



WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
NOVEMBER 3, 2010

PRESENT: Dan Ericksen, Chair of County Commission
Sherry Holliday, County Commissioner
Bill Lennox, County Commissioner
Kathy McBride, Executive Assistant

At 9:07 a.m. Chairman Dan Ericksen called the meeting to order.

OPEN TO PUBLIC

Corliss Marsh, The Dalles Habitat for Humanity, met to request the Board waive \$425 of the Sanitation Permit Fee of the North Central Public Health District. Habitat for Humanity is building another house in the Hi Land Addition and they would like to start the construction of the septic system.

{{{Commissioner Holliday moved to waive \$425 of the North Central Public Health District Sanitation Fee for The Dalles Habitat for Humanity. Commissioner Lennox seconded the motion; it was then passed unanimously.}}}

OPEN TO DEPARTMENTS

Teri Thalhofer, North Central Public Health District Director, informed the Board of the Health Impact Assessment the Oregon Health Division is doing in regards to the impact of wind energy facilities.

Thalhofer noted the discussion started locally but they felt the state needed to address it on a state wide level. There has been a lot of inquiry to the state asking for this assessment to happen.

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Thalhofer noted she was notified on October 13th that this was going to be done. The state asked her to serve on the steering committee. She has concerns that the process was pretty far along without input from the locals. The listening sessions are today in La Grande and Pendleton and tomorrow in Arlington.

Some discussion occurred.

Barbara Seatter, Mid Columbia Center for Living, informed the Board of a new building opportunity. They are pursuing the potential to build on land located on Tenth and Webber Street. Part of the reason the opportunity is back on the table is because of the grant La Clinica is receiving in the amount of \$6 million. They resubmitted their grant and it was approved. Mid-Columbia Center for Living's first mission is to buy the land and then discuss when the best timing is to build a new building.

Seatter noted it has implications to the County in the future when the building is built and they actually move from the County's Annex A building. The County and Mid-Columbia Center for Living just renegotiated a new Lease Agreement. They added language for the lease to end sooner than what they had planned.

Chairman Ericksen stated his only thought looking to the future is that County Commissioner Elect Scott Hege should serve on the Mental Health Board due to his construction knowledge.

Seatter stated she appreciates Commissioner Lennox's drive on the Mental Health Board. Center for Living is willing to pay a higher cost to be next to La Clinica. Wasco County will be posed to have combined integrated services in the County. They will be a part of the movement to reduce costs and to improve care.

Karen LeBreton Coats, Wasco County Clerk, stated she is retiring at the end of December. She wanted to resign before the November election. She had three days after submitting her letter of resignation to change her mind. It has been her pleasure to have worked for Wasco County over the last 38 years. She became the County Clerk in 1987 and has served in that capacity for 23 years.

Some discussion occurred regarding the November General Election.

Mel Omeg, Wasco County Budget Committee Member, stopped in. He wondered when his term on the Budget Committee expires. Omeg was told by Kathy McBride, Executive Assistant, that his term does not expire until December 31, 2012.

Omeg wondered if he should step down from the Budget Committee.

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Chairman Ericksen stated he has a good history to recall the needs of the County and the history of the budget process.

Omeg stated the Budget Committee did the best that they could. Everything was done with good faith, honesty and good values of the County.

Some discussion occurred.

Commissioner Holliday stated it is important for Omeg to stay here for the transition process. You realize how important it is as to what the Departments do.

Omeg stated in closing he is pleased how we are using Tyler Stone, Administrative Officer.

The Board recessed at 9:49 a.m.

The Board reconvened at 10:02 a.m.

Tyler Stone, Administrative Officer, stated that Molly Rogers, Wasco County Youth Services Director, is out of the office today. Rogers is proposing the Juvenile Division Counselor Position left vacant by the departure of Karin Guertin be filled at a lower classification. The current Position is classified as Range O and Rogers is proposing Range K at a savings of \$1,000 per month. Rogers would propose that the person hired would work from 12 p.m. to 8:30 p.m. with the intent to supervise the highest risk offenders in our community. With the savings she is proposing to contract with Guertin to do the expertise counseling.

Stone stated if the Board is agreeable to the concept Rogers will begin working on the new job description, identifying the roles and responsibilities.

Some discussion occurred.

Commissioner Lennox stated he has no concerns with the down grading of the position. However it is the hiring back of Guertin that could be detrimental to the staff.

Stone stated Rogers currently carries a contract with the company that Guertin is going to work for. Rogers wants to continue to carry that contract. Chairman Ericksen agreed with Commissioner Lennox. Guertin did get her additional education at the County's expense and now she is leaving and coming back under contract.

Chairman Ericksen stated it is a good concept. He suggested we give it some time to see if it is effective as proposed.

Stone stated he asked Rogers what is the impact; how much counseling we would retain and at what price. If it comes back that they need to continue counseling at a much higher level than this arrangement would have to be looked at. Stone will have Rogers begin working on the proposed job description.

Stone informed the Board that the Wasco/Hood River County Veterans Services Advisory Committee turned in a proposal to the City of The Dalles to lease the Transportation Center. Chairman Ericksen and Stone spoke to Nolan Young, City of The Dalles Manager, regarding this proposal. The County was the only applicant. Young will be taking the proposal to the City Council for their consideration.

Commissioner Holliday expressed her concerns regarding the requirement of maintaining and cleaning the public restrooms.

Stone stated the issue of how they will maintain the building and who will staff the building is on the next Advisory Committee's Agenda.

Some discussion occurred regarding the conditions of the City to utilize the building.

Stone noted he made it clear to the Advisory Committee any increase in costs to lease the Center will come out of the Veterans Services Budget.

Chairman Ericksen stated he wants the Advisory Committee to know the proposal should have been run by the Board of Commissioners before the proposal was submitted to the City of The Dalles.

Stone stated they ran the proposal by him on one edit. The deadline for when the proposal was due was before the Board's meeting.

Chairman Ericksen stated this is an Agreement with Wasco County. They are making the proposal on our behalf. They are making a commitment the Board will need to sign. If the City of The Dalles accepts it, it would come to us to negotiate the terms.

McBride pointed out the Board of Commissioners is not getting copies of their meetings notices or their minutes, which is a requirement of the Advisory Committee's ByLaws.

Stone will discuss this with the Advisory Committee at their meeting on Thursday.

CONSIDERATION AND APPROVAL of the Regular Session Consent Calendar of November 3, 2010, (Attached as Exhibit A).

{{{Commissioner Holliday moved to approve the Regular Session Consent Calendar of November 3, 2010 as presented. Commissioner Lennox seconded the motion; it was then passed unanimously.}}}

CONSIDERATION AND APPROVAL of Awarding Tri-County Hazardous Waste and Recycling Program Grant Funding to Dirt Hugger, LLC; *presented by David Skakel, Solid Waste Specialist.*

Glenn Pierce, Environmental Health Specialist Supervisor, and David Skakel, Solid Waste Specialist, were present to discuss the award of the grant to Dirt Hugger, LLC.

Pierce stated the Tri-County Hazardous Waste and Recycling Program first issued a grant to Opportunity Connections. This will probably be the last big grant they will be giving out. The Tri-County Hazardous Waste and Recycling Program Steering Committee were unanimous that it was worthwhile to give the grant to Dirt Hugger to start up a company which will deal with organics. Pierce stated Wasco County is the lead agency so they are coming to the Board for the County's approval.

Some discussion occurred regarding the proposal from Dirt Hugger and the organics that will be used for composting.

{{{Commissioner Holliday moved to approve the Grant Terms and Conditions Agreement between Wasco County, Oregon and Dirt Hugger, LLC. Commissioner Lennox seconded the motion; it was then passed unanimously.}}}

Pierce noted he will be coming back with the renewal of the Lease Agreements for the two County owned Hazardous Waste Facilities located in The Dalles and Hood River. The Agreements will be for another five years.

Pierce will schedule some time on December 1st for the Board to consider increasing the collection rates for The Dalles Disposal Service. The Wasco County Landfill is increasing their fees. Mel's Sanitary Service will not be proposing an increase in their collection rates this year.

Some discussion occurred.

Pierce will discuss with Mel Barlow, Mel's Sanitary Service, about the possible donation of garbage service at the Pine Hollow Reservoir.

When asked by staff, Pierce stated the Solid Waste Advisory Committee will be discussing the possible increase of the Collection Franchise Fee, as requested by the Board of Commissioners.

Stone discussed the date for the Board to interview candidates for the County Treasurer Position. The Board will convene on November 8, 2010 at 10 a.m. to interview two candidates.

CONSIDERATION of items listed on the Discussion List of November 3, 2010, (Attached as Exhibit B).

Item #1

Chairman Ericksen stated he asked John Mabrey, former Wasco County Judge, and Dr. Frank Toda, Columbia Gorge Community College President, to be here for the discussion on the proposed Intergovernmental Agreement between the College and Wasco County.

Chairman Ericksen stated Commissioners Holliday and Lennox had expressed some concerns regarding the term of the Intergovernmental Agreement and the rental amount.

Mabrey stated dealing with the Oregon Military Department was a chore. The agreement that was worked out was tremendous. When he was first negotiating with the Military Department they were adamant they would not move to a place that they were not deeded the property. We did not like that. It is a tremendous accomplishment to get them to agree to a lease rather than deeded property. The Military has agreed to assist with the demolition and the environmental cleanup at the current armory site.

Toda stated the College Board did not want to sell the property. As Mabrey pointed out the National Guard did not want to rent. The Guard Bureau back in Washington, DC was also involved in the negotiations. There were a lot of pieces to the negotiations; we took the position that they should vacate the property and make it shovel ready. We got a level 2 and they would do the demolition. They agreed to the terms of the agreement back in December, 2007.

Mabrey stated the Board of Commissioners needs to resist the attempt to sell the property outright. There will be no problem with finding someone that will want to lease the property. Sharing a portion of the revenue gets the College where

they need to be. He does not see that it is unfair at all. It puts the property back on the tax roll which benefits the community and the taxing entities. The agreement states the County will share the rent; we are not tied to making a payment until the property is leased and the County is collecting revenue. The Military needs to come out whole; that is what he was told when the agreement was being negotiated.

Toda stated the focus was to have minimal impact to the County. We designed the clause that it would not have any impact to the County if nothing was going on. The project is now bumped to 2012. If we get bumped into 2013 the whole thing dies.

Toda noted this project is a big deal to Senator Ron Wyden; he wants the project to happen. Wyden has one staffer that got the \$190,000 to be allocated for the design of the project. They felt getting the funds appropriated the project would be moved forward. They are hopeful in getting the funding in October, 2011.

Toda stated that this is \$19.6 million dollars; it is our turn. The Military Department has said it is in Fiscal Year 2012; they will not move it. Toda has high confidence that it will happen. The College has invested \$1.2 million to get the site ready.

Chairman Ericksen stated he made a revision to the proposed Intergovernmental Agreement as to the net present value of that amount of money. The \$750,000 if took as a lump sum; that would decrease that number significantly. It was a net present value calculation. We never want to sell it. If it were to sell the College would get a good chunk of the selling price.

Further discussion occurred.

Toda indicated the change proposed by Chairman Ericksen is fine with him.

Chairman Ericksen will get the Board copies of the proposed revision.

Stone stated 50 years is a long period of time. If we do something like this he would like to see language within the Agreement under Section 2 stating if the Guard pulls out we are no longer obligated to this agreement. Stone stated he heard a rumor the Guard was considering combining the Hood River and The Dalles National Guard Armories.

Chairman Ericksen responded by stating that was the other revision he included in the agreement. If the College sells the property to the Guard then the agreement terminates. If the Military pulls out the payment would end as well. Toda had no problem with that type of language.

Further discussion occurred.

Toda stated the actual acreage the Guard would be using is 7.41 acres.

The Board recessed at 11:20 a.m.

The Board reconvened at 11:27 am.

UPDATE from The Dalles Youth Center Coalition on the proposed development of a Youth Center in The Dalles on property owned by Wasco County; presented by Ryan LeBreton and Joe Martin.

Joe Martin, Ryan LeBreton and Mary Linebarger, Representatives for The Dalles Youth Center Coalition presented to the Board an update on the proposed development of a Youth Center on County owned property located on the corner of Walnut and Tenth Street.

Martin stated the Coalition has been working with Mark Seder in the development of architectural drawings illustrating the proposed Youth Center. These drawings were reviewed and discussed at this time.

LeBreton noted the drawings are completed. They are hoping to start their funding campaign in January, 2011. They are anticipating it will take two to three years to complete their funding campaign.

Martin stated all three phases are estimated to cost \$20 million.

LeBreton stated phase 1 is estimated to cost \$10.6 million.

Chairman Ericksen stated the County is getting interesting comments and pressure on the use of the land. The County's commitment has been strong to support youth activities on the property.

LeBreton stated if you look at the research it is mandatory for us to do things for kids. We need a place for kids to go.

Martin stated they are looking at having solar panels on the roof to keep their costs down. Sustainability is their biggest concern.

Linebarger stated they would appreciate if the County has any top soil that is not needed that they store it for them for the project. The little league fields will be reconfigured and the top soil will be very valuable to the project.

Chairman Ericksen stated it is an appropriate request. That would be a good thing to coordinate with the County and the City Public Works Department. If they have definite need requirements the County may allow contractors to put approved material on the property.

Item #2

Chairman Ericksen stated he spoke to Nolan Young, City of The Dalles. He asked if the Board wanted to go ahead and transfer the three properties that the City has agreed to accept. Or do they want to wait until the City makes a decision as to the Rock Fort Property.

Some discussion occurred.

*****It was the consensus of the Board of Commissioners to have staff move forward with transferring the three properties as previously discussed***.**

Item #3

Commissioner Lennox stated he asked that this matter be discussed by the Board due to the fact the County owned property is not being maintained as desired. He feels the property needs to be managed better.

McBride noted the property was previously managed by Fadness Realty; it is now being managed by Leeland Properties Management.

Staff will bring back information as to what the County pays for the management of the property, as well as what is required of the contractor in the management of said property.

Item #4

Staff informed the Board that the email from Paul Henkel has been forwarded to Mid Columbia Council of Governments/LINK and to Mid-Columbia Fire and Rescue for their review and consideration. The Board will take no action on the email received.

WORK SESSION for Strategic Planning for Wasco County.

Participating in the Work Session was members of the Board of Commissioners, Tyler Stone, Administrative Officer, Scott Hege, Rod Runyon and Darcy Long-

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Curtiss, County Commissioner Candidates. Facilitator for the Work Session was Andrea Klaas, Port of The Dalles Executive Director.

Klaas presented a copy of the PowerPoint slides for today's session, (Attached as Exhibit C).

Klaas noted the reason for today's Work Session is to develop the County's Mission and Vision Statements.

Klaas began the exercises as shown in the handout.

The first exercise was to identify what the breakout groups had in common. Those items were then noted by the participants of the exercise.

The next thing to be discussed was the document that Stone emailed out to the participants in regards to Strategic Planning Process for Public and Non-Profit Organizations.

Some discussion occurred as to what each of them got out of the information that was distributed by Stone.

Hege questioned whether the group should be setting the actual plan rather than pushing it down to the Department level and then working it back up in the process.

Stone responded by stating that we will go over the entire process. It is a high level planning meeting. It will drop down to the department level where they will put some action plans, goals and objectives together to work towards meeting the mission and vision.

Klaas stated the vision is the grand view that everybody should buy into. The vision needs to start here because it is a Wasco County vision.

Stone noted he envisions that this group will come up with some overall principles and mission statement. The statement will give guidance to Department Heads to mold it into the business that they do.

Further discussion occurred regarding the process that will be undertaken during the scheduled Work Sessions.

The next exercise was to identify stakeholders. The following is the listing of identified stakeholders: citizens; other external agencies (partners); State of Oregon; City of The Dalles; employees; other elected officials (local, state and federal); businesses; unions; vendors/services; special interest groups; state

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court system; communities (Pine Hollow, Wamic, etc.); regional counties; tribes; BPA/Corp of Engineers; education (D-21, College); agriculture; veterans; tourists; and youth.

The next exercise undertaken was the requirements of each stakeholder. Once again the participants divided into groups.

The Board recessed at 1:41 p.m.

The Board reconvened at 1:46 p.m.

Klaas went over the identified requirements of the stakeholders. They are as follows: communications; information; cooperation; money; responsiveness; fairness; recognition; collaboration; infrastructure; good road access; services; and pathway for goods.

Klaas read several vision statements belonging to the Columbia Gorge Community College and the Port of The Dalles.

The next exercise was to identify who is going to use the vision that you are creating and who is the customer.

The items identified were as follows:

Who – Wasco County Governmental Body
Why – How you act towards your stakeholders

Who – Employees
Why – Personal Motivator

Who – Managers
Why – Direct work

Who – Board of Commissioners
Why – Setting policy/leadership

Who – Strategic Plan

The next question was "How will the vision be used?" Set priorities, decision making and direct was identified during that portion of the exercise.

The next exercise was to individually write down what it would be like in the perfect world of Wasco County, how they feel about it and what it looks like from the outside.

The next exercise was to write down what would you show The Dalles Chronicle Reporter who was writing a story on Wasco County on things that make you proud.

The group then broke off into three groups where they explained to their partner three images they envisioned. From that discussion they picked ten items that stood out and wrote a brief word, idea or feeling on each of them.

Klaas then read the thoughts and placed them in the following groups:

INFRASTRUCTURE

- *County infrastructure is updated and well maintained
- *safe and secure
- *modern efficient sheriff's department respected by citizens as a helpful entity

EMPLOYEES

- *County staffing is at optimal levels
- *happy to come to work
- *happy productive employees
- *enthusiastic employees – enjoy coming to work, high services levels, cooperation
- *that we have satisfied employees, citizens and partners
- *developing a culture of positive attitudes
- *empowerment – employees, volunteers, citizens
- *providing leadership/being helpful
- *busy working together and building new programs

BUSINESS CLIMATE

- *exceptional business climate
- *full employment
- *the right mix of services
- *services readily available
- *UGB expansion has taken place

LIVABILITY

- *Great place to be
- *abundant recreational and entertainment opportunities.
- *sustainable practices

BEST PRACTICES/QUALITY

- *"The" benchmark
- *forward thinking – innovation and continuous improvement

*creative thinking

DOLLARS

*strong financial position
*manageable debt

PARTNERSHIP/TEAMWORK

*intergovernmental cooperation is at an all-time high
*cooperative agreements that are equally advantageous to county and partners
*Teamwork & cooperation, internal and external
*Engaged citizens/volunteerism communication

Klaas asked that everyone return next week with a proposed mission statement using this list. The vision statements will be reviewed and discussed at the November 10th Work Session.

The Board signed:

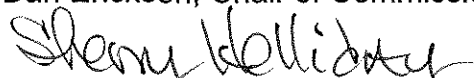
- Order #10-119 in the matter of the reappointment of Kenneth Leibham to the QualityLife (QLife) Budget Committee.
- Order #10-120 in the matter of reaffirming Wasco County's Representative on the QualityLife (QLife) Budget Committee.
- Order #10-121 in the matter of the disposition of the Rottweiler and German Shepherd Mix Dogs owned by Christopher and Jennifer Williams.
- Grant Terms and Conditions Agreement between Wasco County, Oregon and Dirt Hugger, LLC.

The Board adjourned at 3:34 p.m.

WASCO COUNTY BOARD OF
COUNTY COMMISSIONERS



Dan Ericksen, Chair of Commission



Sherry Holliday, County Commissioner



Bill Lennox, County Commissioner

**WASCO COUNTY BOARD OF COMMISSIONERS
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CONSENT CALENDAR

1. Order #10-119 in the matter of the reappointment of Kenneth Leibham to the QualityLife (QLife) Budget Committee.
2. Order #10-120 in the matter of reaffirming Wasco County's Representative on the QualityLife (QLife) Budget Committee.
3. Order #10-121 in the matter of the disposition of the Rottweiler and German Shepherd Mix Dogs owned by Christopher and Jennifer Williams.

**WASCO COUNTY BOARD OF COMMISSIONERS
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DISCUSSION LIST

ACTION AND DISCUSSION ITEMS:

1. Discussion on proposed Intergovernmental Agreement with Columbia Gorge Community College in regards to relocation of The Dalles Armory.
2. Discussion on the ownership of Rock Fort.
3. Discussion on rental agreement for County owned property.
4. Discussion on email received from Paul Henkel, dated October 28, 2010.
5. Request from The Dalles Habitat for Humanity for a fee waiver.

Step by step one goes very far....
proverb

WASCO COUNTY WORK SESSION

ICE BREAKER

- ✕ Break into pairs with one Commissioner and one Commissioner Candidate. Your objective is for each pair to find 5 things they have in common. But not normal things like age, sex or hair color. It must be three uncommon things.
- ✕ Report to the rest of the groups the 5 things you have in common.

STRATEGIC PLANNING PROCESS FOR PUBLIC AND NON-PROFIT ORGANIZATIONS

- × Round Robin on tidbits picked up from the article.

STAKEHOLDERS

- × One of the primary inputs of the planning process is identifying who the organizations stakeholders are and what stake they have in the organization. Are they customers, clients, users, competitors, partners, suppliers, communities, or collaborators, etc.
- × In your groups take 15 minutes to perform a stakeholder analysis recording your results on chart paper.
- × Report out to the group.

STAKEHOLDERS

- ✖ As a group brainstorm what you perceive are each stakeholders requirements of the County.

VISION

- ✖ A vision statement is the picture of what is to be for an organization. It is that ideal picture of what we could be or where we want to be.
- ✖ The Vision statement of an organization is the catalyst that pushes the organization to achieve its' best state of being.
- ✖ The Vision statement acts as a motivator to employees to define what they are working towards.

VISION

× In your groups answer the following questions on your chart paper:

1. Who is going to use the Vision that you are creating? Who will be the customer?
2. How will the Vision be used?

VISION

× Visioning Exercise

VISION

- × For the next couple of minutes imagine the future three to five years from now. Imagine that Wasco County has become everything that you have hoped for. Imagine no financial stress, no employee problems, happy citizens,...
- × Allow an image to come to mind. What does this ideal organization look like? Who is in it? What's going on in the scene? What makes it so ideal? What are people saying and doing?

VISION

- × For the next five minutes individually write down what you experienced. You will only need enough information so that you can remember your vision enough to be able to discuss it with your partner.

VISION

- ✕ Allow another image to come to mind. This time more personal and intimate to you.
- ✕ Who is in it? What is going on? Where are you in the scene? What does it feel like to work here? What emotions does it inspire within you? How do you feel?

VISION

- ✕ For the next five minutes individually write down what you experienced.

VISION

- ✖ Allow one last imagine to come to mind. Imagine that time in the future again. A reporter from The Chronicle is doing a story on Wasco County. The reporters focus is on why you are the best County run government in Oregon. What would you show the reporter as examples of things that make you particularly proud. The reporter is asking you questions about being the best County run government in Oregon. How do you respond?

VISION

- ✖ For the next five minutes individually write down what you experienced.

VISION

- ✕ Break up into pairs and explain to your partner in detail each of the three images that you envisioned. Tell your partner about them, how you felt, what was happening.
- ✕ When you are done switch roles with the other partner speaking while you are listening.
- ✕ Listening partners take brief notes.

VISION

- ✕ From your discussions pick 10 items that stand out and write a brief word, idea, or feeling on each of the note cards.

VISION

- × As a group discuss the work that has been completed. Do you see any parallels? Are themes, ideas, or feelings emerging?

VISION

- × Will someone volunteer to take the work that has been completed and write a Vision statement to use as a first draft?

MISSION

× The Mission statement Should:

1. Express the organization's purpose in a way that inspires support and ongoing commitment.
2. Motivate those who are connected to the organization.
3. Be articulated in a way that is convincing and easy to grasp.
4. Use proactive verbs to describe what we do.
5. Be free of jargon, industry speak, etc.
6. Be short enough so that anyone connected to the organization can readily repeat it.

MISSION & VISION - PORT OF THE DALLES

× Mission Statement

The Port of The Dalles is dedicated to supporting the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the District.

× Vision Statement

The Port of The Dalles will be a critical contributor to economic development in the region by continuing its successful public partnerships and private sector facilitation. In addition to industrial land development, the Port will explore new, fiscally responsible, employment-generating strategies that increase the wealth and well-being of the District.

MISSION & VISION - CGCC

× Vision:

Become the first option of choice for education and training services in the communities we serve.

× Mission:

Columbia Gorge Community College builds dreams and transforms lives by providing lifelong educational programs that strengthen our community.

× Values:

× > Respect for the Individual > Community Focus > Integrity > Excellence > Commitment to Learning

MISSION & VISION - CITY OF THE DALLES

MISSION

- × Take 15 minutes and answer the following questions on a piece of chart paper using words, phrases, or ideas:
 1. What are the opportunities or needs that we exist to address? (the purpose of the organization)
 2. What are we doing to address these needs? (the business of the organization)
 3. What principles or beliefs guide our work? (the values of the organization)

MISSION

- × Take 5 minutes to explain your work to the group.
- × Take three dots for each question and place them next to the statements, words, or phrases that resonate with you. You can put more than one dot on a phrase. Colored dots correspond to each of the question being asked. In other words- three dots per question.

MISSION

- × Separate into Commissioners and Commissioner Candidates at each table.
- × Working as two groups incorporate the high scoring (lots of dots) phrases or ideas into a Mission statement of no more than three to five sentences that follow the guidelines for a Mission Statement .

MISSION

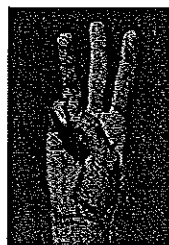
- × The Mission statement Should:
 1. Express the organization's purpose in a way that inspires support and ongoing commitment.
 2. Motivate those who are connected to the organization.
 3. Be articulated in a way that is convincing and easy to grasp.
 4. Use proactive verbs to describe what we do.
 5. Be free of jargon, industry speak, etc.
 6. Be short enough so that anyone connected to the organization can readily repeat it.

MISSION

- ✕ Present your Mission statements.
- ✕ Discussion
- ✕ Work toward combining the two statements into one that has consensus with the entire group.

MISSION

- ✕ Fist to Five Rating
- ✕ Fist shows no alignment or agreement.
- ✕ Five shows total alignment or agreement.



MISSION

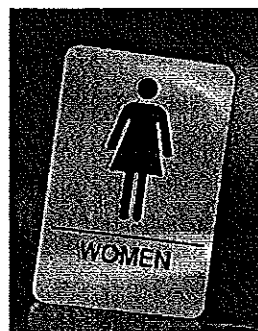
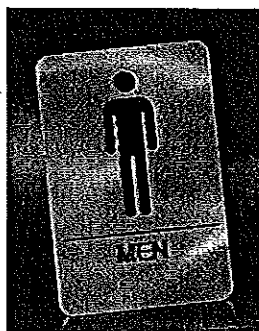
- × How does the work that you have completed compare to the current Wasco County Mission Statement:

To ensure the provision of essential public services which allow the people of Wasco County to enhance the quality of their lives. These services will be delivered in an efficient, effective, and respectful manner.

MISSION

- × Discussion
 1. Does the current or newly created mission statement best fit Wasco County today?
 2. Which one do you want to use?
 3. Should we modify one or the other to make a hybrid?
 4. **Git-er-done.**

BREAK



VALUES

- ✕ In your groups answer the following questions on chart paper:
 1. In order to be successful what values do we need to follow?
 2. What values are implied in our vision and mission work that we have already completed?
 3. Which of the values are absolutely critical?
 4. What would it look like if we were living by those values?
 5. What would it take for us to live by those values?

VALUES

- × Groups report out.

VALUES

- × Are these value statements meaningful.
- × Do they contain any unsolvable issues? Ie. Keeping quality high and costs low. This dilemma cannot be solved so it must be managed.
- × Are they so generic that they can be transferable to another organization? If they are then we still need to personalize them.

VISION

- ✖ As a group work on the draft vision statement to refine it to a finished product.
- ✖ Discussion

VISION

- ✖ How does the work that you have completed compare to the current Wasco County Vision Statement:
To be the best performing rural government in Oregon

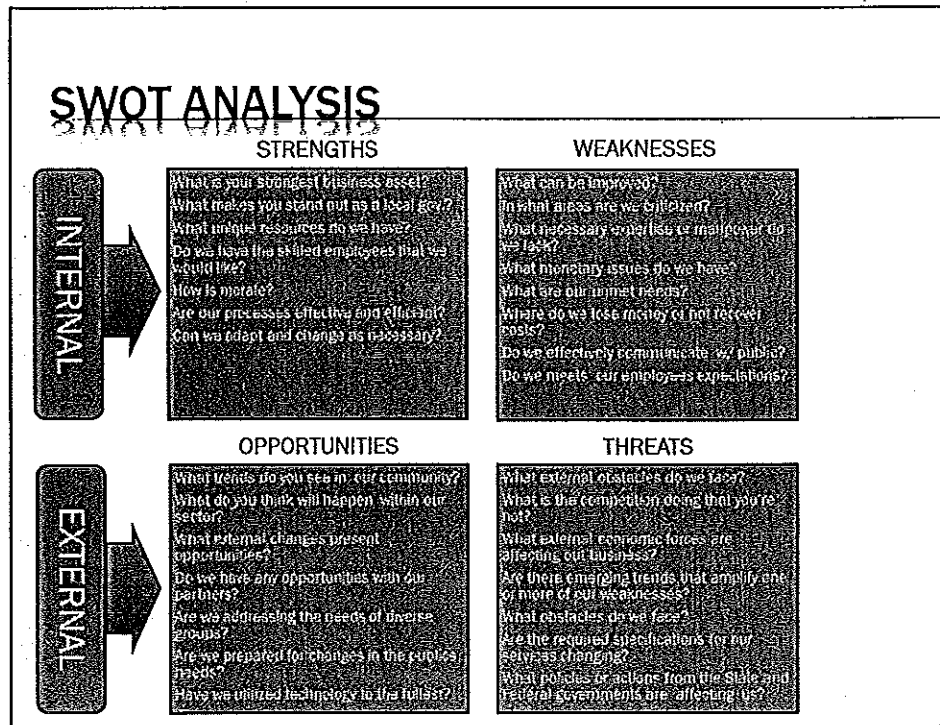
VISION

× Discussion

1. Does the current or newly created Vision statement best fit Wasco County today?
2. Which one do you want to use?
3. Should we modify one or the other to make a hybrid?

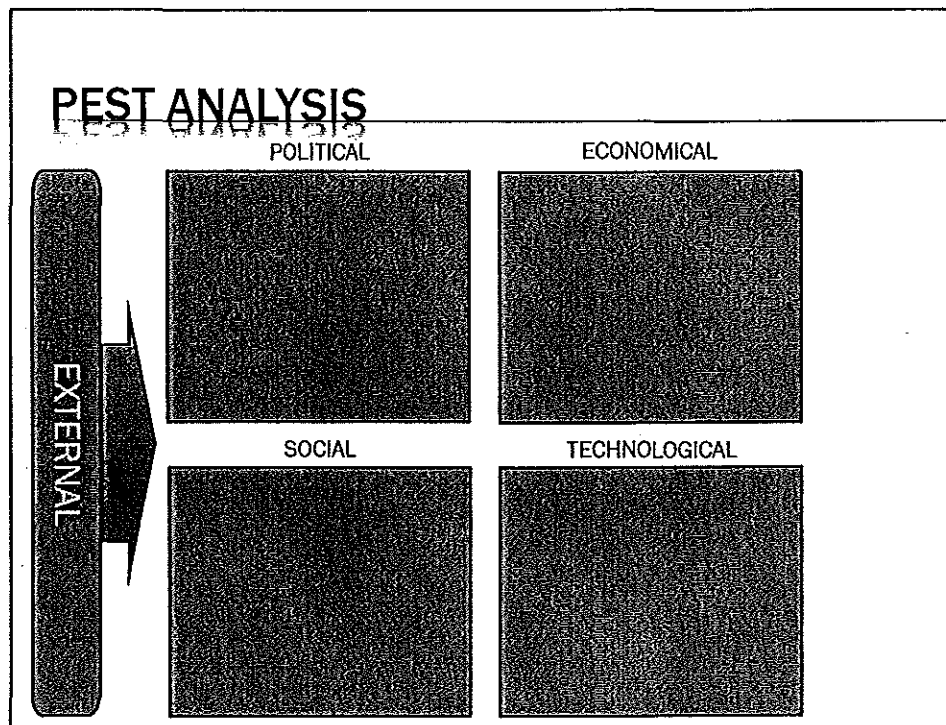
THE PLANNING PROCESS

	MW Validation	SWOT	Financial Trends	Community Analysis	Internal Survey(s)	External Survey(s)	Strategic Priorities	Key Initiatives	Key Outcomes
2010-11	YES	YES	NO	NO	NO	NO	YES	YES	YES
2011-12	YES	YES	YES	YES	YES	YES	YES	YES	YES
* Through the budget process for this year.									
^ This year is a scaled down Commission/ semi-public process. Next year will include Management Team, Unions, Public, Commission, and Key Partners.									



SWOT ANALYSIS

- ✕ Break into your groups and take 10 minutes to individually complete a SWOT on a sheet of paper.
- ✕ As a group take 15 minutes to explain and record your individual work on chart paper. If new items come up during discussion list them.
- ✕ Two groups post and report out on the SWOT that you completed at your table.
- ✕ Using one sheet of dots rate the items; from either groups work, that you think are most important by placing no more than three dots next to any one item. You may want to save 5 dots for each category to ensure that you have enough to get through the 4 categories of SWOT.



SWOT AND PEST WHY?

- ✕ The information gathered during this process should be used as inputs when developing Strategic Priorities.
- ✕ One item may be the focus of a Strategic Priority or they may be analyzed and used as information that could affect a Strategic Priority in a positive or negative way.
- ✕ Regardless of how the information is used it is important that as you develop your Strategic Priorities that you look at and analyze what the impact of the information on the SWOT/ PEST will do to your Strategic Priority.
- ✕ For example if your SWOT identified a new non-profit moving into town that provides free or reduced counseling to kids at school you would probably not want to have a Strategic Priority to increase in-school counseling services.

STRATEGIC PRIORITIES

- × Strategic Priorities consist of those things that are most important for Wasco County to focus its time and energy on producing or obtaining.
- × They consist of three aspects:
 1. The focus: A big picture issue that can then be broken down into focused actions. Examples could be: "Customer Involved Government", "Financial Health and Economic Development", "Technology Based Services", etc.
 2. General Strategy Statement: Summarizes how the entity will go about achieving the focus.
 3. Directional Statements: Assigns the areas where the efforts of the entity will be focused to achieve the strategic priority.

STRATEGIC PRIORITIES

- × What are the characteristics of good strategic priorities?
- × **Measurable:** Strategic priorities and objectives should be measurable so you can track success.
- × **Specificity:** Strategic priorities are more specific than, let's say, your mission statement, but then can't be too specific either, since you don't want too many of them in your strategic plan. So, as an example, you might write "increase market share by ten percent", but you clearly aren't going to want to write "hire Jack the mechanic". There's no absolute way to say how specific in any objective way.
- × **Importance:** Strategic priorities need to be important to the organization's success. There may be hundreds of priorities you could define as part of your strategic plan, but identify the most important. Less important "enabling goals" need not be lost, but can be included in operational plans.
- × **Reflective:** Your strategic priorities need to reflect the analytical work done in the rest of the strategic planning process. They need to be based on your best understanding of your business environment, strengths, abilities, opportunities and so on. That, in fact, is WHY we do all this work in strategic planning before we set strategic goals.
 - + From the Training and Strategic Planning Free Resource Center

STRATEGIC PRIORITIES EXAMPLE

- × Focus: Customer Involved Government
- × Strategy Statement: Develop innovative ways to make participation in local government activities possible for all residents and foster a sense of engagement among the citizenry by effectively communicating a common identity, actively seeking insight into the needs of the community, aligning City services with customer expectations, and continuing to strive for excellence.
- × Directional Statements:
 1. The City will focus its financial and human resources on the areas most important to its customers; safety, education, and aesthetics.
 2. Increase and promote citizen volunteerism with a focus on maximizing operational impact.
 3. Evaluate and enhance the methods of communicating with citizens and businesses to provide information on City news and issues to the widest possible audience by leveraging technology.
 4. Brand coral Springs by promoting the City's identity as a Community of Excellence, consistent with the City's Mission
 5. Promote voter turnout and education on relevant issues.

STRATEGIC PRIORITIES – FOCUS DEVELOPMENT

- × As an individual look back at the Mission, Vision, Values, SWOT, PEST work that has been done and work on identifying 5 things that would be considered strategic focus areas for Wasco County.
- × Discuss your work as a group and identify the 10 focus areas that are most important.
- × Write each one on a note card.
- × Question: based on the groupings do we need to come up with an overriding focus that incorporates some or most of the ideas captured on the note cards?
- × Vote with 5 dots the most important items.

STRATEGIC PRIORITIES - STRATEGY STATEMENT DEVELOPMENT

- ✖ Each person take one of the focus areas and work on developing a strategy statement.
- ✖ Within your group present the statements and refine based on feedback. Write your statement on chart paper.
- ✖ Present to the entire group and refine again based on feedback.

STRATEGIC PRIORITIES - DIRECTIONAL STATEMENTS DEVELOPMENT

- ✖ Brainstorming session as a group on how to achieve each of the Focus areas or Strategy Statements.
- ✖ This is the point where you are giving your management team their marching orders.
- ✖ These Directional Statements are more specific and directed toward work that will be performed or key areas of focus.
- ✖ These are the items that the Management Team will take back and operationalize within their departments through the development of specific action items with staff.
- ✖ During budget the Directional Statements will be prioritized and funded.

KEY INTENDED OUTCOMES

- × KIO's are produced to measure how effectively we are progressing toward meeting our Strategic Priorities.
- × KIO's are measurement based and will generally tie back to a Directional Statement(s) and /or a Strategic Priority.
- × KIO's are based on the results of one or more variables that are measured over time.
- × KIO's are how we base our success and as a result may guide how our Strategic Priorities are decided upon.
- × We may have several KIO's for one Strategic Priority and conversely one KIO may impact several Strategic Priorities.

KEY INTENDER OUTCOMES EXAMPLE

× Customer Involved Government

Key Intended Outcome	2010 Goal	2011 Goal
Overall quality rating for City services and programs (from the Resident Survey)		92%
Overall quality rating for City services by business owners (from the Business Survey)	92%	—
Employee satisfaction rating (from the Employee Satisfaction Survey)	90%	90%
Number of citizen volunteer hours	42,000	42,000
Overall rating of the City in terms of communicating with the residents (from the Resident Survey)	—	88%
Overall rating of the City in terms of communicating with the businesses (from the Business Survey)	88%	—
Customer Service rating by residents (from the Resident Survey)	—	90%
Customer Service rating by businesses (from the Business Survey)	90%	—

STRATEGIC PRIORITIES - IMPLEMENTATION

- ✖ In order to realize the Strategic Priorities they will need to be initiated within each department through the creation of Action Plans.
- ✖ The Commission will need to decide upon a strategy for implementing and tracking action plan development and deployment.
- ✖ Brainstorming session on how to implement.

IMPLEMENTATION EXAMPLES

Strategic Planning

Training and Development/May/May

Implementation Phase: Operational Plan Executive Management's Overall Scope

Overall Time Frame: _____

Strategic Objective	Major Performance Indicators	Responsible Manager	Resources	Deliverables/Outcomes/Outputs

IMPLEMENTATION EXAMPLES

Strategic Planning

Training and Development

Implementation Phase: Action Plan *Manager's Tool*

Description of Strategic Objective	Measures:
	1. _____

	2. _____

	3. _____

Performance Activities: Projects/Operations/ Programs	Project Leaders	Resources	Status	Timeframe (Start Date/End Date)