to speak in favor of your motion is after the Chairperson has stated “ it has been moved and seconded that we...”
 - b. The maker is always allowed to speak first.
 - c. All comments and debate must be directed to the Chairperson.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairperson.
8. Putting the Question to the Membership
- a. The Chairperson asks, “Are you ready to vote on the question?”
 - b. If there is no more discussion, a vote is taken.
 - c. The Chairperson announces the result of the vote immediately after putting the question; a majority vote in the affirmative adopts any motion.
9. If your motion does not receive a second, the motion dies for lack of a second.

Voting on a Motion:

The method of a vote on any motion depends on the situation and by-laws of policy of your committee. There are five methods used to vote by most committees, they are:

1. By Voice—The Chairperson asks those in favor to say, “aye”, those opposed to say “no”. Any member may move for an exact count.
2. By Roll Call – Each member answers “yes” or “no” as his name is called. This method is used when a record of each person’s vote is required.
3. By General Consent—When a motion is not likely to be opposed, the Chairperson says, “if there is no objection...”The membership shows agreement by their silence, however if one member says, “I object.” the item must be put to vote.
4. By Division—this is a slight verification of a voice vote. It does not require a count unless the Chairperson so desires. Members raise their hands or stand.
5. By Ballot—Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. Motion to Table—this motion is often used in attempt to “kill” a motion. The option is always present, however, to “take from the table”, for reconsideration by the membership.

2. Motion to Postpone Indefinitely—This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey rules of debate
5. Most importantly, *BE COURTEOUS*.

Committee Roles

By participating as a committee member, each person makes a unique contribution through his or her presence alone, but some members may assume additional roles within the committee. Each role that people select within a committee has guidelines that help ensure success. The following are general guidelines that may vary with the requirements or needs of each committee.

Chairperson

- Suggests committee direction and options for setting goals.
- Provides a supportive environment for process, content, and committee members.
- Coordinates activities of subcommittees.
- Sets agendas.
- Sets the tone and pace for the committee.
- May share role of meeting preparation with a staff person.
- Represents the committee in the community
- If there is no appointed facilitator, the chair serves as facilitator and while in that role, remains neutral on content and focuses on process.

Committee Member

- Arranges adequate time to carry out responsibility as a committee member.
- Comes to meetings prepared.
- Listens to other members of the committee.
- Participates in committee discussion and decision making.
- Serves on appropriate sub-committees.

Facilitator

- Guides committee through agenda.
- Remains neutral in regard to content of the meeting.
- Encourages each member to participate fully.
- Keeps committee energy positive and focused.
- Suggests methods to enable the committee to clearly solve the problem so that everyone agrees with the outcome.
- Works with the chair and staff in meeting logistics.

Your Committee needs a facilitator if:

- There is a difference in opinion on the direction of the committee
- Productivity is lacking and goals are not being accomplished
- No one seems to care about anything
- Goals are not clearly defined
- The committee is newly formed or has changed membership
- The committee experiences a lack of direction
- The committee is involved in strategic planning
- The leader is not delegating
- The committee is dominated by one or two individuals
- Committee members are not participating in discussions

Advisory Committees

Ambulance Service Area Advisory Committee

The Ambulance Service Area Advisory Committee provides advice and recommendations to the Board of Commissioners regarding provisions of the Ambulance Service Ordinance and the Ambulance Service Area Plan.

Arts Council of Clatsop County

Board of Property Tax Appeals

Hears petitions for reduction of real market or assessed values of property as of July 1, considers applications to excuse penalties, reviews the Assessor's Certified Ratio Study.

Budget Committee

Responsible for reviewing, with the county commissioners, the proposed budget prepared by the county manager. Charged by law with recommending budget to Board of Commissioners.

4-H and Extension Service Advisory Council

Cooperates with OSU Extension Service and county Extension staff in planning, promoting, developing, implementing and evaluating Extension programs to meet local needs.

Fair Board

Responsible for the exclusive management of the fairgrounds and organizes the annual county fair.

Human Services Advisory Committee

Advises the Health and Human Services Department on developmental disabilities, mental health and alcohol and drug abuse services. The committee meets every other month to identify needs, establish priorities for publicly funded services and assist in selection of service providers, evaluate services and provide a link to the public through advocacy and education.

Planning Commission

Advises Board of Commissioners on land-use planning, conducts land-use hearings, implements county's zoning and comprehensive plan.

Public Safety Coordinating Council

Develops and recommends to the Board of Commissioners a comprehensive local corrections program for both adults and juveniles, coordinates local criminal justice policy.

Recreation Lands Planning Advisory Committee

Assists in developing long-range plans for county parks, formulating amendments to the recreation lands element of the county's comprehensive land-use plan.

Rural Law Enforcement District Advisory Committee

Elected by district voters to provide input to sheriff and county commissioners on service levels, enforcement priorities and general operation of district.

Appendix A – Public Meetings Law

“The Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions were made. It is the intent of ORS 192.610 to 192.690 that decisions of governing bodies be arrived at openly.”

“The key requirements of the Public Meetings Law are to hold meetings that are open to the public unless an executive session is authorized, to give notice of meetings and to take minutes or otherwise record the meeting. In addition, there are requirements regarding location, voting and accessibility for disabled persons.”

Attorney General's Public Records and Meetings Manual, January 2011.

Public Body

The Public Meetings Law applies to all meetings of a governing body of a public body for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. ORS 192.610(5), 192.630(1).

The Public Meetings Law applies to meetings of the “governing body of a public body.” ORS 192.630(1). A “public body” is the state, any regional council, county, city or district, or any municipal or public corporation. A “public body” is also a board, department, commission, council, bureau, committee, subcommittee or advisory group of any of the entities in the previous sentence. ORS 192.610(4).

Public Meeting

A public meeting is the convening of any governing body for which a quorum is required to make or deliberate toward a decision on any matter, or to gather information. Decisions must be made in public, and secret ballots are prohibited. Quorum requirements may vary among governing bodies.

Meetings accomplished by telephone conference calls or other electronic means are considered public meetings. Governing bodies must hold their meetings within the geographic boundaries of their jurisdiction. However, a governing body may meet elsewhere if there is an actual emergency requiring immediate action or to hold a training session, when no deliberation toward a decision is involved.

Notice of Meetings

Governing bodies must give notice of the time, place and agenda for any regular, special or emergency meeting. Public notice must be reasonably calculated to give actual

notice to interested persons and media who have asked in writing to be notified of meetings and general notice to the public at large. Adequate notice to ensure that those wishing to attend are able should be a week to ten days.

At least 24-hour notice to members of the governing body, the public and media is required for any special meeting, unless the meeting is considered an emergency meeting. However, notice for emergency meetings must also cite the emergency.

A meeting notice must include a list of the principal subjects to be considered at the meeting. This list should be specific enough to permit those wishing to attend to recognize matters of interest. However, discussion of subjects not on the agenda is allowed at the meeting.

Minutes

The Public Meetings Law requires that the governing body of a public body provide for sound, video or digital recording or written minutes of its meetings. ORS 192.650(1). The record of a meeting, whether preserved in written minutes or a sound, video or digital recording, shall include at least the following information:

- members present;
- all motions, proposals, resolutions, orders, ordinances and measures proposed or their disposition;
- results of all votes by name of each member (except for public bodies consisting of more than 25 members);
- the substance of discussion on any matter; and
- A reference to any document discussed at the meeting

Written minutes need not be a verbatim transcript and a sound, video or digital recording is not required to contain a full recording of the meetings, except as otherwise provided by law. Whatever means of recording used must give “a true reflection of the matters discussed at the meeting and the views of the participants.” ORS 192.650(1). The Public Meetings Law requires that written minutes or a sound, video or digital recording of a meeting be made available to the public “within a reasonable time after the meeting.” ORS 192.650(1). If written minutes are prepared, they cannot be withheld from the public merely because they will not be approved until the next meeting of the governing body. Minutes must be preserved for a reasonable time, for at least one year. Minutes of many

governing bodies are subject to records retention schedules established by the State Archivist.

Executive Sessions

Minutes from executive sessions are exempt from disclosure under the Oregon Public Records Law. Governing bodies are allowed to exclude the public, but not the media. Executive sessions are allowed only for very limited purposes:

1. To consider the initial employment of a public officer, employee or staff member, but not to fill the vacancy in an elected office or on public advisory groups.
2. To consider dismissal, discipline, complaints or charges against a public official, employee, official, staff or individual agent, unless that person requests a public hearing.
3. To review and evaluate job performance of a chief executive officer or other officer of staff member, unless that person requests a public hearing.
4. To deliberate with persons designated to conduct labor negotiations (the media may be excluded from these sessions).
5. To conduct labor negotiations if both sides request that negotiations be in executive session.
6. To consider records exempt by law from public disclosure.
7. To consult with counsel concerning litigation filed or likely to be filed against a public body (members of the media that are a party to that litigation or represent a media entity that is a party may be excluded).
8. To consult with persons designated to negotiate real property transactions.

Exemptions

Staff meetings, on-site inspections and a gathering of an association to which a public body or its members belong are not considered public meetings. Chance social gatherings are not considered meetings as long as no official business is discussed. (Excerpted from the On-line

Questions & Answers

http://www.doj.state.or.us/pdf/public_records_and_meetings_manual.pdf

Appendix B – Public Records Law

Government transparency is vital to a healthy democracy. Public scrutiny helps ensure that government spends tax dollars wisely and works for the benefit of the people. Oregon’s Public Records and Meetings Laws underscore the state’s commitment to transparency. Government records are available to the public, and governing bodies must conduct deliberations and make decisions in the open. *Attorney General's Public Records and Meetings Manual*, January 2011.

Who Can Inspect?

Under ORS 192.420 "every person" has a right to inspect any nonexempt public records of a public body in Oregon. This right extends to any natural person, any corporation, partnership, firm or association, and any member or committee of the Legislative Assembly. ORS 192.410(2).

The definition of “person” in ORS 192.410(2) does not mention a “public body,” and we have concluded that a public body may not use the Public Records Law to obtain public records from another public body. Similarly, a public official, other than a legislator, acting within his or her official capacity may not rely on the Public Records Law to obtain records, although the individual could do so in his or her individual capacity.

Generally, the identity, motive and need of the person requesting access to public records are irrelevant.

Who Is Subject?

ORS 192.420 broadly extends the coverage of the Public Records Law to any public body in this state. For purposes of the records law, ORS 192.410(3) defines the term "public body" as *including*:

Every state officer, agency, department, division, bureau, board and commission; every county and city governing body, school district, special district, municipal corporation, and any board, department, commission, council, or agency thereof; and any other public agency of this state.

ORS 192.410(5) defines the term “state agency” to mean: Any state officer, department, board, commission or court created by the Constitution or statutes of this state but does not include the Legislative Assembly or its members, committees, officers or employees insofar as they are exempt under section 9, Article IV of the Oregon Constitution.

Thus, all state and local government instrumentalities are

subject to the Public Records Law, including “public corporations” such as the Oregon State Bar, the SAIF Corporation, and the Oregon Health and Science University.

Which Records Are Covered?

ORS 192.410(4)(a) defines a "public record" as *including*:

any writing that contains information relating to the conduct of the public's business, including but not limited to court records, mortgages, and deed records, prepared, owned, used or retained by a public body regardless of physical form or characteristics.

Many public bodies use electronic mail (e-mail) for communications. E-mail is a public record. Even after individual e-mail messages are “deleted” from an individual’s computer work area, the messages generally continue to exist on computer back-up tapes, which are also public records. As with any public record, a public body must make all nonexempt e-mail available for inspection and copying regardless of its storage location.

Prepared, Owned, Used or Retained – all records, even those not originally prepared by the public body are subject.

How Can a Person Inspect?

General – Requests for records of Oregon public bodies must be made under the Oregon Public Records Law, not the federal Freedom of Information Act (FOIA). Public bodies should not deny a request for their records merely because the requestor calls it a FOIA; however, the FOIA timeframes and other requirements of the federal act would not apply.

A public body may require the records request to be in writing and must make available to the public a written procedure for making public record request that includes: 1) the name of one or more persons to whom public record requests may be sent, with addresses; and 2) the amounts of and the manner of calculating fees that the public body charges for responding to requests for public records.

Which Records Are Exempt?

Public Records Law is primarily a *disclosure* law, rather than a confidentiality law. Exemptions in ORS 192.501 and 192.502 are limited in their nature and scope of application because the general policy of the law favors public access to government records. For a list of exemptions consult the *Attorney General's Public Records and Meetings Manual*.

Questions & Answers

www.doj.state.or.us

Appendix C – Ethics

About OGEC- An Overview

The Oregon Government Ethics Commission (OGEC), established by vote of the people in 1974, is a seven-member citizen commission charged with enforcing government ethic laws. Oregon government ethic laws prohibit public officials from using office for financial gain, and require public disclosure of economic conflict of interest. The OGEC also enforces state laws which require lobbyists and the entities they represent to register and periodically report their expenditures. The third area of OGEC jurisdiction is the executive session provisions of public meetings law.

About OGEC- History

During the Watergate scandal of the early seventies, Americans were confronted with deceit and misuse of power by elected officials. Citizens across the nation began calling for accountability from their governments. In response, Oregon was one of the first states to create laws designed to open government to greater public scrutiny.

In 1974, more than 70 percent of the voters approved a statewide ballot measure to create the Oregon Government Ethics Commission. The ballot measure also established a set of laws (ORS Chapter 244) requiring financial disclosure by certain officials and creating a process to deal with the inevitable question of conflict of interest. The drafters of the original laws recognized that "conflict of interest" is, indeed, inevitable in any government that relies on citizen lawmakers.

About OGEC- Staff

The OGEC is administered by an executive director selected by the commissioners. The commission also employs seven full-time staff member who are appointed by the executive director, including investigators, trainers, executive support, and administrative staff.

The OGEC members and staff consider that they are doing their job most successfully if they can help public officials avoid conduct that violates the relevant statutes. They encourage people to inquire into any point of the statutes prior to taking any action that may violate Oregon Government Ethic law, Lobbying Regulation law or the Executive Session provisions of Public Meetings law.

OGEC staffers are available for informal questions and discussions about statutes, administrative rules and the commission's process. Public officials are encouraged to contact OGEC staff at any time.

OGEC Contact info

Oregon Government Ethics Commission
3218 Pringle Rd. SE, Suite 220
Salem, OR 97302-1544
Phone: 503-378-5105
ogec.mail@state.or.us
<http://www.oregon.gov/OGEC/>

About Oregon Government Ethics Law

- Applies to all elected and appointed officials, employees and volunteers at all levels of state and local government in all three branches
- Prohibits use of public office for financial gain
- Requires public disclosure of financial conflicts of interest
- Requires designated elected and appointed officials to file an annual disclosure of sources of economic interest
- Limits gifts that an official may receive per calendar year
- Found in Oregon Revised Statutes, Chapter 244

About the Executive Session Provisions of Public Meetings Law

- Authorizes specific, limited reasons for which a public body may meet in a closed session
- Found in Oregon Revised Statutes 192.660 and 192.685

Summary of the Main Points

Financial Gain

No public official shall use or attempt to use an official position to obtain financial gain or avoid financial detriment. [ORS 244.040(1)] Oregon's ethics laws prohibit each public official from gaining a financial benefit or avoiding a financial cost as a result of his or her position. However, several specific benefits, such as compensation packages and reimbursed expenses, are allowed.

Gifts

No public official shall solicit or receive any gift(s) with a total value of more than \$50 from any single source who could reasonably be known to have a financial interest in the official actions of that public official. A gift is defined as something of value given to a public official, for which the official does not pay an equal value. Gifts of entertainment are included in the \$50 gift limit.

This does not mean that an official cannot receive any gifts. The law only restricts gifts from sources that have an administrative or legislative interest in the public official's actions, and does allow the public official to receive up to \$50 worth of gifts from each source. In addition, unlimited gifts may be accepted from a source that does not have a

legislative or administrative interest in the public official, and the public official may accept unlimited gifts from specified relatives.

Conflict of Interest

A conflict exists if a decision or recommendation could affect the finances of the public official or the finances of a relative. A few other situations can present a conflict of interest, as well. If a conflict of interest exists, the public official must always give notice of the conflict, and in some situations the public official is restricted in his ability to participate in the matter that presents the conflict of interest.

About Training

OGEC staffers are available for informal questions and discussions about statutes, administrative rules and the commission's process. You are welcome to contact OGEC staff at any time. If you call, you will speak to a real live person. OGEC does not have an automated phone tree.

OGEC is pleased to offer free on-line training through iLearn Oregon. Training modules are short, focused, and convenient. There are trainings on several topics, including conflicts of interest, gifts, and executive sessions.

Whether you are a public official or a private citizen, anyone with an email address can take training through iLearn Oregon at no cost. iLearn trainings are available from any internet connected computer.

Training Topics:

- *Conflicts of Interest*
- *Complaints*
- *Ethics Statutes Overview for Employees and Other Appointed Officials*
- *Ethics Statutes Overview for Elected Officials and Officials Appointed to Boards, Commissions, or Advisory Groups*
- *Gifts*
- *Introduction to Executive Sessions*
- *Prohibited Use of Office*
- *Legislative Changes*

A Few Questions and Answers About the Law

Q: Who are public officials?

A: “Public official” is defined in ORS 244.020(14) as any person who is serving the State of Oregon or any of its political subdivisions or any other public body as defined in ORS 174.109 as an elected official, appointed official, employee or agent, irrespective of whether the person is compensated for the services.

You are a public official if you are:

Elected or appointed to an office or position with a state, county or city government.

Elected or appointed to an office or position with a special district.

An employee of a state, county or city agency or special district.

An unpaid volunteer for a state, county or city agency or special district.

Anyone serving the State of Oregon or any of its political subdivisions, such as the State

Accident Insurance Fund or the Oregon Health & Science University.

Q: Are volunteers “public officials”?

A: Some volunteers are public officials. By some estimates, there are up to 50,000 volunteer public officials in the State of Oregon. A volunteer is a “public official” if they meet one of these three criteria:

- 1.) The volunteer is elected or appointed to a governing body of a public body
- 2.) The volunteer is appointed or selected for a position with a governing body or a government agency with responsibilities that include deciding or voting on matters that could have a pecuniary impact on the governing body, agency or other persons
- 3.) The volunteer position includes all of the following:
 - a. Responsible for specific duties
 - b. The duties are performed at a scheduled time and designated place.
 - c. Volunteer is provided with the use of the public agency’s resources and equipment.
 - d. The duties performed would have a pecuniary impact on any person, business or organization served by the public agency.

For purposes of ORS Chapter 244, volunteers are not public officials if they perform such tasks as picking up litter on public lands, participating in a scheduled community cleanup

of buildings or grounds, participating in locating and eradicating invasive plants from public lands and other such occasional or seasonal events.

Q: What are the provisions of law that prohibit a public official from using the position or office held for financial gain?

A: As defined earlier, public officials become public officials through employment, appointment, election or volunteering. ORS 244.040(1) prohibits every public official from using or attempting to use the position held as a public official to obtain a financial benefit, if the opportunity for the financial benefit would not otherwise be available but for the position held by the public official.

The prohibited financial benefit can be either an opportunity for gain or to avoid an expense.

Each public official is prohibited from using the position as a public official to receive certain financial benefits. In addition, each public official is prohibited from using or attempting to use the official position to obtain financial benefits for a relative or a member of the public official's household, or for a business with which the public official, a relative, or a member of the public official's household is associated.

There are a variety of actions that could be a prohibited use or attempted use of an official position. The use of a position could be voting in a public meeting, placing a signature on a government agency's document, making a recommendation, making a purchase with government agency funds, or conducting personal business on a government agency's time or with a government agency's resources such as computers, vehicles, heavy equipment or office machines.

Q: What are some examples of actions a public official might do, that would be a violation of the prohibited use of office provision in ORS 244.040(1)?

A:

- The mayor of a city signs a contract obligating the city to pay for janitorial services provided by a business owned by a relative of the mayor.
- A city treasurer signs a city check payable to an office supply business that is owned by a relative.
- A city billing clerk alters water use records so that the amount billed to the clerk's parents will be less than the actual amount due.
- A volunteer firefighter borrows the fire district's power washer to prepare the exterior of the volunteer's personal residence for painting.
- A county public works employee stores a motor home that is owned by the employee's parents in a county building used for storing heavy equipment.
- An employee of a state agency has a private business and uses the agency's computer to advance the business by promoting, corresponding and managing the activities of the private business.
- A school district superintendent approves and signs her own request for reimbursement of personal expenses the superintendent incurred when conducting official business.

Q: Are there any financial benefits a public official is allowed to receive, even if those benefits are only available because of the official position the person holds?

A: Yes. ORS 244.040(2) provides a list of financial benefits that may be received. These include:

- Official compensation
- Reimbursement of expenses
- Honorarium
- Unsolicited awards for professional achievement
- Contributions to a legal expense trust fund
- Some gifts

Please note, all of these items have specific definitions, and in order to be lawfully received, the financial benefit must meet the definition of the allowable item.

Q: Do the Oregon Government Ethics laws prevent two people who are related from being employed by the same public body, or serving the same public body?

A: No. Public officials who are relatives can be employed by the same public body at the same time, or serve on the same governing body of a public body at the same time. However, there are provisions prohibiting a public official from participating in the appointment, employment, promotion, demotion, firing, or discharge of a relative to/from a paid position as a public official. Another statute prohibits a public official from directly supervising a relative who holds a paid position as a public official.

Q: Do the Oregon Government Ethics laws prohibit a public official from working for a private employer or owning a private business while being employed by a public body or while holding a position with a public body?

A: No. In general, public officials may obtain employment with a private employer or engage in private income producing activity of their own. However, they must not use the position they have as a public official to create the opportunity for additional personal income. They must also ensure that when they are engaged in personal income producing activities, there is a clear distinction between the use of personal resources and time and the use of the public body's time and resources.

Q: What is a “conflict of interest” as defined in Oregon Government Ethics law?

A: In brief, a conflict of interest when an official action by the public official could or would result in a financial benefit or detriment to the public official, a relative of the public official or a business with which either is associated.

A matter is a statutory conflict of interest when both of these conditions are met:

1. The official act will cause a personal monetary gain or monetary loss
2. The monetary gain or loss will be to the public official, a relative of the public official, or a business with which the public official or the relative is associated.
- 3.

Q: What are the two types of conflict of interest?

A: Oregon Government Ethics law identifies and defines two types of conflicts of interest: actual conflict of interest and potential conflict of interest.

The difference between an actual conflict of interest and a potential conflict of interest is determined by the words “would” and “could.”

A public official is met with an **actual** conflict of interest when the public official participates in action that **would** affect the financial interest of the official, the official’s relative or a business with which the official or a relative of the official is associated.

A public official is met with a **potential** conflict of interest when the public official participates in action that **could** affect the financial interest of the official, a relative of that official or a business with which the official or the relative of that official is associated.

Q: Does Oregon Government Ethics law limit the gifts that public officials may receive?

A: Yes. ORS 244.025 limits a public official, and relatives and household members of the public official, to each accepting no more than \$50 worth of gifts in a calendar year, from each source that has a legislative or administrative interest in the official position of that public official.

However, if the source of the offered gift does not have a legislative or administrative interest in the official position, then the public official and his relatives and household members may accept unlimited gifts from that source. In addition, there a number of items that ORS 244.020(6)(b) excludes from the definition of a gift, and in the specific circumstances listed, those items can be accepted without limit.

Q: Do the Oregon Government Ethics laws cover all bad behaviors that a public official might do?

A: No. There are occasions when a public official engages in conduct that may be viewed as unethical, but that conduct may not be governed by Oregon Government Ethics law. Without an apparent statutory violation, the following are some examples of conduct by public officials that are not within the authority of the Commission to address:

- An elected official making promises or claims that are not acted upon.
- Public officials mismanaging or exercising poor judgment when administering public money.
- Public officials being rude or unmannerly.
- Public officials using deception or misrepresenting information or events.

While the conduct described above may not be addressed in Oregon Government Ethics law, public agency policies and procedures may prohibit or redress the behavior. Please contact the Commission staff if you need further clarification regarding how the Oregon Government Ethics law may apply to circumstances you may encounter.

A Few Questions and Answers About OGE

If I have a question about the Oregon Government Ethic statutes, what can I do?

The easiest course is to pick up the phone and call the staff of the Oregon Government Ethics Commission (OGEC) at (503) 378-5105. You can also make an appointment to visit in person with a staff member. Some issues that are not clearly described in the statutes may be explained more fully in a brief conversation.

OGEC staff are knowledgeable about the statutes and quite familiar with past and current commission interpretations. Furthermore, they are committed to providing accurate advice and preventing violations of the statutes whenever possible.

If I ask for advice, will I trigger an inquiry into my conduct?

Not if the request relates to official action that has not yet taken place. If the facts presented indicate that a violation of the statutes has occurred, the commission may initiate a preliminary review.

TAB 30
COMPREHENSIVE PLAN
UPDATE SCOPE OF WORK



CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE



SCOPE OF WORK

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

INTRODUCTION

The Comprehensive Plan describes the long-term vision for unincorporated Clatsop County, looking ahead to set direction for the county's growth over the next 20 years. It contains common goals that guide development within the County, including in the areas of land use, environment, transportation, economic development, housing and resource use.

Clatsop County adopted its original Comprehensive Plan in 1979-1980. The plan consists of six community plans and 18 goals:

COMMUNITY PLANS	GOALS
Northeast	1. Citizen Involvement
Southwest Coastal	2. Land Use Planning
Elsie-Jewell	3. Agricultural Lands
Seaside Rural	4. Forest Lands
Lewis & Clark-Olney-Wallooskee	5. Open Spaces, scenic and Historic Areas, and Natural Resources
Clatsop Plains	6. Air, Water and Land Resources Quality
	7. Areas Subject to Natural Disasters and Hazards
	8. Recreational Needs
	9. Economic Development
	10. Housing
	11. Public Facilities and Services
	12. Transportation
	13. Energy Conservation
	14. Urbanization
	15. N/A (Applies to Willamette River area only)
	16. Estuarine Resources
	17. Coastal Shorelands
	18. Beaches and Dunes
	19. Ocean Resources (Oregon Off-Shore Territorial Waters only)

From 1981 through 2007, Oregon law required all cities and counties to conduct a periodic review of their comprehensive plans. In 2007 the legislature revised the requirements of periodic review to include only those cities with a population of 10,000 or greater. The County's last periodic review was in 2003. However, the 2003 review did not revisit all 18 goals, choosing instead to focus on amendments to those goals that would allow creation of the rural communities of Knappa, Svensen, Miles Crossing, Jeffers Gardens, Westport and Arch Cape. While the Comprehensive Plan has been amended several times over the past 40 years, this will be the first complete review and update since its adoption in 1980. This scope of work document is intended to serve as a strategy guide for Clatsop County's Comprehensive Plan update process.

SCOPE OF WORK

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

APPROACH

Staff is proposing to complete the Comprehensive Plan updates in-house, with the limited use of technical consultants on an as-needed basis. The current Comprehensive Plan consists of 2,441 pages in five volumes. By comparison, the Lane County Rural Comprehensive Plan, which was updated in January 2005, covers all 19 state-wide goals in a total of 78 pages. The Clatsop County Comprehensive Plan is not only outdated, it is cumbersome and difficult for residents, business owners, and even staff to use.

The adopted plan currently incorporates all of the technical data and background reports that were utilized when preparing the original plan in the late 1970s. As discussed above in the Lane County example, a survey of more recently updated comprehensive plans from other counties within Oregon show that it is not the standard practice to adopt the background material and technical data. This information may quickly become outdated and is not required to be adopted as part of the plan. The standard practice is to adopt a brief overview section along with goals and policies. Staff is proposing to utilize this approach as part of this update. The focus will be ensuring compliance with state statutes and updating the goals and policies to capture the consensus of the residents, business owners and other stakeholders.

The *2018 Countywide Housing Study* by Angelo Planning Group and Johnson Economics, along with US Census data and population projections from Portland State University Population Research Center will provide the basis for population and development estimates that will be used to inform the update. The update will also be guided by the *Clatsop Vision 2030* plan (2014); the *Clatsop County Natural Hazards Mitigation Plan* (2019); the *Clatsop County Transportation System Plan* (2015); and the *Clatsop County Strategic Plan* (2012). Other plans and studies such as the *Camp Rilea Joint Land Use Study* (2012); the *North Clatsop Plains Sub-Area Plan* (2014); and the *Clatsop County Parks Master Plan* (2006), also will be reviewed to ensure consistency between documents and to identify potential goals and policies that should be included in the updated comprehensive plan.

In addition, the Comprehensive Plan update will be guided by the following principles:

- Capitalize on existing work, rather than re-inventing new processes
- Create accountability for included goals and policies, by establishing performance measures to track the plan's implementation and identify responsible parties
- Incorporate updated information and policies to support economic development
- Consider and address impacts from climate change and incorporate adaptation strategies
- Communicate broadly and often; reach out to groups in all segments of the county
- Provide information throughout the update that is accessible, engaging and readily understandable

The updated plan will consider growth over a 20-year planning horizon, projecting out to 2040.

WORK PROGRAM

This section outlines the basic tasks included in the Comprehensive Plan Update. The deliverables and timelines are based on estimates to complete required elements of the update and are subject to change depending on the extent of discussions and input at the public, Citizen Advisory Committees, Planning Commission and Board of Commissioners meetings.

SCOPE OF WORK

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

The update will follow three general phases:

Phase 1: Initial Outreach and Internal Review (February 2019-June 2019)

Clatsop County planning staff will put forward a call for applicants for the Citizen Advisory Committees. The deadline for applicants is March 1, 2019. Staff will bring forward the applicants for appointment at the March 27, 2019, Board of Commissioners meeting. The proposed Citizen Advisory Committee bylaws will also be presented at that same meeting for Board approval. The Planning Area Citizen Advisory Committees will be the lead entities in obtaining public input and reviewing and updating the community plans. The Countywide Citizen Advisory Committee will consist of one representative from each of the planning areas and up to five residents from incorporated areas. The Countywide Citizen Advisory Committee will be the lead entity in reviewing and updating each of the 18 Comprehensive Plan Goals and will be tasked with ensuring that the recommended goals and policies in the community plans are consistent with the recommended goals and policies in the Comprehensive Plan.

Following the appointment of the Citizen Advisory Committee members, staff will establish a webpage dedicated to the Comprehensive Plan update, which will include meeting dates, locations and agendas. Staff will also begin to solicit early input from the public, community groups and interested parties on elements of the comprehensive plan, and review planning documents and the statewide planning goals to ensure compliance throughout this scope of work. Staff will prepare their initial draft recommendations, which will be presented to the Citizen Advisory Committees.

Phase 2: Public Open Houses, Citizen Advisory Committees and Planning Commission Review (July 2019-December 2020)

The Planning Area and Countywide Citizen Advisory Committees will review existing goals and policies, encourage public input regarding recommended goals and policies to guide growth over the next 20 years, and prepare recommendations for the Planning Commission to consider. The Planning Commission will review the recommendations of the Citizen Advisory Committees and provide a recommendation to the Board of Commissioners, following a duly noticed public hearing.

In addition to noticed meetings of the Citizen Advisory Committees and the Planning Commission, staff will hold 18 open houses during Phase 2, with three open houses to be scheduled for each Planning Area. The first round of open houses will be to familiarize attendees with the overall process and timeframes and to obtain initial public feedback on the successes and failures of the existing comprehensive plan and the planning area community plans. Input will also be sought regarding the desired direction the County should take over the next 20 years. This input will be collated by staff and presented to the Citizen Advisory Committees as they review the goals and policies.

The second round of meetings will be to present the recommendations of the Citizen Advisory Committees. Input regarding those recommendations again will be collated by staff and presented to the Planning Commission for consideration.

The third round of meetings will be to present the recommendations prepared by the Planning Commission that will be presented to the Board of Commissioners for review and adoption. Staff will take the lead in collating all comments and presenting them to the Board of Commissioners for consideration.

It is estimated that this phase will take approximately 1 ½ years to complete. In addition to open houses and regularly-scheduled public meetings, input will be accepted from the public at any time during the process via telephone calls,

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

written comments, email, or in-person conversations. Although the goal of staff is to utilize no-cost methods of promotion such as the County's website and public service announcements, staff will also request an advertising budget to allow for the possibility of additional newspaper (*Daily Astorian, Hipfish, Columbia Press, Seaside Signal, Cannon Beach Gazette*) and radio (KMUN, KCRX, KAST) advertisements. Staff also will be requesting funds for translation services to prepare open house notices in both English and Spanish.

Monthly updates will be provided to the Planning Commission and Board of Commissioners during this phase.

Phase 3: Board of Commissioners Review and Adoption (January 2021-October 2021)

Recommendations from staff, the Citizen Advisory Committees and the Planning Commission will be reviewed by the Clatsop County Board of Commissioners. Final revisions will be adopted by ordinance of the Board of Commissioners, following a duly noticed public hearing.

TASKS AND DELIVERABLES

1. PROJECT MANAGEMENT

Responsible Entity: Clatsop County Planning Staff

Clatsop County Planning staff will provide oversight and direction of the entire update process, including each of the below stated tasks. This task ensures consistent coordination and communication throughout the process and provides for the public interface for the update. This task will be on-going through adoption of the updated plan.

Deliverables: Webpage maintenance (Ongoing)
Agendas (Ongoing)
Minutes (Ongoing)
Preparation of background reports and technical data summaries (Ongoing)
Monthly updates to the Planning Commission and Board of Clatsop County Commissioners (Ongoing)
Calendar maintenance and oversight (Ongoing)

2. PUBLIC OUTREACH

This task includes the development of a Public Involvement Plan and the implementation of that plan.

Responsible Entities: Public
Clatsop County Planning Staff
Citizen Advisory Committees
Planning Commission
Board of Commissioners

Deliverables: Public Involvement Plan (March 2019)
Monthly participation reports and status updates (Ongoing)

3. GOAL AND POLICY REVIEW AND REVISION

This task includes review of all existing goals and policies to ensure that those included in the updated plan are based on the most current information and are relevant, meaningful and reflective of the values of the residents, business owners and stakeholders in Clatsop County.

Responsible Entities: Public
Clatsop County Planning Staff
Citizen Advisory Committees

SCOPE OF WORK

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

Clatsop County Planning Commission
Board of Commissioners

Deliverables: Internal review of goals and policies (July 2019)
Revised goals and policies for Planning Commission review (March 2020)
Revised goals and policies for Board of Commissioners review (December 2020)
Board of Commissioners review and adoption (October 2021)

4. COMMUNITY PLANS REVIEW AND UPDATE

This task updates the community plans for the six planning areas.

Responsible Entities: Public
Clatsop County Planning Staff
Citizen Advisory Committees
Planning Commission
Board of Commissioners

Deliverables: Updated community plans for the Southwest Coastal, Northeast, Elsie-Jewell, Clatsop Plains, Lewis & Clark-Olney-Wallooskee, and Seaside Rural planning areas (January 2020)

5. MAP REVISIONS

This task includes coordination with GIS staff and CREST to update the comprehensive plan and zoning maps to correspond with the updated Comprehensive Plan.

Responsible Entity: Clatsop County staff
CREST

Deliverables: Updated comprehensive plan and zoning maps (January 2021)

6. IMPLEMENTATION AND PERFORMANCE MEASURE MONITORING

This task includes the development of the tracking system to document progress towards the adopted goals and policies in the updated Comprehensive Plan. This document would be prepared after adoption and would be presented to the Planning Commission and Board of Commissioners for review after the formal completion of the update process. The document would identify entities responsible for implementing specific goals. Progress updates would continue to be provided on a quarterly basis.

Responsible Entity: Clatsop County staff

Deliverables: Tracker and performance measures to document progress towards the adopted goals and policies and quarterly updates (Ongoing)

ESTIMATED BUDGET

The Comprehensive Plan update is scheduled to be completed over a period of 33 months. As such, expenses will be incurred over the course of four fiscal years. The anticipated total costs are \$114,375. The estimated budget prepared by staff includes slightly inflated estimates of expenses as costs for items may increase during the almost three-year period during which the update will occur. Estimated costs include:

Legal Advertisements – Required published notices regarding public meetings. These are required for the Citizen Advisory Committees, Planning Commission and Board of Commissioners meetings.

Supplemental Advertisements, Notices, Required Mailings – These would include any Measure 56 notices to affected property owners, printing costs, postage and any non-required supplemental advertising for open houses.

SCOPE OF WORK

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Public Meeting and Open House Expenses – A minimal budget for the provision of water and coffee at public meetings and open houses. A small stipend has also been budgeted in the event rental fees are required for off-site public meetings.

Technical Assistance – To be used on an as-needed basis. The primary task staff anticipates needing technical assistance to complete is updating the shoreland overlay maps in the Comprehensive Plan. These maps were originally created in 1983 by the Columbia River Estuary Task Force (CREST). The information on these maps needs to be verified and updated and the maps themselves created in a digital format. While Clatsop County receives 60 hours of assistance from CREST as part of our Intergovernmental Agreement, additional hours may be required to complete this component of the update. Many State departments, including the Department of Land Conservation and Development (DLCD), Department of Geology and Mineral Industries (DOGAMI), Department of State Lands (DSL), Oregon Department of Fish and Wildlife (ODFW) and Oregon Department of Agriculture (ODA) now have significant amounts of technical data available on their websites. Additionally, state staff are very responsive with regard to answering questions and providing information. Staff is proposing to utilize those resources to their fullest extent. However, it may be possible that currently unforeseen issues may arise that might require outside paid technical assistance.

Publication – Following adoption of the updated Comprehensive Plan and community plans, a limited number of hard copies would be printed. Copies would be placed in public libraries throughout the county and at least one set kept on site at the County building.

FY 18/19

Legal Advertisements: \$1,200

Supplemental Advertisements, Notices, Required Mailings: \$2,250

Public Open House Expenses: \$375

TOTAL: \$3,825

FY 19/20

Legal Advertisements: \$5,600

Supplemental Advertisements, Notices, Required Mailings: \$28,500

Public Open House Expenses: \$2,550

Technical Assistance (if needed): \$15,000

TOTAL: \$52,050

FY 20/21

Legal Advertisements: \$6,400

Supplemental Advertisements, Notices, Required Mailings: \$22,500

Public Open House Expenses: \$2,250

Technical Assistance (if needed): \$15,000

TOTAL: \$46,150

FY 21/22

Legal Advertisements: \$2,400

Supplemental Advertisements, Notices, Required Mailings: \$4,500

Public Open House Expenses: \$450

Technical Assistance (if needed): \$0

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Publication of Final Document: \$5,000

TOTAL: \$12,350

It should be noted that while this amount will be requested, the goal of staff is to complete the update for significantly less than the anticipated costs.

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

GENERALIZED TIMELINE

	FY 18/19					FY 19/20												FY 20/21												FY 21/22				
	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUN 2021	JUL 2021	AUG 2021	SEP 2021	OCT 2021	
ADVERTISE FOR CITIZEN ADVISORY COMMITTEES																																		
BOC APPOINT CITIZEN ADVISORY COMMITTEES																																		
CREATE COMP PLAN UPDATE WEBPAGE ON COUNTY WEBSITE																																		
SOLICIT EARLY INPUT FROM PUBLIC, COMMUNITY GROUPS AND INTERESTED PARTIES																																		
INTERNAL REVIEW AND STAFF RECOMMENDATIONS																																		
PLANNING AREA OPEN HOUSES																																		
CAC GOALS, POLICIES, MAP, COMMUNITY PLAN REVIEW AND REVISIONS																																		
PC GOALS, POLICIES, MAP, COMMUNITY PLAN REVIEW AND REVISIONS																																		
BOC REVIEW AND APPROVAL																																		
MONTHLY UPDATES TO CAC , PC AND BOC																																		
IMPLEMENTATION AND PERFORMANCE MEASURE TRACKERS																																		
BEGIN CODE REVISIONS TO INCORPORATE UPDATED GOALS AND POLICIES																																		

OTHER STUDIES TO REVIEW AND INTEGRATE AS APPROPRIATE:

- 2006 PARKS MASTER PLAN
- 2010 NATURAL RESOURCES PLAN
- 2012 STRATEGIC PLAN
- CLATSOP PLAINS UPDATE (2014)
- CLATSOP VISION 2030
- CAMP RILEA JOINT STUDY (2012)
- JEWELL SCHOOL 10-YEAR FACILITIES PLAN (2017)
- 2018 HOUSING STUDY

OBJECTIVES

- DETERMINE WHICH GOALS/POLICIES HAVE BEEN MET, WHICH SHOULD BE RETAINED AND WHAT NEW GOALS/POLICIES SHOULD BE ADDED
- REVIEW RECENT PLANS AND STUDIES AND INCORPORATE RELEVANT RECOMMENDATIONS INTO GOALS AND POLICIES IN THE COMP PLAN
- UPDATE SIX PLANNING AREA COMMUNITY PLANS
- UPDATE COMPEHENSIVE PLAN AND ZONING MAPS AS NEEDED
- INCORPORATE PUBLIC INPUT AT ALL LEVELS OF REVIEW
- PROVIDE RECOMMENDATIONS TO THE BOARD OF COMMISSIONERS REGARDING GOALS AND POLICIES

TAB 31
COMPREHENSIVE PLAN
UPDATE PUBLIC
INVOLVEMENT PLAN



CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE



PUBLIC INVOLVEMENT PLAN

CLATSOP COUNTY COMPREHENSIVE PLAN UPDATE

PURPOSE

This Public Involvement Plan is meant to serve as a guide through the process of updating the Clatsop County Comprehensive Plan and the six community plans for the Northeast, Southwest Coastal, Elsie-Jewell, Seaside Rural, Lewis & Clark-Olney-Wallooskee, and Clatsop Plains planning areas.

This plan outlines the approach to public involvement for the project, and contains goals, key messages, and a plan for project communications, which addresses when and how we communicate with key stakeholders and the general public. The Public Involvement Plan:

- Describes opportunities and different ways people can engage in the planning process;
- Details how individuals and organizations with a stake in the outcome of the Comprehensive Plan update can effectively participate; and
- Is consistent with the County's goals as stated in Comprehensive Plan Goal 1 and statewide Planning Goal 1.

PUBLIC INVOLVEMENT PLAN GOALS

1. Clatsop County is committed to a public engagement process that is:
 - **Meaningful:** The County will use the input received to help craft the goals and policies recommended as part of the Comprehensive Plan update.
 - **Accountable:** The County will respond to ideas, critique, comments and praise.
 - **Inclusive:** The County will strive to communicate with all stakeholders, including under-represented groups, in ways that people understand and can relate to.
 - **Transparent:** The County will make decisions public and share information in a variety of ways.
 - **Realistic:** The County will inform people about the project's constraints, scope and timeline.
 - **Outcome-oriented:** The County will create a community-supported and County-adopted Comprehensive Plan and continue to monitor the implementation of that plan through the use of performance measures and quarterly updates.
2. In addition, the Public Involvement Plan will:
 - Capitalize on existing work, rather than re-inventing new processes
 - Incorporate updated information and policies to support economic development
 - Consider and address impacts from climate change and incorporate adaptation strategies
 - Communicate broadly and often; reach out to groups in all geographic, social, cultural, and economic segments of the county
 - Provide information throughout the update that is accessible, engaging and readily understandable

KEY MESSAGES

1. WHY DOES THE COMPREHENSIVE PLAN NEED TO BE UPDATED?

From 1981 through 2007, Oregon law required all cities and counties to conduct a periodic review of their comprehensive plans. In 2007 the legislature revised the requirements of periodic review to include only those cities with a population of 10,000 or greater. The County's last periodic review was in 2003. However, the 2003 review did not revisit all 18 goals, choosing instead to focus on amendments to those goals that would allow creation of the rural communities of Knappa, Svensen, Miles Crossing, Jeffers Gardens, Westport and Arch Cape. This update would be the first complete review of the Comprehensive Plan since its original adoption.

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The current Comprehensive Plan consists of 2,441 pages in five volumes. By comparison, the Lane County Rural Comprehensive Plan, which was updated in January 2005, covers all 19 state-wide goals in a total of 78 pages. The Clatsop County Comprehensive Plan is not only outdated, it is cumbersome and difficult for residents, business owners, and even staff to use.

The adopted plan currently incorporates all of the technical data and background reports that were utilized when preparing the original plan in the late 1970s. As discussed above in the Lane County example, a survey of more recently updated comprehensive plans from other counties within Oregon show that it is not the standard practice to adopt the background material and technical data. This information may quickly become outdated and is not required to be adopted as part of the plan. The standard practice is to adopt a brief overview section along with goals and policies. Staff is proposing to utilize this approach as part of this update. The focus will be ensuring compliance with state statutes and updating the goals and policies to capture the consensus of the residents, business owners and other stakeholders.

2. WHAT ABOUT ALL THE OTHER PLANS THAT HAVE ALREADY BEEN DONE IN THE COUNTY?

Recently completed studies and plans will be utilized and incorporated into the Comprehensive Plan update. The *2018 Countywide Housing Study* by Angelo Planning Group and Johnson Economics, along with US Census data and population projections from Portland State University Population Research Center will provide the basis for population and development estimates that will be used to inform the update. The update will also be guided by the *Clatsop Vision 2030* plan (2014); the *Clatsop County Natural Hazards Mitigation Plan* (2019); the *Clatsop County Transportation System Plan* (2015); and the *Clatsop County Strategic Plan* (2012). Other plans and studies such as the *Camp Rilea Joint Land Use Study* (2012); the *North Clatsop Plains Sub-Area Plan* (2014); and the *Clatsop County Parks Master Plan* (2006), will also be reviewed to ensure consistency between documents and to identify potential goals and policies that should be included in the updated comprehensive plan.

While staff and technical supporting documents will provide a foundation for the initial development of draft chapters, additional community and stakeholder input will be required in refining the drafts. Staff will consider all community input and work to balance differing viewpoints with the requirements of this Public Involvement Plan and Oregon's Statewide Planning Goals.

3. HOW FAR INTO THE FUTURE WILL THE UPDATE PLAN FOR GROWTH?

The updated plan will consider growth over a 20-year planning horizon, projecting out to 2040.

4. HOW LONG WILL IT TAKE TO COMPLETE THE UPDATE?

The process is scheduled to be completed in October 2021.

5. WILL THIS UPDATE DUPLICATE OR CONFLICT WITH OTHER WORK THAT IS ALREADY BEING DONE?

No. Clatsop County staff will coordinate with other local and regional projects and initiatives to increase efficiencies, ensure consistency, and avoid duplication of efforts.

COMMUNICATIONS AND PUBLIC ENGAGEMENT ACTIVITIES

This section outlines various communication methods along with an estimated timeline of when certain project milestones will occur. The majority of these engagement activities focus on reviewing the existing goals and policies in

PUBLIC INVOLVEMENT PLAN

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the Comprehensive Plan, obtaining public input to validate those existing goals and policies and to draft new goals and policies that are reflective of the values of the residents, business owners and stakeholders within unincorporated Clatsop County. Staff will evaluate the effectiveness of different methods and adapt as the update proceeds.

Communication methods include:

- **Website** – A newly-created page on the County’s website will be dedicated to the Comprehensive Plan update. The page will contain detailed project information and documents such as fact sheets, general process timelines, meeting dates/times/locations, etc.
- **Social Media** – The County will use existing social media accounts, such as Facebook, to get out messages and advertise engagement opportunities.
- **ClatsopALERTS** – The County will explore the ability of using the Clatsop ALERTS system to allow interested parties to register to receive email or text notifications associated with the Comprehensive Plan update.
- **Local Media** - *Daily Astorian, Hipfish, Columbia Press, Seaside Signal, Cannon Beach Gazette, KMUN, KCRX, KAST*
- **Outreach Summary** – Staff will track public comments and prepare summaries on outreach efforts to be shared on the project website.
- **Community and Stakeholder Presentations** – Staff will invite community and stakeholder groups to make information presentations to the Citizen Advisory Committees and Planning Commission on topics relevant to specific goals in the Comprehensive Plan.
- **Public Open Houses** – In addition to the regularly-scheduled Citizen Advisory Committees and Planning Commission meetings, staff will hold 18 public open houses during the course of the update. Three open houses will be held in each of the planning areas.
- **Internal Coordination** – Staff will coordinate with representatives from other County departments, boards and commissions to provide input on the Comprehensive Plan goals and policies.
- **Cross-Jurisdictional Coordination** – Staff will coordinate with staff from the five incorporated cities to ensure that goals and policies do not conflict with another jurisdiction’s comprehensive plan.
- **Translation of Public Open House Notifications** – The County will explore ways to have public open house notices and supplemental advertisements translated into Spanish.

An estimated timeline is below:

ESTIMAED TIMEFRAME	TASK
SPRING 2019	<ul style="list-style-type: none"> • Advertise for Citizen Advisory Committees (CAC) • BOC appoints CAC members • Create Comprehensive Plan update webpage on County website • Initial outreach to public, community groups and interested parties
SUMMER 2019	<ul style="list-style-type: none"> • Public Open Houses • Website updates • Monthly CAC meetings open to the public • Monthly updates to Planning Commission and Board of Commissioners
FALL-WINTER 2019	<ul style="list-style-type: none"> • Website updates • Monthly CAC meetings open to the public • Monthly PC meetings open to the public • Monthly updates to Planning Commission and Board of Commissioners • Community and stakeholder presentations to CAC and PC

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ESTIMATED TIMEFRAME	TASK
	<ul style="list-style-type: none"> • Workshops with representatives from other County departments, boards and commissions
SPRING-SUMMER 2020	<ul style="list-style-type: none"> • Public open houses • Website updates • Monthly CAC meetings open to the public • Monthly PC meetings open to the public • Monthly updates to Planning Commission and Board of Commissioners • Community and stakeholder presentations to CAC and PC • Workshops with representatives from other County departments, boards and commissions
FALL-WINTER 2020	<ul style="list-style-type: none"> • Public open houses • Website updates • Monthly PC meetings open to the public • Monthly updates to the Board of Commissioners • Community and stakeholder presentations to PC
SPRING-SUMMER 2021	<ul style="list-style-type: none"> • Website updates • Monthly PC meetings open to the public • Board of Commissioners review
FALL 2021	<ul style="list-style-type: none"> • Website updates • Board of Commissioners adoption • Transmittal to DLCD • Publication of updated Comprehensive Plan

PROJECT STAKEHOLDERS

Updating the Comprehensive Plan will require input from the public, subject matter experts and project stakeholders. An initial list of stakeholders that staff will reach out to in the early stages of the process include:

- North Coast Land Conservancy
- Clatsop Community College
- CEDR
- NWHOA
- Helping Hands
- Cities
- Lower Columbia Hispanic Society
- Oregon Hunters Association
- Port of Astoria
- ORCA/1000 Friends
- Watershed councils
- Camp Rilea
- Mining industry reps
- Timber industry reps

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- HOAs
- Schools districts
- Fire districts
- Water/Sewer districts
- Diking districts
- Fisheries
- Tourism reps/Chambers of Commerce
- Federal agencies (ACOE)
- CREST
- State agencies (ODOT, OPRD, ODFW, ODA, DLCD, DOGAMI, ODF, DEQ, DSL)
- Granges
- Clatsop/Chinook nation representatives
- Artists/Clatsop County Arts Council
- County Boards/Commissions (Recreational Lands Advisory Committee)
- County staff
- Representatives from incorporated areas
- County (PW, Emergency Mgmt.)
- 4-H
- OHSU

This is not a final list and it is intended to be a dynamic and expandable list. Staff invites and welcomes all and encourages suggestions for other stakeholders that have not yet been identified.