

TASK ORDER 3
PORTLAND STATE UNIVERSITY
TILLAMOOK COUNTY

PROJECT: Situation Assessment

This Task Order supplements the Intergovernmental Agreement for Professional Services (“Agreement”) entered into between Portland State University and the AGENCY. The parties agree that the Agreement is hereby supplemented as follows:

Description of Services:

1. Background

In April 2023 Tillamook County engaged the Center for Public Service (CPS) at Portland State University to help the County develop a Strategic Plan. An Intergovernmental Agreement (IGA) describes general terms and conditions, but the County and CPS negotiate the details of the *scope of work* incrementally during the project and memorialize their agreements in *task orders*.

Task Order 1 (April to July) was for a preliminary assessment of County data and an agreement on an outline of and process for developing a Strategic Plan. The subsequent tasks are organized round the outline of the Strategic Plan that this project will create.

Situation Assessment (Task Order 2: completed, October 3)

Vision, Mission, and Values (VMV); Focus Areas (Task Order 3: described in this document)

Priority Actions, by Focus Area (To be specified later in Task Order 4)

Strategic Plan: Write, Discuss, Amend, Adopt (To be specified later in Task Order 4)

This task order is consistent with the agreed upon outline for the Strategic Plan, and with several earlier discussions between the County and CPS about the main tasks of the work plan.

2. Roles of CPS and the County

Several categories of activities that are common across tasks and task orders, and CPS and the County play different roles in completing those activities. An appendix at the end of this document describes those roles.

3. Task Order 3, Work Plan for Vision, Mission, Values/Principles; and for Focus Areas

The work on Vision, Mission, Values/Principles (VMVP) and Focus Areas (FA) can occur simultaneously. The logic of the Strategic Planning process started with a **Situation Assessment** (completed, TO2). That assessment is the basis for identifying future goals: things the County wants to change to improve quality of life in the county in the future. It describes past current, and potential future Strengths Weaknesses, Opportunities, and Threats (SWOT).¹ Thus, the bulk of the work in TO3 is not the collection and quantitative analysis of data, but the discussion and qualitative analysis of data already summarized in TO2.

The results of TO2 are the primary basis for making evidence-based decisions throughout the rest of the strategic planning process. The Situation Assessment informs discussion, evaluation, and decisions about:

- **Vision, Mission, Values/Principles.** The County wants a vision of a future that improves on its current situation; a vision that reduces certain problems, takes advantage of potential opportunities, and reduces risks. It wants to stretch the County organization to make progress toward something better, but

¹ See draft of what will be an appendix to the Strategic Plan: *Draft Situation Assessment, Task Order, 24 Oct 2023*.

it does not want something so different from its current situation that the odds of achieving the vision are depressingly small and demotivating.

- **Focus Areas.** FA is short for “Categories of topics where the County believes it has significant challenges or opportunities that merit the special attention of the Board and Staff in the next few years.” The Situation Assessment, by identifying problems and opportunities, is the starting point for creating focus areas. In some cases, a FA category derives directly from an evaluation and identification of a problem or opportunity. In others, the focus area can be inferred after some discussion. FAs are an intermediate goal for the Strategic Plan. They are “buckets” that will be used to hold and organize the specific actions that will ultimately be described in the Strategic Plan.

Thus, the work plan below is organized to address those two elements of the Strategic Plan. In addition to a task for each of those two elements, the work plan for TO3 has (1) a supporting task related to organizing for work to be conducted in Task Order 4, and (2) a task for a final Work Session with the Leadership Team on the results of the previous three tasks. The next sections discuss the four tasks for Task Order 3 that will occur between late November and the end of January.

Task 3.1: Vision, Mission, Values/Principles

CPS did preliminary work on VMVP as part of TO2, Situation Assessment. At Work Session 2 at the end of October CPS (1) made a presentation on VMVP concepts (purposes, definitions, example language), and (2) facilitated an exercise at which the LT developed preliminary language for VMVP. At Work Session 2 the LT agreed to form a committee from LT members, with some members invited from the public (in particular, from the County’s Future Vision Committee, or from co-producers of County services). In other words, a lot of ground-work has already been done on VMVP in TO2, and it will be the foundation and starting point for the final work that will occur in TO3.

The main subtasks:

- **Formation of VMVP Committee.** This is a County task. CPS recommends a committee of at least four and no more than eight people, with at least 50% being members of the LT. Complete before the end of November at the latest.
- **Preparation of materials for VMVP Committee kickoff meeting.** This is a CPS task. CPS will produce a short memo with supporting materials that gives background material on VMVP, including (1) definitions and concepts, (2) examples from other jurisdictions, and (3) the results of the VMVP exercise from LT Work Session 2 (30 October). Complete before the end of November.
- **Work of the Committee: meetings and document with VMVP recommendations for LT consideration at Work Session 3.** This is a joint task of the Committee (meetings; identification and discussion of key VMVP; decisions; summary document) and CPS (Terry Moore advising the Committee at meetings and Committee Chairperson via phone calls). The Committee will meet at least twice, in person. Terry Moore will attend part or all of those meetings by Zoom (exact role to be determined with Chairperson as part of previous subtask). Moore and the Committee Chairperson should have agreement by early December on Committee products, schedule, meeting times, meeting procedures, the level of participation for Moore at the meetings, and other items related to Committee activities. The Committee should have a summary document with its recommendations on VMVP by January 5.
- **Incorporation of Committee report into materials for Work Session 3.** This is a CPS task. The meeting is tentatively scheduled for January 15. Material would be sent to the LT by around January 11.

Task 3.2: Focus Areas

At Work Session 2 (Oct 30), the LT agreed to create an LT committee for VMVP. It did not, however, create a parallel LT committee to develop recommendations on Focus Areas. Task 3.2 assumes that there will be no LT Committee for FA, and that CPS will do most of the work to develop materials about FA for the LT to consider at its Work Session 3 in January.

The task is not to recommend actions for the Strategic Plan: that happens later in TO4. Rather, it is to create, discuss, and get agreement on the 3 to 6 headings (labels for “buckets”) that will be used to organize the work on actions in TO4. The discussion and agreement will occur in subtask 3.3, Work Session 3 (below). Thus, subtask 3.2 has only to create some options for Work Session 3 and write them in a short memorandum (2 – 5 pages).

CPS already has a lot of the information needed to do that:

- The draft Situation Assessment
- The email survey of LT members done in October
- The LT discussion and results of the exercise on SWOT at Work Session 2 (30 Oct 23)
- The experience of CPS staff with other strategic plans developed by local governments (e.g., What focus areas show up a lot?).

To conform to the County’s request that the Strategic Plan not be exclusively the top-down work of consultants, but instead have a lot of work by the Leadership Team in developing VMVP, FA, and Actions, CPS’s memo will give some options for FA categories that the LT can consider and then select from. It will also, however, jump ahead toward Task 4, Actions. It will help explain each FA category by listing *potential actions* under each category as examples. Most of these examples have already been surfaced and discussed by the LT in the draft Situation Assessment, the email survey of LT members, and the LT exercise at Work Session 2.

To increase the chances that FA categories presented by CPS at Work Session 3 will make sense to the Leadership Team, CPS will send a draft of its memorandum to Chief of Staff Hagerty and Commissioner Skaar by Dec 19 (earlier if possible). They will review and send comments to Terry Moore (email or phone call, as they choose) by Dec 22. Moore will adjust his memo as appropriate, and it will be part of the material sent to the LT in advance of Work Session 3.

Task 3.3: Preparation for Task Order 4

The County asked CPS for some specific assistance in Task Order 4:

- Conducting outreach. The County wants CPS to design and implement to all County staff, stakeholders, and the public.
- Identifying and evaluating potential actions. County staff lack time to lead this process or conduct analytics. The County wants CPS to do that work.

Conducting outreach

TO3 runs from the end of November to the end of January. The winter holiday season is not a good time for outreach. The program and any surveys could not be designed until after mid-December; implementation could not begin until the end of the first week of January; Work Session 3 is scheduled for 15 January. Trying to complete the outreach as part of TO3 is too tight a schedule.

What CPS can do, with some assistance from the County, is a lot of the design work. That design includes the following activities:

1. *CPS/County phone conversation(s) re objectives, outcomes, audiences, formats, schedule, budget.* CPS staff have done a lot of outreach and survey work. More outreach takes more time and budget. CPS would like direction from the County Commissioners on the scope of the outreach, and the Commission would like its direction informed by information from CPS on possible activities, outcomes, and costs. Complete by mid-December.
2. *Draft scope of work for outreach.* Based on the results of the previous activity, CPS will prepare a draft design for outreach (essentially a scope of work: what gets done, by whom, by when, at what cost). CPS will give that draft to the Commissioners and Chief of Staff for comment in early January, and they will give comments to CPS by around 10 January (in advance of the Work Session 3).

3. *Agreement on scope of work for outreach.* CPS will amend the draft scope based on comments received. That draft will be the basis for a task on *Outreach* in Task Order 4.

Identifying and evaluating potential actions

Critical to the development of the Strategic Plan is the process by which actions will be identified, developed, and evaluated in Task Order 4. In developing Strategic Plans for other local governments, the CPS team members have often used senior staff to develop the action plans. Moreover, the County has stated its preference for the LT to be involved in the creation of the elements of the Strategic Plan. but both CPS and the County recognize that staff capacity and availability are limited. Thus, for the Tillamook Plan, the County asks that CPS lead that work.

CPS believes some preparation on that topic is needed as part of TO3. The preparation will cover two related topics:

- *The scope of work for identifying and evaluating potential actions.* The issues and activities here are the same as the ones for creating a scope of work for outreach:
 - There are many reasonable options, with differences in total level of effort, who is involved, desired level of detail and analysis, cost, and timing.
 - CPS will lead the effort, but will look for direction from the Commission, and will provide the Commission with information to help create that direction. The phone meetings with the Commission on Outreach can be the same ones at which we discuss Actions. Complete by mid-December
 - Based on the results of the previous activity, CPS will prepare a draft work plan for Developing Actions, the County will review and suggest amendments, CPS will create a final work plan, the County and CPS will agree on the work plan by mid-January, and the work plan will be the basis for the part of Task Order 4 that CPS will create at the end of January.

The intent is to have final drafts and agreement (or be close to agreement) on the Action and Outreach tasks of Task Order 4 by the time CPS comes to Tillamook for Work Session 3. Any final adjustments can be made then, and CPS will use the memos as a basis for its creation of Task Order 4 (which will address the development of Actions and Strategic Plan Document), starting in February. .

Task 3.4: Work Session 3

A task that is common to all task orders is summarizing, discussing, and making decisions about work plan elements at a Leadership Team Work Session at the end of a task order.

The two memoranda from Tasks 3.1 and 3.2—one for VMVP and one for Focus Areas—will be given to the Leadership Team before Work Session 3. They will be the basis for discussion and decision making exercises that CPS will facilitate at the Work Session. After the Work Session CPS will incorporate its results into the materials on VMVP and FA, and those materials will be the basis for writing drafts of Chapter 3 and part of Chapter 4 in Task 4.

In TO1 and TO2 CPS used a two-part agenda: the bulk of time was allocated to a discussion of work completed on tasks described in the task order, but some time was spent on a preview of the work in the task order that was to follow. The purpose was to get some preliminary direction on the work to be done in that following task order. For Work Session 3, the two main tasks of Task Order 4 (develop actions and write the Plan) have already been covered with the LT. The memorandum of FA will contain many examples of potential actions; CPS has presented the outline of the Strategic Plan document many times. The agenda will not, therefore, cover the basics of what Actions are, but will focus on getting agreement on the process that will be used to develop and evaluate Actions (which ties to work done in Task 3.3 above). Also at Work Session 3: sign-off on the table of contents and format for the Strategic Plan.

Work Session 3 will be scheduled for three hours and will be attended and facilitated by Terry Moore and Mike Gleason in Tillamook County. It is tentatively scheduled for 15 January 2024.

Summary of Work Plan

| | |
|-----------|---|
| Schedule: | November – January |
| Meetings: | VMVP Committee: 2 online meetings attended by Terry Moore TO4 Prep: 2 online meetings with Commission & Moore / Gleason Work Session 3 (on site): attended by Terry Moore and Mike Gleason |
| Products: | Materials for first meeting of VMVP Committee. Materials for Work Session 3. Memoranda with working drafts of VMVP and Focus Areas (these drafts will be discussed, amended, and tentatively approved with amendments at Work Session 3, and will be the basis for Chapter 3 and part of Chapter 4 of the Strategic Plan). Memoranda with scope of work for Outreach and Developing Actions in TO4. |

Other:

Appendix: Roles of CPS and the County

Several categories of activities that are common across tasks, and CPS and the County play different roles in completing those activities:

- **Project management.** Both CPS and the County have roles, which are mainly played by the CPS project manager (Terry Moore) and the County chief of staff (Rachel Hagerty). It is ultimately their responsibility to manage the process to a successful conclusion. Key to that management is (1) an agreed upon work plan that describes products, tasks, schedule, and budget (as described in this Task Order); and (2) a commitment from the Board, Leadership Team, and CPS to work to stay on the schedule.
- **Research (data and analysis).** The Strategic Plan will make decisions about priorities for County resources. To do so requires information about issues (opportunities and challenges) and potential and likely benefits and costs of actions to address them. CPS did substantial research in Task Orders 1 and 2 of this project. Other research that will follow in Task Order 4 are surveys of the Leadership Team and of key County partners / stakeholders. The County has also requested that CPS lead the research on Developing and Evaluating Plan Actions in TO4. Any additional research related to issues specific to County departments would be primarily the responsibility of County staff unless otherwise specified in a task-order amendment or new Task Order. CPS would assist in the design and high-level management of staff involvement.
The Strategic Plan will focus on what issues need attention, and on direction on the type of attention. Most of the work on the details of how to address the issues, including the development of a work plan for addressing each issue, will be done by staff (and consultants if desired) *after* the Strategic Plan is adopted (e.g., in 2024 and beyond).
- **Communication and engagement with stakeholders and the public.** CPS memos (27 July and 10 Aug) explained reasons for recommending only basic public communication in the first half of the project (notice of Board meetings; a website that keeps updated information about the Strategic Planning process), special outreach later (e.g., survey of partners; public meeting on Plan focus areas and possible Plan actions), and standard public engagement practices for Board meetings on the draft and final plan.
- **Organization and facilitation of commission / leadership team work sessions and decision making meetings.** Each of the main tasks of the work plan ends with a work session with the Commissioners and Leadership team. For each work session CPS would (a) prepare a double agenda to review, discuss, and make decisions on issues described in a memorandum sent in advance of the meeting, and (b) present an overview of the next task order (work to be done by CPS, staff, and Leadership Team before the next work session; decisions that will be made at the next work session). CPS staff will facilitate work session presentations, activities, and discussion.
CPS and the County project managers may agree on the desirability of an additional meeting or two, but those would be virtual or would require an amendment to Task Order 2 to cover time and expenses.
- **Writing interim and final reports.** CPS has the responsibility for the writing and final formatting of the Strategic Plan. The County has the responsibility to review, suggest changes, and ultimately approve (a) the organization and format design before the end of Task 3, and (b) the Plan content in Task 4.

Delivery Schedule:

Schedule: November – January
 Meetings: VMVP Committee: 2 online meetings attended by Terry Moore
 TO4 Prep: 2 online meetings with Commission & Moore / Gleason
 Work Session 3 (on site): attended by Terry Moore and Mike Gleason

Cost:

Payment for services provided under the terms of this Task Order shall not exceed \$32,169 based on the following budget table.

| Task Order 3 | Moore | Gleason | GRA | Graphics | Travel Exp | | |
|---|-------|---------|-----|----------|------------|----------------|-----------|
| \$ / hour | 198 | 198 | 80 | 32 | NA | Totals by Task | |
| Tasks and Subtasks | Hours | | | | | Hours | \$ |
| 3.1 Vision, Mission, Values, Principles | 40 | 4 | | | | 44 | \$ 8,712 |
| 3.2 Focus Areas | 36 | 4 | | | | 40 | \$ 7,920 |
| 3.3 Preparation for Task Order 4 | 30 | 12 | 8 | 8 | | 58 | \$ 9,212 |
| 3.4 Work Session 3 | 20 | 10 | | | \$ 385 | 30 | \$ 6,325 |
| Totals | 126 | 30 | 8 | 8 | | 172 | \$ 32,169 |

Project Contacts:


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Other:

IN WITNESS HEREOF, the parties have duly executed this Task Order effective the date of last signature:

PORTLAND STATE UNIVERSITY

DocuSigned by:

 By: _____
 Center for Public Service Director
 11/22/2023
 Date: _____

AGENCY

Name: _____
 Title: _____
 Date: _____

By: _____
 Portland State University Contracts Officer
 Date: _____

