



**Coos County**  
Strategic Action Plan  
*2015-2020*

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# ***Letter from the Board of Commissioners***

In 2013, the Coos County Board of Commissioners started the process of Strategic Action Planning. The Strategic Action Plan is the cornerstone for the delivery of services to our citizens, forming a foundation for the development of a financial contingency plan and the County's Annual Budget. The Strategic Action Plan assures that our efforts are purposefully designed and focused to meet our long-term strategic needs. Critical decisions regarding resource allocation during the budget process will be evaluated for consistency with and support of the identified strategic objectives. The Plan serves as the framework for County departments to align their goals and strategies, thereby making resource allocation decisions more consistent, sustainable and transparent.

## ***What does this Plan Do for Coos County?***

- **Setting Priorities:** The County needs a strategy as it sets direction and establishes priorities. This strategy defines how Coos County views success and prioritizes the activities that will make this view our reality. It also helps our people know what they should be working on, and what they should be working on first.
- **Manage for Change:** Planning allows the County to anticipate and prepare for relatively minor or significant internal and external changes. This allows us to anticipate and plan for change, rather than simply reacting to it.
- **Decision-making:** Strategic Action Planning helps us prioritize the activities necessary for success. Priorities allow us to set aside non-core initiatives and focus on decisions impacting strategic objectives.
- **Aligning Purpose and Direction:** When there is shared purpose and direction, there is the basis of a high performing team. We don't want our hard-working people putting their best efforts into areas that have little to no effect on strategic success. Our mission cannot be achieved without agreeing on a common direction and sharing commitment to a common success.
- **Communicating our Message:** Communicating our shared strategy for success to Elected Officials, staff, and citizens allows greater opportunities for people to help us on our journey.
- **Continuous Improvement:** Change is constant. We are committing to continuous improvement as a means of addressing it and we want to develop a culture of innovation and constant improvement within Coos County.

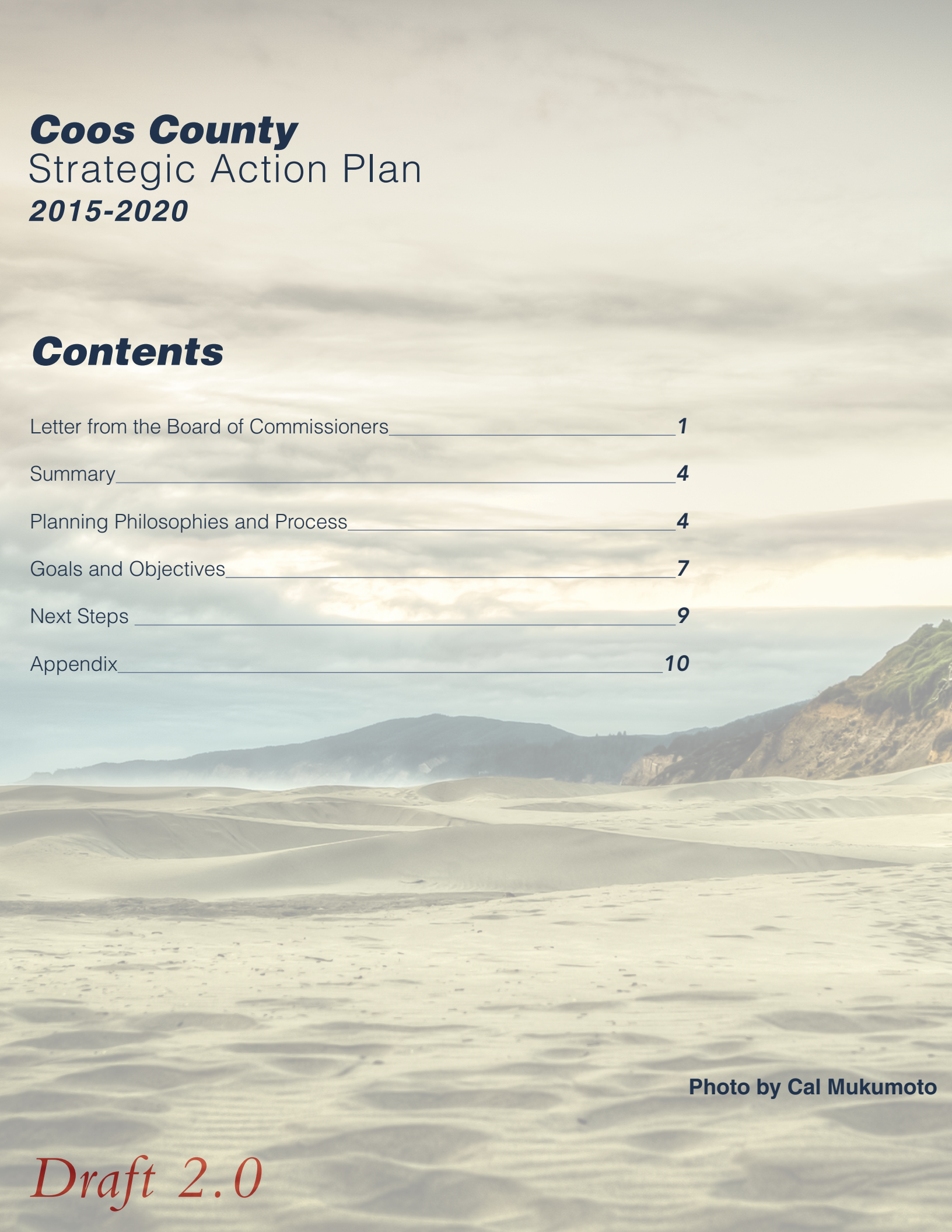
Please take the time to read and understand our Strategic Action Plan. We believe that it is the roadmap to the success of Coos County.

***Melissa Cribbins, John Sweet, Bob Main***  
***Coos County Board of Commissioners***

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# Coos County High Level Strategies Map

**Mission:** Successful, safe and healthy citizens and communities

## Our Planning Values

**Cost Effectiveness:** frugal, creative strategies that accomplish what we need to with limited budgets

**Sustainability:** long term, consistent strategies that are sustainable and not reliant upon specific elected officials

**Impact:** strategies that have positive impact on the the most people in the county

**Independence:** strategies that balance the responsibility between government and individual solutions

**Equity:** strategies that address equity across the county

**Openness:** strategies that promote timely and appropriate communication to and from our constituents

**Consistency:** consistent strategies that enable us to better meet internal and external constituents

**Fiscal Responsibility:** a Strategic Action Plan that considers limited new funds and limited growth of budget

*Our Strategic Action Plan activities are divided into focus areas resulting in the following outcomes:*

Focus Area	High-level Strategies	Outcomes
<b>Resources</b>	Cost Savings and Reducing Expenses New and Expanded Funding Improve Financial Forecasting	Resources are adequate to meet our needs
<b>Communication</b>	Internal Communications External Communications	Consistent communication about county internally and externally
<b>Collaboration</b>	Work effectively with other government entities to reduce duplication and improve services	Reduced duplication and increased impact of efforts
<b>Administration</b>	Administrative Structures Staff Recruitment, Retention and Succession Planning	Administrative structure that supports work efficiency
<b>Services</b>	County services that promote safe, attractive and healthy community	Quality services provided by the county that meet community needs

# Introduction

The Coos County Commissioners embarked on a Strategic Action Planning process in the winter of 2013. The Strategic Action Planning process resulted in this document, titled the Coos County Strategic Action Plan. The purpose of the Strategic Action Plan is to provide Coos County Government a document, much like a road map, that helps leadership make decisions and prioritize resources and efforts. This process and its subsequent documents represent the first documented planning and prioritization process for the Board of Commissioners in several decades. The Coos County Strategic Action Plan process was inclusive and was built to be useful and adaptable for the next several years.

## What is a Strategic Action Plan?

A Strategic Action Plan is a process and a document that ultimately communicates organization priorities. A Strategic Action Plan outlines focus areas, goals and objectives and hoped outcomes from planned efforts. It is rooted in guiding philosophies and values and acknowledges strengths, weaknesses and challenges that the organization faces. A good plan for government organizations recognizes the boundaries between what is mandated and what areas have flexibility for growth and change. A Strategic Action Plan helps organizations continue to meet needs in fluctuating funding environments, outlining priorities when resources are declining or increasing.

## Planning Philosophies

The general planning process was based on several philosophies related to the utility of the document and the process itself. It was important to the commissioners that the planning effort be universally helpful and integrate all departments and divisions of county government. An outside consultant was secured to facilitate the process and write the document.

All priorities had to be based on established planning values specific to Coos County, capture high-level actions, be interconnected and have multiple voices incorporated into the process. Staff, department heads, commissioners and the community were instrumental in creating the internal plan.



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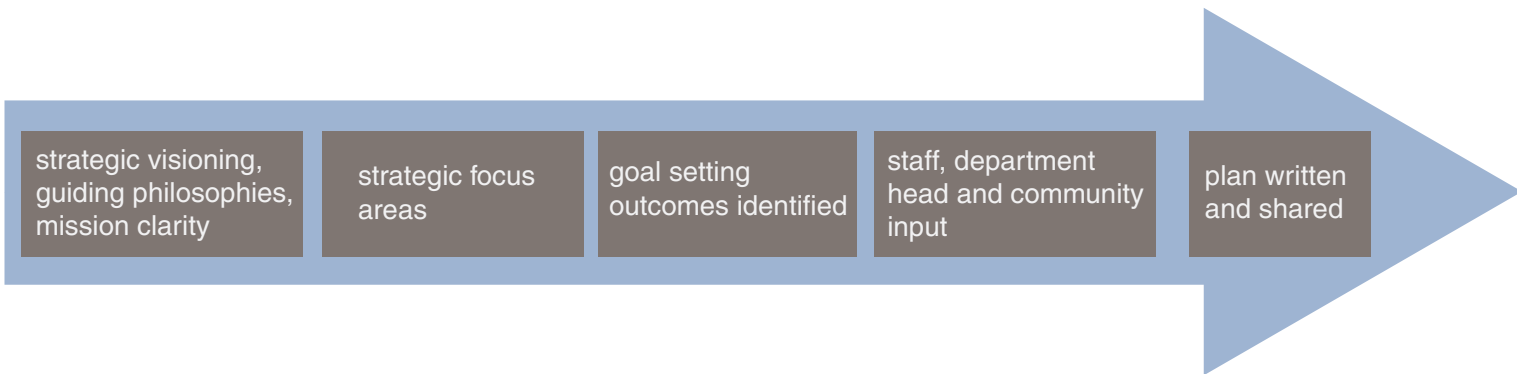
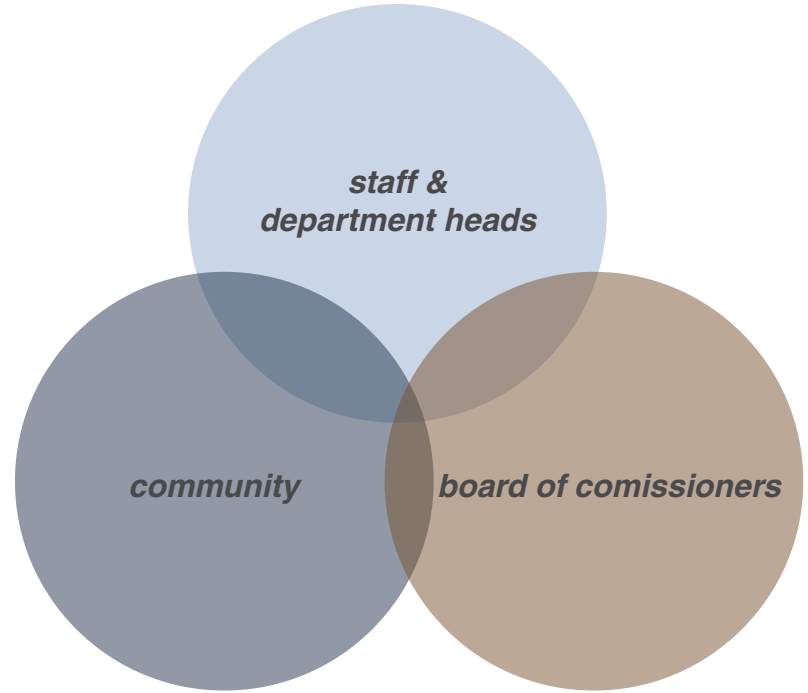


# Process

The Strategic Action Planning process engaged county staff, commissioners and the community.

The process began with the Board of Commissioners establishing guiding philosophies, values, a new mission statement and five primary focus areas. The process then gathered extensive information from staff, department heads, commissioners and individual community members across the county.

## Types of Strategic Plan Input



The board and department heads participated in strategic visioning activities, which consisted of asking three fundamental questions: 1) what are the top three issues facing the county; 2) what are the biggest successes of the county; 3) what are the most important decisions facing the county in the next three to five years? Also discussed were the elements of the county history they wanted to leave in the past and the elements they wanted to keep and grow. Strengths, weaknesses, opportunities and threats (SWOT) were gathered and reviewed by the Board of Commissioners.



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A new mission statement was then created. The mission speaks to the ultimate outcome that Coos County government aims to accomplish:

## ***Mission Statement:***

*Successful, safe and healthy citizens and communities*

**Guiding Values** were then established. Guiding values are points that a group considers when making priorities; they are the foundation upon which all planning efforts are made.

## **Guiding Values**

*Cost Effectiveness — Sustainability — Impact — Independence —  
Equity — Openness — Consistency — Fiscal Responsibility*

## **Focus Areas**

*Resources  
Communication  
Collaboration  
Administration  
Services*

**Focus areas** were established next. The focus areas of resources/revenue, communication, collaboration, administration and services, are expected to transcend many years and be the focus of several more Strategic Action Plans.

Possible **strategies and activities** in each of the five focus areas were listed by the board and department heads. These possibilities were distributed to all staff for input via surveys and department staff meetings. Community input was gathered via public meetings and community surveys.

Commissioners reviewed staff and community input and chose high-level and mid level strategies, timelines and champions for each activity.

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# Coos County Strategic Action Plan Goals and Objectives

The high-level strategies map found at the beginning of this document is a high-level summary of the plan. The logic model charts for each goal focus area, including more detailed strategies are following.

It is important to note that approximately one-third of the strategies in the plan are currently being done, one-third are being done but need improvement or more emphasis and one-third are new activities. The Strategic Action Plan does not represent all new tasks but is based on current operating realities. The plan is built for 2015 and as mentioned earlier, the priority goal areas and high-level strategies are not likely to change, even after 2020. Specific strategies to achieve the goal areas may change from year to year but the priority areas will remain static.

Priority goal area	Outcome of goal area	High-level strategy areas	Strategies
<b>Resources</b>	Resources are adequate to meet our needs	Cost Savings and Reducing Expenses	Review current use of technology, invest in new cost effective technologies and equipment
			Evaluate list of equipment for redundancy and cost savings opportunities
			Evaluate reorganization opportunities
			Broaden internal recycling programs
		New and Expanded Funding	Explore contracting with grant writer to bring in new funds
			Increase state and federal funding to Coos County
			Evaluate fees for cost savings and revenue
			Explore new sources of revenue including investment in jobs
		Improve Financial Forecasting	Financial contingency planning and financial modeling
			Integrate contingency planning into Strategic Action Plan

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<i>Priority goal area</i>	<i>Outcome of goal area</i>	<i>High-level strategy areas</i>	<i>Strategies</i>
<i>Communication</i>	Consistent communication about county internally and externally	Internal Communications	Continue inter-department work groups
			Improve emergency preparedness communication
			Institute a regular staff newsletter
			Continue regular BOC updates to staff
		External Communications	Support improved marketing and promotion efforts in Coos County
			Expand town hall meetings to communicate activities of County Government to citizens
<i>Collaboration</i>	Reduced duplication & increased impact of efforts	Work effectively with other government entities to reduce duplication and improve services	Identify and pursue opportunities to collaborate with municipalities and other counties to share and reduce costs and improve impact of services



<i>Priority goal area</i>	<i>Outcome of goal area</i>	<i>High-level strategy areas</i>	<i>Strategies</i>
<b>Administration</b>	Administrative structure that supports work efficiency	Administrative Structures	Improve utilization of intranet
			Develop BOC dashboard for regular Strategic Action Plan progress and key department function monitoring
			Streamline financial processes across departments
			Bolster Information Technology (IT) systems
		Staff recruitment, retention and succession planning	Develop worksite, employee and family wellness programs for staff benefit
			Support increased training and development for staff across all departments
<b>Service</b>	Quality services provided by the county meet community needs	County services that promote a safe, attractive and healthy community	Develop system to report and monitor utilization of services by department to BOC (dashboard)



## **Next Steps**

The 2015 Coos County Strategic Action Plan highlights a process of developing priorities for county government. It draws attention to many challenges and strengths of current county government and marks the first step in an ongoing process of planning and prioritizing resources and efforts. The immediate next steps includes development of an internal work plan to accomplish and monitor progress on the plan.

The guiding philosophies, mission, outcomes and focus areas are not expected to change for many years but the strategies and general operations to meet them are likely to change. The Strategic Action Plan itself will continue to evolve over time, adding strategies, metrics of success and additional input from internal and external stakeholders.

For copies of this Strategic Action Plan please visit [www.co.coos.or.us](http://www.co.coos.or.us) or call the Board of Commissioners office at 541-396-7535.

*This Strategic Action Plan was facilitated and authored by V Consulting & Associates Inc., [www.vconsults.com](http://www.vconsults.com)*

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