

STRATEGIC PLAN

2017-2018



Executive Summary

Wasco County held a 3-day strategic summit and leadership development session in early March, 2017 to review the 2016 Strategic Plan goals/outcomes, and to look at next steps for improving our County culture. The summit was built around three main topics: The Year in Review, Moving Our Work to the Next Level, and 100% Love Today and Tomorrow. By looking at the past and the present, the summit sessions helped to shape the future actions encompassed in this year's Strategic Plan.

2016 was a busy year! The benefits of last year's summit were evident in the achievements of an integrated Wasco County government:

- New Vision, Mission and Core Values statements
- New unified logo and branding
- Roll out of the 100% Love culture
- Department Strategic Plans that support the County-wide plan and move Wasco County towards a prosperous future
- A new web site with enhanced information and transparency
- Increased speaking engagements and public presentations by departments to highlight the good work being done in the County
- Addressed and remedied audit findings associated with Finance department restructure.
- Implemented expanded monthly financial reporting and analysis
- Significant progress on the Mid-Columbia Center for Living block grant
- Significant progress on ORMAP re-mapping project
- Development of a 5-year financial plan and structured budget process

Perhaps most significantly, the summit sessions revealed additional benefits that have seen in the past year from implementing the culture and strategic plan:

- Positive energy
- Confidence in staff
- Support
- Positive attitude
- Interpersonal relationships across departments
- Trust
- Fully staffed
- Cohesive
- Engaged

- New ideas
- Expansion of last year's work
- Resiliency (snow removal)
- Building relationships
- Celebrate each other
- Response to needs
- Pride
- Professionalism
- Embracing change
- Connected

The upcoming year will continue to build out our efforts with strategic planning. Having addressed culture, strategic planning (at both the department and county level) and professional development, next steps will incorporate uniting these areas. For instance:

- Department and organizational plans will be more directly linked
- Culture is continually maintained and taught so momentum is not lost
- Professional development learning concepts are put to work within the organization

Re-envisioning County Government

A key goal for Wasco County employees is to redefine how the County serves citizens. Previously, Wasco County has been a government agency where each office operated as a “silo” – standing separate and apart from each other rather than working as an integrated service provider. One of the most gratifying achievements the past year has been to become an integrated organization, working together in a way that re-energizes how government can serve the people.

Imagine a re-envisioned Wasco County Government. What is possible for our County and the people we serve, working as a unified county service provider?

- Efficiency
- One county – not divided
- Trust
- Fun
- Collaboration
- Transparent
- Leaders
- Accountable
- Being Heard/Understood
- Innovative

CREATING A CLIMATE WHERE TRUTH IS HEARD

The Wasco County management team will promote safety in communication – to create understanding and trust among the team that ideas/discussions will be done without censure or repercussions. This allows for open and honest feedback.

Our team will use four simple practices to create “a climate where truth is heard.” They include:

1. **Lead with questions, not answers.** This approach centers on asking questions instead of giving answers. It means asking why until something is fully understood. “It means having the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that will lead to the best possible insights”.
2. **Engage in dialogue and debate, not coercion.** This is a process of intense dialogue and debate. This is not about having a predetermined decision and allowing people to say their piece, and then moving forward with the decision. It is a search for the best answer.
3. **Conduct autopsies, without blame.** This is a process of having good debate without blame for bad decisions or mistakes. It forces the group to understand what went wrong and learn from the mistake so that it does not happen again.
4. **Build “red flag” mechanisms.** This process is about raising the red flag when the information is “information that cannot be ignored”. It is a real-time mechanism to stop the process, discussion, or program and focus it into a discussion about information that cannot be ignored.

A year ago, Wasco County created a “Safety Net” – a set of guidelines each person agrees to follow so they have the room to speak freely, ensure candor, inspire heated and productive dialog, make good decisions and – at the end of the discussion – stand behind the decision as if it was your own. This safety net continues to be used, and was updated after this year’s summit.

What do we personally need to respectfully say whatever needs to be said for the success of the team? How can we incorporate the four practices above into how our team communicates and interacts?

- Active listening with grace
- Don’t finish someone’s sentences
- Question for clarification
- Held harmless for questions/opinions
- Don’t hold “it” against me
- Civil, Professionalism + Respect
- No bad ideas
- Diplomacy - without anger, etc.
- No interruptions
- Trusting
- Have fun together

“IT’S ALL INVENTED” – STEREOTYPES

A year ago, Wasco County identified the stereotypes we’re working under that limit our possibilities. While we have made some progress, it will take a unified effort of public outreach if we are going to see any marked change in these stereotypes. Citizens typically see what is in front of them at any given time, such as a road paving project or a sheriff’s patrol. Highlighting and promoting the myriad of additional services performed behind the scenes will take a significant information sharing and teaching effort.

External Stereotype Goal: Shift to “The County is here to fairly serve citizens with honest presentation”

While internally the team feels progress has been made (3-4 out of 5 rating), we think citizens would likely give us an average rating. In a citizen survey conducted at the end of 2016, three questions were asked about our vision, our mission, and our core values. A sampling of responses is below:

Vision Responses: *What does Pioneering Pathways to Prosperity mean to you?*

“Being unique and different and taking chances to be successful while maintaining a high standard of excellence.”
– The Dalles

“Looking outside the box when considering proposals that could improve the economic base of the county, especially in rural areas...” – Maupin

“Providing free access to information, maintaining county infrastructure.” – Shaniko

“Pioneering means doing something that hasn’t been done before. The County is looking for new ways to offer important services, and is also examining what new services the community may need as we all move into the future together.” – Mosier

“The term has absolutely no significance to me or the City of Antelope as the county provides us with so close to nothing that the concept of ‘services’ is an oxymoron,” – Antelope

Mission Responses: *In what ways can we work with you to help achieve community goals to prosper?*

“Hold community forums, suggestion box and keep an open line of communication.” – The Dalles

“Strive to have a more open and inclusive process. Don’t pick needless battles.” – The Dalles

“Continue to listen to goals and complaints. Help our fire department any way you can!!” – Shaniko

“The County Economic Development Commission has been outstanding in assisting us to achieve our goals. We look forward to more of the same types of expertise and assistance.” – Maupin

“The Town Halls are an excellent way to reach out to the smaller communities – Mosier residents have appreciated those...Establishing relationships is the most important thing that we can do to create a resilient community. I would like to see the County offer more opportunities that bring us all in the same room working together.” – Mosier

“I’d have to say: Stop charging us for doing nothing.” -- Antelope

Core Value Responses: *Over the past year, have you seen improvements in your experience when working with County staff? How might we improve that experience?*

“Personally, I see this in action and it’s having a positive impact. Keep it up – I hope it catches on fire!”
– The Dalles

“We have seen improvements in working directly with the Sheriff’s Office, the Clerk’s Office and our County Commissioners. We would like to improve our work with the Code Compliance Officer to create a smooth method for handling ordinance violations within the city.” – Maupin

“Training opportunities: the County Emergency Manager organized a preparedness class and invited all of the county partners to attend. It was a great class and gave many different representatives...a chance to get to know each other and work together.” – Mosier

“In general it would be nice if Antelope, and the southeast corner of the County in general, were given the same amount of attention as the rest of the domain. There is a very real image that the county sort of ends at Maupin...” -- Antelope

Internal Stereotype Goal: Shift to “100% Love Culture”

Much work has been done over the past year to build upon the initial concept of 100% Love. This approach needs a renewed and focused effort to keep it front and center. Departments that are not 100% committed will have to double up on efforts to bring employees into the fold. Additional effort by involving employees in cross-functional teams and other decision making opportunities will continue to reap rewards. Making 100% Love a priority in our performance standards will continue to build these values within the organization. As said in *Built on Values*, a culture can’t be created from the top down. Only the environment can be created where a culture

can grow and the type of environment will determine what type of culture grows – good or bad. A focused initiative needs to continue around creating a positive environment for culture to grow.

“GIVING THE A”

The concept behind “Giving an A” is to envision a successful future, and then actively describe what actions we take to achieve that future. By describing where we want to go, we can spend our time in achieving it. A year ago, the team developed a list of what a great management team looks like. Here is the breakdown of how we feel we did on achieving that grade.

Made the Grade

- Celebrating successes
- Telling the story
- Supporting each other
- Breaking down silos

Passing Grade

- Supporting organizational initiatives
- Conducting “autopsies without blame”
- Promoting the county
- Building trust
- Managing the work
- Communication across departments
- Developing our department teams
- Developing systems/processes to support culture
- Embracing 100% Love culture

NEEDS IMPROVEMENT

- Cross-training employees
- Seeking community partnerships

VISION, MISSION, VALUES

Our vision, mission and core values were developed a year ago, providing a “North Star” for how we serve the citizens of Wasco County. These principles guide our daily decisions and actions.

VISION

Pioneering pathways to prosperity

MISSION

Partner with our citizens to proactively meet their needs and create opportunities

CORE VALUES

- Embody the 100% Love culture
- Relationships are primary
- Do the right thing, even when no one is watching

Moving Our Work to the Next Level

STRATEGIC EFFORTS – 2016 IN REVIEW

Part of evaluating how we did as a management team includes looking back and doing “Autopsies Without Blame.” In looking at 2016 and how we did, several key items emerged as identified below. The thing that stood out the most in all three categories is that we did not have enough time or bandwidth to be able to accomplish these tasks and as a result it was overwhelming to our management staff. In discussing these items some of the strategies that we can use to mitigate were identified as using cross functional teams to a larger extent and to work on being more realistic about what we set out to accomplish.

INDIVIDUAL	
WHAT WORKED – KEY THEMES	WHAT DIDN'T WORK – KEY THEMES
<ul style="list-style-type: none"> • Framework “Map” • Kept us on task • Teamwork – discussion • A plan was developed 	<ul style="list-style-type: none"> • Overwhelming • Not enough time • Vague • Not fully involved in process
<p>SPECIFIC PARTICIPANT POST-ITS</p> <ul style="list-style-type: none"> • We finally made a Strategic Plan • Guide was a great map to the process • There is a framework we are all following • Kept me on task • Vision, mission, values • Sense of cohesiveness • The planning process worked • Direction • Enjoyed working with staff to create a plan • Working together with others to develop a plan 	<p>SPECIFIC PARTICIPANT POST-ITS</p> <ul style="list-style-type: none"> • Overly general – lacked a longer range view • Matching to organization – goals were difficult as organization goals were too specific • Too much • A bit vague • Pathways • Overwhelming – too much information • I wasn't here last year so I cannot answer this • Lack of clear understanding of process • Too much on plate • Not a part of the process – reviewed as a team 1st

<ul style="list-style-type: none"> Parameters Felt input was received Team building Support peers There was a ton of great discussion with staff about culture Improved citizen interaction 	<p>day on the job</p> <ul style="list-style-type: none"> Not enough time to get everything done on top of job
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TEAM/DEPARTMENT	
WHAT WORKED – KEY THEMES	WHAT DIDN'T WORK – KEY THEMES
<ul style="list-style-type: none"> Framework – direction Buy in – fun Working with team Identifying gaps Taking time to talk about future and plan Team support Sense of County 	<ul style="list-style-type: none"> Not enough buy in More time Connecting to County plan Varied levels of interest Not enough interest in details
<p>SPECIFIC PARTICIPANT POST-ITS</p> <ul style="list-style-type: none"> Working with team to discuss plans was very effective Identified needs Energy, constructive, built trust Explaining the plan to the employees Making it fun Identified the right people to get on the bus Blocking out and taking time to develop plan Buy in to discussion Department head kicking it off We had a framework to follow Talking about it regularly We all had opportunity to comment- whether we took it or not Good team building/idea generation 	<p>SPECIFIC PARTICIPANT POST-ITS</p> <ul style="list-style-type: none"> Didn't get to review strategic plan before it went into effect for my department Not having more meetings with my team Not enough buy in Department vision statement We didn't give a clear plan/process and how we wanted to do it Was not overly interested in the details Didn't get full buy in to 100% love Not knowing expectation of detail level Some of the team exercises Haven't moved onto implementing tasks consistently Little direction Staff had varied levels of interest and participation Confusing on how it relates to County plan

<ul style="list-style-type: none"> • Last effective team meeting • Clear direction of how we fit into the bigger picture • Sense of County • We uncovered area where we weren't consistent • The team supported the concept 	<ul style="list-style-type: none"> • Difficult for the team to embrace it all • How to tie into County not clear
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COUNTY-WIDE	
WHAT WORKED – KEY THEMES	WHAT DIDN'T WORK – KEY THEMES
<ul style="list-style-type: none"> • Team – sense of bringing us together • Framework developed • Broke down silos 	<ul style="list-style-type: none"> • Took on too much • Overwhelming • Lacking bandwidth • Not all having same background information • Some were too narrow • Tying resources to plan “capacity”
SPECIFIC PARTICIPANT POST-ITS	SPECIFIC PARTICIPANT POST-ITS
<ul style="list-style-type: none"> • Doing plans seemed to create a more cohesive group management-wise • Communication – safety net, friendships • Motivated management • Empowered relationships, broke down silos • We developed the framework for the plan • No or few silos – we are working together • Framework for department goals • Brought departments together • We got a ton of work done on vision, culture, plan creation • We have a framework • Teamwork in developing plan • Perspective • Clear sense of direction • Great steps for growth moving forward as an organization 	<ul style="list-style-type: none"> • Not having enough time to collaborate more on the plans • Lack of follow-up, lost some momentum • Community outreach could be improved • We took on too much and ran out of time, couldn't measure our progress • It felt overwhelming • Made some people feel left out • Public outreach plan, PIO • Not enough bandwidth to make progress on all fronts • Was top-down rather than time for bottom-up • Too big • Some County goals seemed more like department goals • Bit off too much • No human resources identified to accomplish plan • Man power vs tasks out of balance • Only looking at what was talked about during retreat

	<ul style="list-style-type: none"> • Message wasn't clearly conveyed – what does this mean? Where are we headed?
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2.5 | SWOTT ANALYSIS (Strengths, Weaknesses, Opportunities, Threats and Trends)

In this session, participants reviewed and rated the SWOTT analysis from 2016 to see if these items are still relevant. It should be noted that Strengths and Weaknesses are things County government can control because they are internal to our team. Opportunities, Threats and Trends are items that are external to County control but impact our ability to serve citizens. Overall, the group did well in addressing several areas and moving the dial. We still have many areas to work on acknowledging that it is a slow process to make change, especially change that is external to the County.

A rating scale of thumbs-up, thumbs-down (or neutral) was used.

STRENGTHS (INTERNAL)

	UP	NEUTRAL	DOWN
Solve problems	13	0	0
Listening	11	6	0
High road	4	9	3
Extra step	15	2	0
Stay positive	8	10	0
Truth and honesty	6	9	0
Respectful	19	3	0
Energy and excitement	16	3	0
Understanding	11	11	0
Open doors	2	16	1
Educating	0	20	1
Possibility	9	10	1
Taking time	13	8	0
Caring	17	2	0
Accountability	10	10	1
Serving in first language	0	13	8
Keeping things light	17	3	0

WEAKNESSES (INTERNAL)

	STILL WEAK	NOT WEAK
Organization	15	0
Communication	15	4
Time management	18	0

Understanding and coordinating	4	14
Public perception	19	0
Financial stability	9	4
Citizen trust	4	11
Employee trust	13	5

OPPORTUNITIES (EXTERNAL)

	UP	DOWN
10 th Street Property	11	0
ORMAP and 911	12	1
Community	11	1
Attract companies and residents	9	7

THREATS (EXTERNAL)

	UP	DOWN
Lack of living wage employer	22	0
Extension of funding for roads	23	0
Natural disasters	22	0
Poverty	17	5

TRENDS (EXTERNAL)

	UP	DOWN
Infrastructure is deteriorating	19	
Economic development	20	
Changing workforces	14	
Transparency	19	

2017 SWOTT ANALYSIS

The additions to the list for 2017 are below.

STRENGTHS

- Experienced workforce
- New folks – different experience
- Communication
- Hire well
- Proactive
- Rebranding
- Internal communication
- Culture
- Pulling in the same direction
- Embrace technology
- Resolve
- Innovation
- Fresh ideas
- Dedication

- Loyalty

WEAKNESSES

- Inexperienced staff
- Communication
- Staff changes
- Knowledge transfer
- Retention
- Outdated policies and procedures
- Time management
- Capacity
- Bottle necks
- Jargon
- Tech challenged
- Second language
- Self promotion

OPPORTUNITIES

- Technology solutions
- Citizen education
- Build on trauma informed care
- Livability of the gorge
- Partnership and collaboration with other organizations and counties
- New park and rec district unifying north and south
- State transportation legislation
- Citizen feedback
- Citizen buy in for projects
- Participation in associations
- A new high school

THREATS

- Livability and its impact on its retention of employees
- State and federal regulations, financial reports and legislations
- National economy – political volatility
- PERS
- Push for big data
- New demands on infrastructure (marijuana)
- Lack of housing
- Retail marijuana

- Aging population
- Shared governments – IGAs

TRENDS

- Positive view of county government by citizens
- New generation of customers that expect instant gratification

BOTTLENECKS

- Information systems and services
- Finance
- Commissioners and Admin
- Facilities
- Sheriff's Offices

PROCESS IMPROVEMENT INITIATIVE: *EXTREME GOVERNMENT MAKEOVER*

Extreme Government Makeover by Ken Miller was one of two required readings for 2017. The concepts in the book revolve around why government is “broken” and what can be done to fix it – in essence, how to “straighten the twisted, gummed up pipes” of government.

Given the amount of material to cover, Wasco County has made this a strategic initiative for the upcoming year to learn and incorporate process improvement techniques. This will improve efficiencies, make better use of resources, and free up time for personal service with citizens.

LINKING DEPARTMENTAL STRATEGIC PLANS TO THE ORGANIZATIONAL STRATEGIC PLAN

Each department at the County created their own strategic plan to guide actions that support achieving the County plan, as well as serving citizens on a daily basis. Prior to the summit, all department plans were collated and handed out so they could be reviewed.

In this session, the top three major goals for each department were put on a large sheet, and each department gave a brief description of them. Then each department looked at their own strategic plan, and wrote on a small sticky pad what help would be needed from another team to achieve their goals – for instance, the Clerk’s Office would need help from Information Systems to implement their new ballot tabulation system for the May election. These smaller sticky notes were then placed on the large goal sheet of the department they would need help from to achieve their goal.

This exercise provided a visual way of determining where the “bottlenecks” might occur, and where additional resources might be needed. This was a very visual reminder for most participants how significantly we rely on each other to achieve our departmental objectives. Additionally, the exercise allowed us to visually see where we were

going to need to assign resources in the upcoming budget session. A summary of these findings is available in Appendix 2.6 of the *Strategic Summit Session Notes*.

REVIEW AND UPDATE OF STRATEGIC PLAN ACTIONS AND OUTCOMES

Wasco County has seven “external” pathways that are critical to achieving the vision of a prosperous Wasco County. The Key Organizational Actions and Intended Outcomes listed below have been identified as the top priorities for our strategic plan. They have been updated from 2016 and incorporate new actions for 2017-18.

PATHWAY 1: TECHNOLOGY

Strategy Statement: To use technology to leverage new and existing service delivery methods while creating efficiencies in our work product. To promote the use of technology to better connect and communicate with people.

Directional Statements:

- The county will work on implementing the use of technology to provide integrated services.
- Through technology, make Wasco County government more transparent.
- Initiate ways of using technology to allow the public to better communicate with the County.
- Promote the services available through Wasco County.
- Use technology to move from being a paper-based organization
- Open data initiative

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
1.1 Create a plan for transitioning public records associated with a specific piece of property available through the County GIS map	Web map	Connect existing systems to web map	2 years to have plan developed (requested by BOCC)	Paul Ferguson	
1.2 Develop guidelines around continuing to add content to the web site and what is outstanding	Our new site	Updated content, enhanced information	1 year	Lisa Gambee	What does the public need/want
1.3 Develop a plan for a coordinated presence on social media	Free for all	Policy, Procedure & Guidelines, Branding		Juston Huffman	Tweet it. Share it

PATHWAY 2: CUSTOMER SERVICE

Strategy Statement: Guide customers with exceptional service to meet their needs or create opportunities.

Directional Statements:

- Actively seek feedback on needs and issues and take appropriate action. Go beyond expectations whenever possible.
- Work on innovative ways to enhance the customer experience with the County.
- Work with partners when we cannot do it ourselves.
- Be responsive, respectful and timely in meeting our customers’ needs.

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
2.1 Determine and create a Citizen Portal - how we serve citizens online	Email, phone, website	Interactive request system available	3-5 years	Andrew Burke	
2.2 Roll out the County Strategic Plan and 100% Love Culture to Partner Agencies	Some partners	Roll out to government partners, agencies, etc.	1 year	Tyler Stone	

PATHWAY 3: INFRASTRUCTURE & RESOURCES (EQUIPMENT, FACILITIES, ROADS, LANDS)

Strategy Statement: Strive to improve our infrastructure through preventative and remedial maintenance and capital improvements.

Directional Statements:

- Categorize and maintain an inventory and plan of replacement for all assets.
- Work to develop alternate or innovative methods of maintenance that result in extended life, and work efficiency.
- Regularly invest in capital projects that enhance Wasco County.
- Leverage existing dollars through grants or other funded programs.
- Build capital reserve fund(s) to address long-term needs.

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
3.1 Mid-Columbia Center for Living Building (<i>not a County building but have to oversee the project</i>)	Out for bid	20,000 sq ft building	2 years	Kathy White	
3.2 County-Owned Lands Amory, Foreclosures, Orphan Lots	Team Formed, Policy Created	Highest and best use, plus sales	1-3 years	Jill Amery	
3.3 Capital Improvement Plan	Identified potential projects	Work with cross-functional team to understand needs and develop County-wide plan	1 years	Mike Middleton	
3.4 Comprehensive Land Use Plan	Approved by State for Voluntary Periodic Review	Updated plan that addresses current and future need	3-4 years	Angie Brewer	
3.5 Remapping County for ORMAP	5% Compliance	100% Compliance	5 years	Brad Cross	
3.6 Long-range County Physical Space Needs Assessment	Team formed	Plan for space needs	1-2 years	Jill Amery	

PATHWAY 4: COMMUNICATION

Strategy Statement: Actively communicate to promote the vision, mission and values of Wasco County.

Directional Statements:

- Communication with the public in a manner that informs and provides transparency
- Develop and roll out external communication methods to the public that educate and give the public opportunities for feedback about the service that we provide.
- Use our technology to engage citizens in dialog to become an active participant in County Government.
- Communicate the right information to the right people at the right time.

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
4.1 Implementation of County branding	Logo, templates, etc	Full implementation of all County materials	1 year	Lisa Gambee	
4.2 Public Outreach Plan	Strategic Plan is available on website. Presentations have been done.	Plan that identifies public outreach opportunities for the County	1 year	Tyler Stone	Yes
4.3 Unified Legislative Messaging	Bills we are tracking have been sent to the BOCC	Creation a unified response mechanism for legislative initiatives	6 months	Steve Kramer	
4.4 Commissioner/Dept. Communication	Integrate staff and BOCC	More cohesive organization		Tyler Stone	

PATHWAY 5: FINANCIAL HEALTH

Strategy Statement: Work to achieve financial sustainability through both innovative and responsible efforts to manage the resources that are available.

Directional Statements:

- Budgeting will be done with a realistic approach to assigning resources.

- Identify funding streams that will help supplement traditional revenue.
- Evaluate and prioritize programs through cost benefit analysis.
- Regular fiscal monitoring and reporting for all departments.
- Develop long term budget strategies.
- Ensure safeguards are established to provide financial health.

Key Organizational Actions and Intended Outcomes†

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
5.1 Grant Policy	All departments have varying processes	Consistent process across all departments; full cost of the grant considered	July 2018	Siri Olson	
5.2 Revise Eden Use/Structure	Training is not formalized, structures are inconsistent, system not always trusted so manual process used also	Increased trust of Eden, elimination of unnecessary processes, standardized training, Revise structure, improve reporting	July 2018 and ongoing	Mike Middleton	
5.3 Long-Range Threat Assessment	Minimal	Identify potential financial threats and potential solutions	Ongoing	Mike Middleton	

PATHWAY 6: SAFETY

Strategy Statement: Maintain and promote the safety and well-being of citizens and employees.

Directional Statements:

- Provide safety for the public through service delivery, policy, and practices.
- Promote and encourage safety through prevention and education.

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
6.1 County Safety Plan	Committee established	Unified County program to comply with OSHA requirements	1-2 year	Marci Beebe/Jeff McCall	
6.2 Natural Hazard Mitigation Plan	2012 Plan	Update to reflect current needs	December 31, 2017	Will Smith	

PATHWAY 7: ORGANIZATIONAL DEVELOPMENT

Strategy Statement: Develop a framework that invests in our employees to achieve both organizational improvements and stability.

Directional Statements:

- Develop and implement initiatives that model the desired beliefs, attitudes and values of the organization
- Invest in training to expand the existing skill base and develop the next generation of leaders
- Review and revise County policies and procedures to have a consistent framework that is up-to-date and available to use in an efficient manner
- Create an environment where active participation is encouraged at all levels and employees can engage in the success of the County

Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Convener	BOCC Support
7.1 Updated County Policies (Nichole)	Made some progress	Framework for all County Policies	1 year	Nichole Biechler	
7.2 Training: CIS, Identify cross-training opportunities between and within departments/with	Plan created	Consistent and active participatio	6 months	Lisa Gambee	

partner agencies, Sanctuary		n			
7.3 Staff Succession/Retention Plan	Budgetary plan	Plan w/guidelines and metrics in place	1 year	Nichole Biechler	
7.4 Shared Service Opportunity Evaluation – review of IGAs	Some exploration	Assessment	Ongoing	Scott Hege	Yes
7.5 Process Improvement: Extreme Government Makeover	None	Key concepts taught throughout the organization	6-months	Each Department Director	

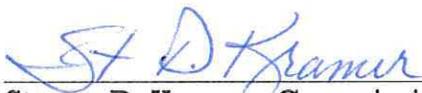
Projects that have no immediate home: Q-Life. Most likely would be under Shared Services.

Adopted this 7th Day of June, 2017.

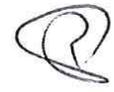
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