

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: July 22, 2025

Approx. Start Time: 2:00 pm

Approx. Length: 30 min

Presentation Title: *Performance Clackamas* 2025-2030 Strategic Plan and 2025 Board Working Agreements

Department: County Administration

Presenters: Gary Schmidt, County Administrator

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Board adoption of the *Performance Clackamas* 2025-2030 Strategic Plan and the 2025 Board Working Agreements.

EXECUTIVE SUMMARY:

The Board of County Commissioners held a retreat on June 24-25, 2025 to discuss and update the Board's *Performance Clackamas* strategic plan. During the retreat, a draft Board strategic plan was created for 2025-2030 (see Attachment A).

Additionally, the Board held a team building retreat in March 2025, affirmed in June 2025, and developed the draft 2025 Board Working Agreements (see Attachment B).

Today, the Board is asked to review the draft strategic plan and board working agreements for final adoption.

After adoption, department implementation teams will be created to develop specific strategies, monitor progress and provide regular updates on implementation to the Board. The Board requested an opportunity to invite the retreat facilitators back for a 6 month check in.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? ☐ YES ☐ NO

What is the cost? \$ Unknown Costs

What is the funding source? Depends on the project

STRATEGIC PLAN ALIGNMENT:

Public Trust Through Good Government

LEGAL/POLICY REQUIREMENTS:

PUBLIC/GOVERNMENTAL PARTICIPATION:

Prior to the Board retreat, consultants held 5 focus groups with a variety of invited stakeholders representing local cities, businesses, regional leaders and County department staff and hosted two public forums in Oak Grove and Sandy. PGA created a survey soliciting online feedback as well.

OPTIONS:

Strategic Plan

1. Adopt the *Performance Clackamas* 2025-2030 Strategic Plan as presented.
2. Adopt the *Performance Clackamas* 2025-2030 Strategic Plan with modifications.
3. Direct staff to do additional work and come back for future consideration.

Working Agreements

1. Adopt the 2025 Board Working Agreements as presented.
2. Adopt the 2025 Board Working Agreements with modifications.
3. Direct staff to do additional work and come back for future consideration.

RECOMMENDATION:

Strategic Plan

Staff recommends Option 1: Adopt the *Performance Clackamas* 2025-2030 Strategic Plan as presented.

Working Agreement

Staff recommends Option 1: Adopt the 2025 Board Working Agreements as presented.

ATTACHMENTS:

Attachment A: Draft Clackamas County *Performance Clackamas* 2025 Strategic Plan.

Attachment B: Draft 2025 Board Working Agreements

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact _____ @ 503-_____

Clackamas County *Performance Clackamas* Strategic Plan 2025-2030

*Yellow highlights offer target date completion. Blue, underlined track changes reflect staff suggested edits to goal language.

Safe, Secure and Livable Communities

- *Affordable Housing:* By 2030, 900 affordable housing units will be developed, including an emphasis on the senior population and underserved parts of the County.
- *Jail:* By 2028, based upon best practices, the County will complete preliminary design concepts and estimates for a new Clackamas County Jail.

Vibrant Economy

- *Available Land for Business Development:* By 2028, in conjunction with our communities and ~~community~~ partners, the County will work to ~~expand~~ increase available land to retain, expand and recruit new businesses.
- *Development Process:* By 2028, the County will conduct a review of all development ~~and~~ regulatory processes to ~~ensure we are reducing~~ minimize burdens ~~and,~~ providing ~~the best an~~ effective and timely permitting process for the community.
- *Childcare:* By 2027, in conjunction with our communities and community partners, the County will develop strategies to retain, expand and recruit new childcare ~~providers~~ opportunities.

Strong Infrastructure

- *Sunrise Corridor:* By 2030, funding for the next phase of the Sunrise Gateway ~~Multimodal~~ Corridor Hwy 212 project improvements will be committed from federal, state, regional and local funding sources.
- *Transit:* By 2027, the County will provide a plan assess options for what efficient, accessible and affordable transit looks like in Clackamas County.

Healthy People

- *Recovery Oriented System of Care (ROSC):* By 2027, the County will continue to address homelessness, mental health and substance ~~abuse~~ disorders through the completion and operations of the Clackamas County Recovery Campus.

Public Trust in Good Government

- *Best Practice Governance:* By 2026, convene a review committee to evaluate best practice county governance models.

- Communications and Engagement: By 2026, through the development of a strategic communications and engagement plan, the Clackamas County community will experience greater transparency and accountability from their County government.

DRAFT

Working Agreement for County Board of Commissioners

Purpose & Commitment Statement

We commit to serving our community with integrity, transparency, and collaboration. This agreement ensures open communication, constructive problem-solving, and a shared focus on the public good. By fostering trust, accountability, and respect, we strengthen our ability to lead effectively and work together for the community's best interest.

1. Commit to Collaborative Discussion & Clear Communication

- Engage in open, respectful dialogue and actively listen to all perspectives.
- Avoid blindsiding colleagues; provide necessary information ahead of discussions.
- Use clear, concise language and ask clarifying questions when needed.
- Strive for open and free discussion that is constructive and solutions-focused

2. Manage Conflict Constructively

- Address issues directly and professionally to prevent escalation.
- Focus on the problem, not the person—challenge ideas, not individuals.
- Avoid artificial harmony—disagreements are necessary for progress.
- Respect requests for short recesses to allow for refocusing.
- Focus on moving forward rather than dwelling on past grievances.

3. Focus on the Best Interest of the Public

- Align messages on key issues to ensure clarity and consistency.
- Designate an appropriate board spokesperson for official statements.
- Seek common ground and be willing to compromise when necessary.
- Base decisions on facts, data, public input and the needs of the community.

4. Foster a Culture of Accountability & Clarity in Roles

- Clearly define and document individual board roles and responsibilities.
- Take ownership of commitments, communicate, and follow through on assigned tasks.
- Hold each other accountable while maintaining a spirit of collaboration.

5. Build Trust & Foster Mutual Support

- Assume positive intent and give colleagues the benefit of the doubt.
- Show humility, acknowledge mistakes, and extend grace when others make them.
- Prioritize team success over individual wins.

6. Run Efficient & Productive Meetings

- Stick to an agenda and ensure meetings are structured and purposeful.
- Give each person equal opportunity and time to contribute.
- Regularly review progress and adjust strategies as needed.