



2016-006

I, Cheryl Seely, County Clerk for Crook County, Oregon, certify that the instrument identified herein was recorded in the Clerk records.

Cheryl Seely - County Clerk



Crook County, Oregon Strategic Plan 2016-2018



INTRODUCTION



From Your Crook County Court:

It is exciting time for the citizens of Crook County filled with promise for the future. The Crook County Strategic Plan represents our Vision, Mission, Values, Principles, and priorities for the upcoming years. A good strategic plan takes into account existing challenges, commitments, and anticipates the future. The plan then provides clear direction, establishes priorities, and focuses on specific goals. In the fall of 2015, Crook County undertook the creation of this Strategic Plan. Feedback gathered from citizens, businesses, and employees helped to formulate the plan (Attachment 1). As Crook County considers the existing environment and opportunities, it is critical to establish priorities that will provide the greatest benefit to citizens.

The plan envisions a desired future for the county complete with:

- A vision statement
- A mission statement
- Values/Guiding principles
- Crook County goals with supported objectives
- Strategies to implement the objectives
- Success indicators to measure progress

This plan provides the framework for the County's work. Realization of the vision, mission, and goals occurs through the achievement of the objectives in the plan. The objectives are achieved through strategies that take place within each county department. Through the county's budget process, departments are allocated funds to carry out the strategies.

Success indicators will tell us what progress we have made in reaching our goals and objectives and will serve to keep us accountable to the county's goals. Annually, Crook County Court plans to provide a "report card" to the citizens and businesses of the county. This "report card" will let us know if we need to make adjustments in our strategies or funding allocations.

To ensure success, Crook County will:

- **COLLABORATE** with other organizations to provide optimal services.
- **SUPPORT** economic development.
- **PLAN** to make the best uses of resources.
- **DEVELOP** innovative approaches to reach our goals.
- **TRACK** performance by measuring outcomes and being accountable.
- **COMMUNICATE** about what we do to make Crook County a great place to live, work, visit, and conduct business.

Strategic Planning Day – October 9th, 2015



ENDORSEMENT AND ADOPTION

Adopted this ^{6th} day of January 2016 by the Crook County Court

Mike McCabe

Mike McCabe, Crook County Judge

Ken Fahlgren

Ken Fahlgren, Commissioner

Seth Crawford

Seth Crawford, Commissioner

ATTEST:

Colleen A. Ferguson

Recording Secretary

*Crook Co Court Sec.
1-6-2016*



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OVERVIEW OF CROOK COUNTY

Crook County is distinguished by a rich history, natural beauty, and a geographical location that provides economic development opportunities in a range of businesses and industries. The county's economy is driven by agriculture, construction, forest products, ranching, manufacturing, recreation, and tourism. Geographically, Crook County, with a population of 20,978 is Oregon's most centrally located county. Founded in 1882, the county seat, Prineville, has a population of 10,370. It is the only incorporated population center within Crook County. Powell Butte, Post, and Paulina are the other communities found within the County. The county has a total area of 2,991 square miles. Adjacent counties to Crook County include Deschutes County to the southwest, Jefferson County to the North, Wheeler County to the north, Grant County to the East, and Harney County to the southeast. Crook County has a rich history working with counties in the region.

The County offers resources that enrich the quality of life for all citizens, including acres of public parks, recreation, and public land. The preservation of natural resources, in part, reflects the County's strong commitment to its rural heritage.

Crook County government provides a full complement of services including law enforcement, a county jail, emergency management services, public health services, road services, and many others.

The single most significant resource in our County is our citizenry and together, the County is strongly committed to setting priorities that enhance its resources and improve the health and prosperity of all citizens.



Valued Characteristics & Features

- Rural lifestyle
- Independent
- Authentic
- Friendly supportive people
- Beautiful vistas and natural resources
- Productive farmland and vibrant agriculture sector
- Commitment to heritage

CROOK COUNTY VISION

Crook County
Providing a safe and vibrant community to live, work, thrive, and play.
Be Part of the Experience!

CROOK COUNTY MISSION

Crook County will inspire the trust through excellence and quality in service by embracing creative and innovation methods, being friendly, responsive, and fiscally responsible to enhance the health, safety, and quality of life for its citizens.

CROOK COUNTY VALUES

- ✦ Excellence
- ✦ Fiscal Responsibility
- ✦ Trust
- ✦ Creativity and innovation
- ✦ Empowerment of staff

CROOK COUNTY GUIDING PRINCIPLES

- ✦ Provide responsive, friendly, honest customer service
- ✦ Honestly and integrity – Ethical behavior at all times
- ✦ Focus on Public Safety and Social Services
- ✦ Creating accessibility, responsiveness, and respect
- ✦ Finding solutions without stagnation

STRENGTHS, OPPORTUNITIES, WEAKNESSES, AND THREATS

The development of this Strategic Plan included an analysis of data on needs and trends in our county. We have used this information to frame our long-range goals and fulfill our mission.

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Employee commitment, employees 2. Environment, climate, Parks and Recreation 3. School district, hospital, health department 4. Streamlined decision making, accessible 5. Central Oregon Community College 6. Small town living, hometown atmosphere 7. Collaboration with other counties 8. Flexible, internal responsiveness 9. Crook County Library 10. Community Appeal (retirees) 11. Proximity to Bend and Redmond 12. Quality of life 13. Recreation/Outdoor recreation 14. Enterprise Zone 	<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. New technology, innovation 2. Creativity 3. Partnerships with private and public entities 4. Access to public land, recreational opportunities 5. Unique community 6. Education, open campus opportunities 7. Enhance educational opportunities 8. Available land 9. Public relations, tell our story 10. Diversifying our community 11. Quality of life 12. Small enough to offer flexible solutions 13. Update personnel policies – consistent 14. Opening of positions 15. Enhancing charm/appearance of community 16. Taxing district to support public safety
<p><u>Challenges /Weaknesses</u></p> <ol style="list-style-type: none"> 1. Ethnic diversity 2. Economic long term strength 3. Comprehensive budget approach 4. Communication 5. Aging population, workforce 6. Lack of priorities (new grants) 7. Community appeal for younger population 8. Lack of public transportation 9. Lack of affordable housing 10. Lack of employment opportunities, family wage jobs 11. Lack of appropriate jail space 12. Perception of county, county system 13. Internal inconsistency 14. Difficulty engaging younger residents 15. Wider economy 16. Ability to attract and retain employees 17. Infrastructure and technology components 18. Improve budget process – short termed 19. Lack of community center, pool 20. Lack of retail/restaurant/variety 21. Under-employment 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Exported jobs 2. State and federal funding 3. Added legislative requirements 4. Increased drugs/crime 5. Drought, climate changes 6. Forest policy, public land policy, fire 7. Air quality, EPA involvement 8. Budget woes, Lack of leadership 9. Loss of existing industry 10. Wider economy and less unemployment 11. Substantial dependency on state funding and inconsistency in state directives 12. Lack of affordable housing 13. Loss of key staff/loss of institutional knowledge 14. Increasing demand for public resources 15. Loss of high paying, non-college jobs 16. Community under appreciation of education (higher education) 17. Employee retention and recruitment 18. Lack of adequate jail facility 19. Stable funding for public safety services 20. Diminished Title III funds and lack of industry

COMMUNITY SURVEY RESULTS AND THEMES

A community survey was completed in October of 2015 with 472 responses and the following results were used in the development of the goals and strategies for Crook County. Overall, 79% of individuals were satisfied living in Crook County and liked the small town living, people, friendliness, access to public lands, and the climate.

The quality of life in Crook County was described as relaxed, small town community, friendly, and comfortable. At the same time, there were concerns about the quality of life deteriorating as stated by 25.99% of the respondents and 40.70% of the respondents felt that quality of life had declined in the past five years. Overall, 72% of the respondents would still recommend Crook County to their friends and family as a good place to live.

The areas ranked as very important or important to residents quality of life included:

- Affordable housing
- Hometown atmosphere
- Quality of schools
- Adequate medical facilities
- Clean and attractive
- Public services (police, fire, library, social services, public health)
- Safe place to live
- Public transportation
- Vibrant downtown area
- Parks and recreational facilities

As for what people liked least about living in Crook County, they stated the following concerns:

- Lack of jobs and industry (29.23% stated someone in the household worked outside of Crook County)
- Crime
- Drugs
- Lack of an adequate jail
- Lack of housing
- Lack of an adult recreational facility and pool
- Lack of retail store selection.

The respondents listed the following as the most critical issues facing Crook County:

- Unemployment
- Drugs
- Homelessness
- Affordable housing
- Crime
- Poverty

STRATEGIC PLAN GOALS

GOAL 1	Maintain public trust through efficient, effective, and transparent government with an emphasis on customer service excellence, accountability, and openness of government
GOAL 2	Encourage community collaboration and partnering
GOAL 3	Provide Safe Communities -Support crime prevention and law enforcement -Enhance public health, safety, and the environment
GOAL 4	Demonstrate wise use and stewardship of our natural resources
GOAL 5	Positive work environment with a highly qualified, diverse workforce
GOAL 6	Promote economic vitality
GOAL 7	Foster lifelong learning, recreational opportunities, culture, and appreciation of our history



GOAL #1: Maintain public trust through efficient, effective, and transparent government with an emphasis on customer service excellence, accountability, and openness of government.

Objective 1.1 Maintain public trust.

Strategies	<p>1.1a Conduct town hall meetings and other public meetings as needed to foster an openness of government.</p> <ul style="list-style-type: none"> ✦ Schedule six hall meetings per year throughout the county ✦ Maintain consistent treatment for all general public ✦ Continue to host the Sheriff's Academy through law enforcement
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Objective 1.2 Create an open and transparent government.

Strategies	<p>1.2a Conduct a yearly customer satisfaction survey with the goal of responding to both individual and aggregated problem areas.</p> <ul style="list-style-type: none"> ✦ Yearly customer satisfaction survey to be completed in August ✦ Promote greater understanding and acceptance for all people based on the unique background, culture, and diversity of our employees and the people we serve
	<p>1.2b Explore alternate communication venues in order to promote engagement and citizen awareness.</p> <ul style="list-style-type: none"> ✦ Create a formal structure that engages community organizations and Crook County leaders in positive opportunities to promote equity, diversity, and inclusion ✦ Evaluate website for use and ongoing improvement
	<p>1.2c The County will exercise responsible stewardship in the long term budget planning with allocation, maintenance, and use of public resources.</p> <ul style="list-style-type: none"> ✦ Allocate reasonable level of the fund balance to support local priorities while seeking the maximum level of grant, state, and federal funding ✦ Employ financial modeling methods that anticipate funding needs related to changes in the size and demographics of the Crook County population ✦ Advance budget strategies that consider the need for support to advance priorities in the County's Strategic Plan ✦ Explore opportunities for public/private partnerships ✦ Each department will set yearly and long term goals for the budget process ✦ Each department shall develop a strategic plan, and both short term and long term goals ✦ Evaluate efficiencies in procurement processes ✦ Identify options to stabilize or reduce expenses, and enhance revenues in the general fund, while maintaining a quality workforce
	<p>1.2d Provide advocacy to advance projects and regulations that advance Crook County in multiple programming areas.</p> <ul style="list-style-type: none"> ✦ Work with Congressional delegation to ensure rural funding ✦ Work with Oregon Legislative delegation to ensure continued, reliable funding for rural counties
	<p>1.2e Create environment for open communication, follow through, and forum for listening to concerns.</p> <ul style="list-style-type: none"> ✦ Explore development of citizen advisory committee (Sheriff's office and other departments)

	<p>1.2f Increase the use of social media and general media for open dialogue with community.</p> <ul style="list-style-type: none"> ↓ Create a County newsletter ↓ Public Announcements with Strategic Plan - goals and strategies ↓ Public Facebook page and staff assigned to be updated on a regular basis ↓ Department Facebook pages: Public Health, Sheriff's Office ↓ Continue contracting with media consultant for county public relations ↓ Create and maintain a Web-based information gathering tool
	<p>1.2g Explore restructuring of county departments to improve efficiency.</p> <ul style="list-style-type: none"> ↓ Explore combining of some departments ↓ Explore employee tracking with electronic time cards ↓ Prioritize county services – project management across departments

Objective 1.3 Promote excellent customer service throughout Crook County.	
Strategies	<p>1.3a Develop expectations of customer service standards, and conduct training for all Crook County employees.</p> <ul style="list-style-type: none"> ↓ Develop required online training for employees
	<p>1.3b Establish inter-department shared goals and promote successful collaborations.</p> <ul style="list-style-type: none"> ↓ Develop process during department head meetings to promote collaborations

Objective 1.4 Promote a volunteer program through Crook County.	
Strategies	<p>1.4a Promote the development of a volunteer training program.</p> <ul style="list-style-type: none"> ↓ Emergency Management and Public Health Preparedness will work with the faith community to develop a faith based volunteer program ↓ Public Health Preparedness will provide a training program for volunteers

Goal #2: Encourage community collaboration and partnering.

Objective 2.1 Active engagement of outreach regarding county programs and opportunities using multi-media.	
Strategies	2.1a Provide additional community surveying, including how members of the public want to receive communications.
	2.1b Identify how to increase efficiencies of communications, and use a continuous improvement model. <ul style="list-style-type: none"> ✦ Use public concern on website for feedback to departments
	2.1c Promote intra-county collaboration among county departments in order to increase understanding of those department activities and find opportunities to collaborate. <ul style="list-style-type: none"> ✦ Rotating Department Head meetings among each different department
	2.1d Establish a community group to monitor, evaluate, and offer guidance on effective government collaboration. <ul style="list-style-type: none"> ✦ Increase public decision-making opportunities ✦ Explore Citizen's Advisory Group (Sheriff's Office)
	2.1e Development of various department Facebook Pages as appropriate (Sheriff's)

Objective 2.2 Create opportunities for "user testing" for County IT resources through public relations.	
Strategies	2.2a Match public and industry needs to the data and services we offer. <ul style="list-style-type: none"> ✦ Enhance the county's presence online to include additional E-Govt services and expanded communication

Objective 2.3 Identify county key users and identify their major needs.	
Strategies	2.3a Schedule and advertise several opportunities for collaborative service events with local stakeholders several times per year.
	2.3b Identify key collaborators and non-county stakeholders and actively engage them in service improvements.
	2.3c Provide background resources to other agencies. <ul style="list-style-type: none"> ✦ Contract services such as grant writing, project management, web hosting, conferencing, meeting rooms
	2.3d Develop programs to get younger generation involved in the work of the county. <ul style="list-style-type: none"> ✦ Develop computer applications to get the community as a whole involved ✦ On-line surveys ✦ Incentives, internships, mentoring opportunities

Goal #3: Provide Safe Communities

- Support crime prevention and law enforcement
- Enhance public health, safety, and the environment

Objective 3.1 Increase the ability to incarcerate individuals in Crook County.	
Strategies	<p>3.1a Increase the number of jail beds in Crook County.</p> <ul style="list-style-type: none"> ➤ Cost analysis for jail vs. leasing space in Jefferson County

Objective 3.2 Increase the efficient use of resources.	
Strategies	<p>3.2a Increase community police patrols.</p> <ul style="list-style-type: none"> ➤ Community block parenting programs ➤ Increase educational opportunities for DUII drivers ➤ Rural crime prevention <p>3.2b Investigate the alternatives to incarceration (e.g. transitional housing).</p> <p>3.2c Use LPSCC as a decision making body.</p> <ul style="list-style-type: none"> ➤ Develop alternate sanctions to reduce the number of repeat offenders <p>3.2d Evaluate long term funding.</p> <ul style="list-style-type: none"> ➤ Evaluate regional dispatch center vs. local. ➤ Assess grant funding options ➤ Assess areas of importance for funding through Sheriff's office (Field Technician Deputy, Courthouse security, patrol staffing, CODE) <p>3.2e Increase up-to-date and current training for 1st responders.</p> <ul style="list-style-type: none"> ➤ Collect and create information/data to be used by emergency services: aerial photography and other GIS data

Objective 3.3 Reduce drug abuse.	
Strategies	<p>3.3a Increases ability to educate the public on the dangers of drug use.</p> <ul style="list-style-type: none"> ➤ Increase the number of programs to better inform children of the effects and repercussions of drug use and crime ➤ Increase education for DUII drivers ➤ Taxi rides for impaired drivers program ➤ Through a community-based collaboration, bolster prevention and intervention efforts to reduce substance abuse and drug addiction in the community ➤ Explore the use of Naloxone in Crook County

Objective 3.4 Promote health, wellness, and safety	
Strategies	<p>3.4a Maintain and promote continued community collaboration for early childhood and school-based intervention programs.</p> <p>3.4b Investigate creating a community wellness committee along with the lines of the county's committee.</p> <ul style="list-style-type: none"> ➤ Provide programs and resources to improve the health of Crook County employees and create a work environment that supports healthy choices

	<p>3.4c Continue, improve, and promote the community's behavioral health program.</p> <ul style="list-style-type: none"> ↓ Increase the volume of behavioral and mental health treatment resources and programs
	<p>3.4d Investigate the infrastructure deficiencies that pose difficulties in health living and trying to reduce and eliminate these deficiencies.</p>
	<p>3.4e Educate the public on public health issues.</p> <ul style="list-style-type: none"> ↓ Use story maps to educate public on environmental and health issues ↓ Address environmental issues that have an adverse effect on citizen's quality of life ↓ Provide mapping application to be used in office and field (SO and Public Health)
	<p>3.4f Support the county wellness committee and provide opportunities for county employees.</p> <ul style="list-style-type: none"> ↓ Provide First Aid and CPR classes for county employees
	<p>3.4g Support the Crook County Health Department in collaboration with community partners in addressing health indicators that exceed State averages to improve Crook County health outcomes.</p> <ul style="list-style-type: none"> ↓ Align Crook County Health Department Strategic Plan to the Regional Health Improvement Plan ↓ Support local and state efforts to improve health through evidence based programs ↓ Support programs to protect vulnerable children and adults and augment prevention efforts ↓ Support communicable disease control efforts as required by state law ↓ Support programs to protect vulnerable children and adults and augment prevention efforts related to family violence and homelessness
	<p>3.4h Enhance multimodal travel and public safety.</p> <ul style="list-style-type: none"> ↓ Complete updated transportation plans as required ↓ Identify and prioritize implementation steps to improve county road system

Goal #4 Demonstrate wise use and stewardship of our natural resources

Objective 1.1 Manage resources widely and protect to a natural state.	
Strategies	4.1a Create a system for lobbying state and federal government regarding natural resources. <ul style="list-style-type: none"> ✦ Develop a plan to implement these efforts
	4.1b Develop partnerships with diverse agencies. <ul style="list-style-type: none"> ✦ Continue to partner with local businesses to promote Crook County tourism ✦ Support efforts to address invasive species that impact agriculture ✦ Support maintaining the county's rural character and natural resources
	4.1c Work in collaboration with other public agencies to share planning and management responsibilities, especially with an eye towards creating an economy of scale and shared resources. <ul style="list-style-type: none"> ✦ Implement best management practices to maintain health air quality, water quality, waste management, land use and parks ✦ Provide mapping data through GIS as needed to assist ✦ Provide county web and other services that allow the public to access and interact with mapping information ✦ Promote recycling in the county ✦ Consultation on noxious weed programs ✦ Address environmental issues that have an adverse effect on citizen's quality of life
Objective 4.2 Create better sustainable forest management.	
Strategies	4.2a Coordinate with agencies to create improved sustainable forest management.
Objective 4.3 Limit and reduce regulation of natural resources.	
Strategies	4.3a Support property owners in their individual engagements with public land agencies.
Objective 4.4 Maintain and promote wildfire fuel reduction techniques.	
Strategies	4.4a Develop alternate fuel sources.
	4.4b Provide Juniper educational government subsidies. <ul style="list-style-type: none"> ✦ Provide education programs to promote fire prevention

Goal #5: Positive work environment with a highly qualified, diverse workforce

Objective 5.1 Improve recruitment and retention.	
Strategies	<p>5.1a Improve county pay, benefits, flexibility to improve recruitment and retention.</p> <ul style="list-style-type: none"> ✦ Fair and consistent treatment for all employees ✦ Implement a fair and comprehensive salary compensation package based on comparable studies ✦ Explore alternative benefits for employees: flex time, work from home, health clinic on-site, exercise time, combine vacation and sick leave ✦ Give incentives/early retirement of staff ✦ Explore merit program
	<p>5.1b Continue employee development and educational opportunities (professional certifications), and reward those who utilize these opportunities.</p> <ul style="list-style-type: none"> ✦ Assess all job functions and tie defined roles and goals based on strategic plan ✦ Increase educational programs for employees ✦ Mandate all employees to have training/job development as part of their job descriptions and function/tie to performance reviews/incentives ✦ Ensure FEMA ICS training for relevant staff throughout the organization, and encourage participation in exercises ✦ Prioritize training needs towards goals and vision
	<p>5.1 c Broaden recruitment efforts to increase diversity, including but not limited to diversity of education and experience.</p> <ul style="list-style-type: none"> ✦ Development of recruitment video (sheriff's office)
	<p>5.1d Encourage recruitment with an eye toward long term mentorship and career development.</p> <ul style="list-style-type: none"> ✦ Develop a strong succession planning program through leadership and mentoring
Objective 5.2 Use long-term budget planning to plan for certain compensation levels to stay stable.	
Strategies	<p>5.2a Promote a merit increase program to promote employee buy-in, initiative, and retention.</p>
Objective 5.3 Improve and constantly re-examine job descriptions to consistently apply standards.	
Strategies	<p>5.3a Re-examine the performance review processes to promote workplace and employee improvement.</p>
	<p>5.3b Assess all job functions in the county and tie them together with defined roles and goals.</p> <ul style="list-style-type: none"> ✦ Identify employees cross-training or job-blending opportunities to position the organization for greater flexibility in the future

Objective 5.4 Increase department collaboration to improve effectiveness.	
Strategies	5.4a Increase coordination among departments to improve collaboration and programming. + Provide opportunities for work session with departments to develop strategies to integrate programming

Goal #6: Promote economic vitality

Objective 6.1 Create and implement a comprehensive economic development plan.

Strategies	6.1a Identify inefficiencies in permitting processes. <ul style="list-style-type: none"> ↓ Assess current system in place ↓ Analyze fee structure to ensure appropriate fees for service ↓ Quality customer services times ↓ Conduct department self-audits regarding all policies and procedures
	6.1b Continue to use state business development programs – enterprise zone (annual evaluation). <ul style="list-style-type: none"> ↓ Increase recruitment of businesses to Crook County

Objective 6.2 Support job development

Strategies	6.2a County investment with EDCO’s regional/community manager (annual job growth report). <ul style="list-style-type: none"> ↓ Increase collaboration with regional counties – develop partnerships ↓ Continue to explore specific ideas for partnering and cost savings to include data collection, analysis, and planning needs
	6.2b Consider adding personnel for a small business research assistant to provide resources to local entrepreneur. <ul style="list-style-type: none"> ↓ Provide assistance in starting and developing new businesses ↓ Provide more platforms for small business owners
	6.2c Support increased training/education for workforce.
	6.2d Support increase manufacturing jobs.

Objective 6.3 Increase County efforts to create a flexible and streamlined environment for business development that eliminates barriers to business recruitment and retention.

Strategies	6.3a Streamline system for citizens for business development.
	6.3b Seek State and Federal support for infrastructure enhancements to create a more business-friendly community.

Objective 6.4 Partner with businesses and organizations.

Strategies	6.4a Work regionally with other cities and counties. <ul style="list-style-type: none"> ↓ Provide GIS and mapping resources (other data sets) to EDCO and Chamber of Commerce (Video poker funds) ↓ Engage stakeholders in the county process ↓ Provide data sets (as available – Confidentiality, HIPAA taken into account) ↓ Promote a positive County image which serves to attract new residents and businesses ↓ Market initiatives that create and advance sports tourism, promote the recreation and leisure industry, and preserve the County’s cultural and historic significance ↓ Support efforts to expand the agriculture business sector
	6.4b Juniper education and governmental subsidies.

Goal #7: Foster lifelong learning, recreational opportunities, culture, and appreciation of our history

Objective 7.1 Support activities and projects that encourage participation in the rich history and culture of the area.

Strategies	<p>7.1a Leverage resources and promote community connectedness through library, historical and extension programs and partnerships.</p> <ul style="list-style-type: none"> ✦ Champion initiatives that encourage family engagement in educational activities within and beyond the classroom
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Objective 7.2 Support activities and projects that support literacy and lifelong learning in residents of all ages.

Strategies	<p>7.2a Incorporate elements of the library strategic plan including improving access, expanding partnership base and identifying and enhancing programming.</p> <ul style="list-style-type: none"> ✦ Expand fair activities ✦ Expand library activities ✦ Provide advocacy to enhance the public perception of the value of education ✦ Support community efforts to increase degree attainment at the secondary and college levels ✦ Encourage partnership between the public schools and public library to increase enthusiasm for educational attainment and enhance educational performance
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Objective 7.3 Support and encourage the youth of our community.

Strategies	<p>7.3a Support increasing the number of children and teens engaged in free or low-cost educational classes and activities during the summer and out of school.</p> <ul style="list-style-type: none"> ✦ Encourage strong partnerships among educational institutions and community partners addressing needs such as workforce development, recreation services, and challenges facing county youth
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Objective 7.4 Support activities and programs that showcase the farming, ranching skills, and heritage of our community.

Strategies	<p>7.4a Support activities and projects that encourage participation in the rich history and culture of the area.</p> <ul style="list-style-type: none"> ✦ Support fair activities ✦ Promote and support lifelong learning opportunities for citizens of all ages, creating a community culture that embraces learning and education throughout life as the foundation for mental health, physical health, and economic vitality
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Objective 7.5 Support and promote the diversity, outdoor, and recreational opportunities that abound in our county.

Strategies	<p>7.5a Promote healthy lifestyles by engaging citizens in health and wellness activities.</p> <ul style="list-style-type: none"> ✦ Provide opportunities to engage citizens of all ages in recreational programs ✦ Collaborate with local municipalities and local/regional trail organizations to support the development of safe pedestrian bicycle, and recreational pathways
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Performance Measures – Report Card Development

GOAL 1	<p>Maintain public trust through efficient, effective, and transparent government with an emphasis on customer service excellence, accountability, and openness of government</p> <ul style="list-style-type: none"> ✦ Public participation in town hall meetings ✦ Facebook participation ✦ Increase in press releases with information about County Services ✦ Volume of positive news stories ✦ Constituent survey ✦ Department goals ✦ Fewer complaints lodged with the County ✦ Increased # of emergency volunteers in emergency preparedness and sheriff's office ✦ Budget planning process, department goals ✦ Status of fund balance, balanced budget reports ✦ Department strategic plans ✦ Customer service training for staff documented
GOAL 2	<p>Encourage community collaboration and partnering</p> <ul style="list-style-type: none"> ✦ Public Participation ✦ Facebook Participation ✦ Consequences for lack of success ✦ Achieve a high level of citizen satisfaction based on surveys ✦ Increased contract services with local government ✦ Increased public participation ✦ Increased expertise ✦ Increased diversity in decision making ✦ Visibility outside of Crook County ✦ Increased funding opportunities ✦ Increased youth involvement ✦ Increased community input
GOAL 3	<p>Provide Safe Communities</p> <p>-Support crime prevention and law enforcement</p> <p>-Enhance public health, safety, and the environment</p> <ul style="list-style-type: none"> ✦ Decreased repeat offenders ✦ Decrease drug offences ✦ Courthouse safety ✦ Decrease response times ✦ Increase in community satisfaction – survey ✦ Decreased accidents – highways ✦ Improved health outcomes ✦ Reports on safety and health outcomes ✦ Report – Road Department improvements ✦ Child abuse rates ✦ Homeless count

	<ul style="list-style-type: none"> ✦ Reports from CDHC/WEBCO – Quality metrics
GOAL 4	<p>Demonstrate wise use and stewardship of our natural resources</p> <ul style="list-style-type: none"> ✦ Crook County water quality data ✦ Crook County air quality data ✦ Cleaner environment ✦ Decrease in noxious weeds ✦ Decreased number of wildfires ✦ County reports - Planning
GOAL 5	<p>Positive work environment with a highly qualified, diverse workforce</p> <ul style="list-style-type: none"> ✦ Track budget and monitor year end ✦ Improved efficiencies – examples ✦ Increased measure of employee involvement ✦ Improved staff morale ✦ Qualified applicants ✦ Update job descriptions ✦ Employee retention
GOAL 6	<p>Promote economic vitality</p> <ul style="list-style-type: none"> ✦ Timing for permit processes, clarification of language ✦ Tax revenue ✦ Legislative monitoring ✦ Building and land use permit data ✦ Net number of new businesses ✦ Constituent survey ✦ Increased employment ✦ Improved relationships with neighboring counties through agreements ✦ Oregon Labor Market Information System ✦ Decreased unemployment ✦ Increase in weekly wages ✦ Increased collaboration opportunities with regional counties
GOAL 7	<p>Foster lifelong learning, recreational opportunities, culture, and appreciation of our history</p> <ul style="list-style-type: none"> ✦ Number of outreach programs, opportunities ✦ Number of press releases and new stories ✦ High school graduation ✦ College degree rates ✦ GED attainment rates ✦ Family participation rates – number of family programs ✦ Youth participation rates in summer programs ✦ Number of educational, community, workforce partnerships

Attachment #1 **Strategic Planning Process and Participants**

The FY15-18 planning process was initiated in the summer of 2015 in response to a shared desire among County leadership to institute a strategic management process where strategic priorities, organizational alignment and performance metrics are part of core management processes. Additional outcomes of the planning process include linking the strategic plan to the budget to ensure resources are more closely aligned to priorities and initiating an organizational conversation about values and goals.

A Strategic Planning Committee consisting of representation from across the county guided the process. The department heads and commissioners started the process with an orientation to Strategic Planning September 9th, 2015. Following the orientation, the County Court developed the goals for the county and a day-long session was held on October 9th, 2015 to develop a draft Strategic Plan. The participants worked to develop values, guiding principles, vision, mission statement, and began work on objectives and strategies. The participants used the recent Crook County Community Survey data and the goals were set by the court as a basis for the decision making process. The session was facilitated by Muriel DeLaVergne-Brown and Scott Willard. The county departments then provided additional feedback and the plan was presented to County Court January 6, 2016.

Participant List- September 9th, 2015

Crook County Department Heads

County Court: Judge Mike McCabe, Commissioner Fahlgren, Commissioner Crawford

Participant List- October 9th, 2015

Bob O'Nea
Casey Daly
Brenda Comini
Jim Hensley
Brian Huber
Bill Zelenka
Angie Gilley

John Gautney
Jeff Wilson
Steve Dougill
Barratt Miller
Camille Woods
Ken Fahlgren

Eric Blaine
Rebekah Burkhardt
Greg Hinshaw
Cheryl Seeley
Seth Crawford
Ann Beier

Attachment #2 **2015 – 2018 Strategic Planning Timeline**

August 2015 – December 1, 2015

Objectives

- Enhance department focus, integration & unification
- Promote trust in working relationships
- Approach service delivery with creativity, energy, and optimism
- Achieve department synergy
- Establish a vision-driven, re-energized organization
- Deliver a strategic planning document and implementation strategy for key objectives

Dates in parentheses below are projected dates by which the task is to be accomplished.

August 2015: Planning to Plan

- Select steering committee (8/19/15)
- Develop objectives (8/19/15)
- Establish projected timeline (8/19/15)
- Determine Strategic Plan organization (8/19/15)
- Schedule Department Head Meeting

September: County Court
Goal Statement

- Steering Committee Meeting – approve agenda (TBD)
- Meet with County Court to develop Goals (TBD) and plan sections (Completed)
- Approve materials to send to department heads for Department Head Meeting
- Strategic Planning Presentation at Department Head Meeting
- Community Survey Development and Implementation

October 9th, 2015 – Broughton Room (Library) 9 - 3
Building on the Present
SWOT/AR – Move to the Future
Strengths, Weaknesses, Opportunities, Threats, Aspirations, Results

- Steering Committee Meeting (TBD)
- Strategic Planning Day – October 9th, 2015
- Gap Analysis
- Identifying risks and trends
- Department Heads/Court to develop County Vision, Mission, and Guiding Principles

- o *Vision*
- o *Mission*
- o *Articulation of core values*
- o *Development of Strategies*

November

- Steering Committee (TBD) – Choose section based on October Meet
- Strategic Work Group: Work on goals, objectives and recommendations
- Review of strategic plan draft; group editing
- Planning for contingencies
- Looking toward implementation: identifying barriers
- Communication: providing time for review and input
- Review, reflection, modification

December – Draft Plan Completed – Move to next steps

Community Input
Implementation/Review/Budget

- Completion of Plan – January 1, 2016
- Presented to County Court – January 6th, 2016
- Yearly Annual Report – June 2016, 2017, 2018
- Update Strategic Plan – 2018 for 2019 – 2021 Plan

Attachment #3



Attachment #4 – Summary of County Mandates

Department	Mandate - Source
County Administration	Public Meeting Law - State of Oregon
Fairgrounds	Public Meeting Law - State of Oregon Board of Directors - State of Oregon ORS 565.010 - 565.240
Public Health	HB3100 Modernization of Public Health - Creating new provision and amending: ORS 30.302, 109.610, 124.050, 146.065, 146.075, 169.040, 179.505, 222.850, 401.657, 403.115, 411.435, 414.150, 414.157, 414.153, 417.827, 418.325, 418.747, 418.785, 4198.005, 426.070, 426.170, 426.335, 430.735, 430.920, 431.110, 431.120, 431.150, 431.157, 431.170, 431.180, 431.195, 431.260, 431.330, 431.335, 431.340, 431.380, 431.385, 431.412, 431.414, 431.415, 431.416, 431.418, 431.440, 431.510, 431.520, 431.550, 431.705, 431.715, 431.966, 431.990, 432.035, 433.001, 433.060, 433.090, 433.128, 433.235, 433.323, 433.442, 433.750, 433.860, 435.105, 435.205, 441.061, 441.630, 442.485, 443.005, 446.310, 446.425, 448.100, 448.150, 448.170, 451.435, 452.010, 453.322, 459.385, 466.605, 468.035, 468.060, 475.309, 570.880, 609.652, 624.005, 624.510, 659A.250, 689.605 and 700.025 and section 16, chapter 418, Oregon Laws 2011; repealing ORS 431.345, 431.375, 431.480 and 431.
IT/GIS	Support Department - Support Mandates of other departments GIS - Update addresses, road information within 48 hours (911 dispatch) Record retention ORS Public Notice - Sensitive timelines HIPAA and CJIS rules, IT Backup rules
Law Enforcement	ORS: Maintain a jail for inmates Provide civil services within the county Maintain files for offenders CHL Issuance Criminal Patrol Criminal Investigation Search and Rescue Emergency Management Parole and Probation Fingerprint Services Warrant Services
Assessor	ORS 308.210 - Adequate Staffing to assess all property in the county ORS 308.232 - Value all property at 100% FMV each year Article 11; section 11 of Oregon Constitution - Determine maximum assessed and assessed value - adequate staffing ORS 309.200 - Ratio Study for Department of Revenue ORS 311.115 - Certify Tax Roll for the Tax Collector in the County ORS 308.010, 308.057, 308.059 - Education - requires four appraisers and the assessor to maintain educational requirements or lose certification. All current requirements are met.
District Attorney	As mandated by law - Chapter 8 - Court Officers and District Attorneys
Juvenile Department	As mandated by law - Chapter 419A, 420 - Juvenile Code: General Provisions and Definitions
Road Department	As mandated by law - Chapter 368 - County Roads
Other County Departments	As mandated by law and Statute