



## MEMORANDUM

**To:** Board of County Commissioners  
**From:** Strategic Planning Committee  
**Date:** December 18, 2019

**Subject:** Strategic Planning Update and Recommended Strategic Goals and Outcomes

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### **Requested Action**

The Board of Commissioners is being asked to approve the proposed Goals and Outcomes developed by the Strategic Planning Committee. The Strategic Planning Committee will be in attendance at your meeting to have a full discussion of the Goals and Outcomes presented in this memo.

Depending on the nature of the discussion, the Board may see fit to modify the Goals and Outcomes as presented. The Committee stands ready to help the Board finalize these statements as they will serve as the basis for the final Strategic Plan document and the Board's support is vital to the successful implementation of the plan.

### **Department Head and Board of Commissioners Involvement in the Strategic Planning Process**

The Strategic Planning Committee has been meeting regularly to develop Columbia County's next Strategic Plan. The hope is to engage the Board of Commissioners, Department Heads, and staff in the process to make sure it reflects the priorities and values of the organization accurately.

The Committee met with Department Heads at a special meeting on November 14, 2019. The Committee took feedback from Department Heads at that time and allowed time for comments to be submitted until November 29, 2019. The Committee met on December 5, 2019, reviewed comments, and revised the Goals & Outcomes as they are presented below.

This will not be the only time the Committee will be bringing items to the Department Heads and Board for consideration. The Committee has specific check-ins planned all the way up to and including the final document. The Goals and Outcomes is the first, then the Strategic Initiatives and Action Plan will be next. The intent then is to combine these into a final document that will then be used to implement the plan.

### **Background**

Columbia County has had successful strategic initiatives in the past. Starting in 2000 then progressing in 2001, 2004, 2005, and 2009, the County identified specific action plans to address

pressing challenges. For a majority of initiatives, these efforts were successful and the Committee looked back at these plans to determine what, if any, may still be relevant.

The Committee also discussed where the focus of the Strategic Plan should be now. Should the Plan be internally focused or externally focused? Focusing internally could facilitate addressing structural and other internal priorities that could set us up for greater opportunities in the future to address external challenges. Focusing externally could be a positive way to show citizens that Columbia County is actively listening and responding to the community. Taking a balanced approach, where both internal and external priorities are incorporated would be ideal.

The Committee found it difficult to set external priorities without having extensive polling or survey information on what the residents of Columbia County value in their County government. This was seen as a need for a future Strategic Plan update where specific efforts to determine the public's identification of core services provided by Columbia County needs to occur.

The Committee determined that a short timeframe plan would be preferable with a goal to have "quick wins" that build momentum to carry a future strategic plan update.

The result is a small set of goals that can be reasonably accomplished in three years. The focus of these goals is internal, with external initiatives meant to acknowledge our duty to the public to be communicative and proactively serving them.

## **Columbia County Strategic Plan Goals & Outcomes**

### **GOAL #1 – COMMUNICATION**

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

#### **GOAL #1 OUTCOMES**

1. Employees are provided relevant information in a timely manner and have easy access to communications from the organization.
2. The County responds in a timely manner, internally and externally, with stakeholders.
3. The County has a proactive approach to planning and implementing initiatives.
4. Employees have an informed understanding of County structure related to decision making.

### **GOAL #2 – ORGANIZATIONAL EXCELLENCE**

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

#### **GOAL #2 OUTCOMES**

1. Columbia County will strive to "make the County run smoother".
2. Columbia County's employees are engaged and have clear avenues for providing input into improving County operations.

3. The organization is aligned with all departments appropriately staffed, provided with necessary resources, and works collaboratively.
4. Employees work in an environment that empowers them to take action and make decisions in order to excel in providing services.

### GOAL #3 – ECONOMIC STABILITY AND ECONOMIC DEVELOPMENT

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

#### GOAL #3 OUTCOMES

1. The County implements the priorities outlined in the Revenue Committee's final report.
2. The County has established funding priorities consistent with the County's values, and communicates these to internal staff and external stakeholders.
3. The County makes strategic funding decisions in alignment with its priorities.
4. The County encourages development of infrastructure to support business development within the county.

#### **Future Action**

Based upon the desires of the Board, the Committee will take input from the Board and finalize the Goals and Outcomes. The Committee will be working on a communication plan for all County staff with the Communications Committee. The Committee will then be working on the Strategic Initiatives and Action Plan. We anticipate bringing that to you at the beginning of March 2020.

If you need to discuss it further, the Committee is available to you. Members of the Committee are as follows:

Suzie Dahl, Land Dev. Svcs., Co-Chair  
Karen Kane, Project Manager, Communications  
Jean Martwick, District Attorney's Office  
Sarah Hanson, County Counsel  
Stacia Tyacke, Comm. Justice Juvenile Division  
Steve Pegram, Emergency Management

Mike Russell, Public Works, Co-Chair  
Melinda Gartman, Assessor's Office  
Zak Holter, Facilities  
Sue Martin, County Assessor  
Brian Pixley, Sheriff's Office