



# Jefferson County Board of Commissioners Strategic Planning Session

May 22, 2023



# Agenda

- ▲ Review Environmental Scan
- ▲ Review the County's Mission Statement
- ▲ Review the County's Vision Statement
- ▲ Review Core Values/Develop Guiding Principles
- ▲ Develop Strategic Priorities
- ▲ Develop Strategic Goal Statements





# Guidelines for Effective Participation

1. Speak from your own perspective using “I” statements.
2. Respect others’ viewpoints while listening respectfully and intently.
3. Stay focused on the discussion at hand.
4. Ask questions.

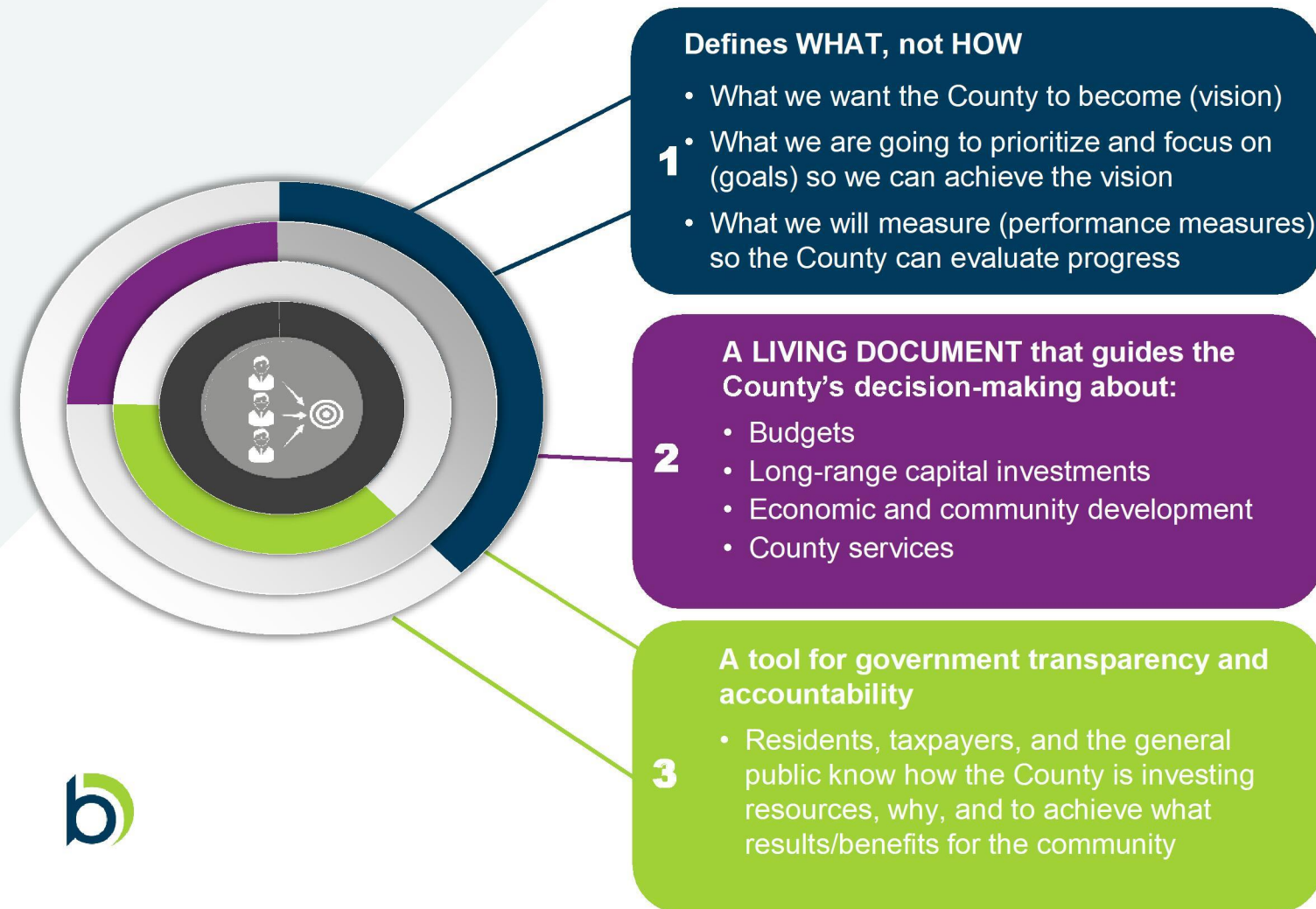


# Strategic Planning Process





# Planning Process: What is a Strategic Plan?



The Strategic Plan defines **WHAT** the County will prioritize and focus on.

**HOW** the County carries out its strategy to reach the vision, priorities, and goals is defined in an **implementation plan**.

This implementation plan is developed by staff **AFTER** the Strategic Plan is complete.

# Planning Process: Plan Development



## Board

- Mission Statement
- Vision Statement
- Core Values/Guiding Principles
- Strategic Priorities
- Strategic Goals



## County Leadership

- Current and Future State
- Strategic Objectives
- Performance Measures

### The North Star Vision

The **North Star Vision** serves as a unifying focal point for an organization's long-term achievement. It must be clear enough for stakeholders to know what they are working towards and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

# What's An Environmental Scan...and Why Does It Matter?



Identify potential opportunities, challenges, and trends that can drive the County's focus and effectiveness.



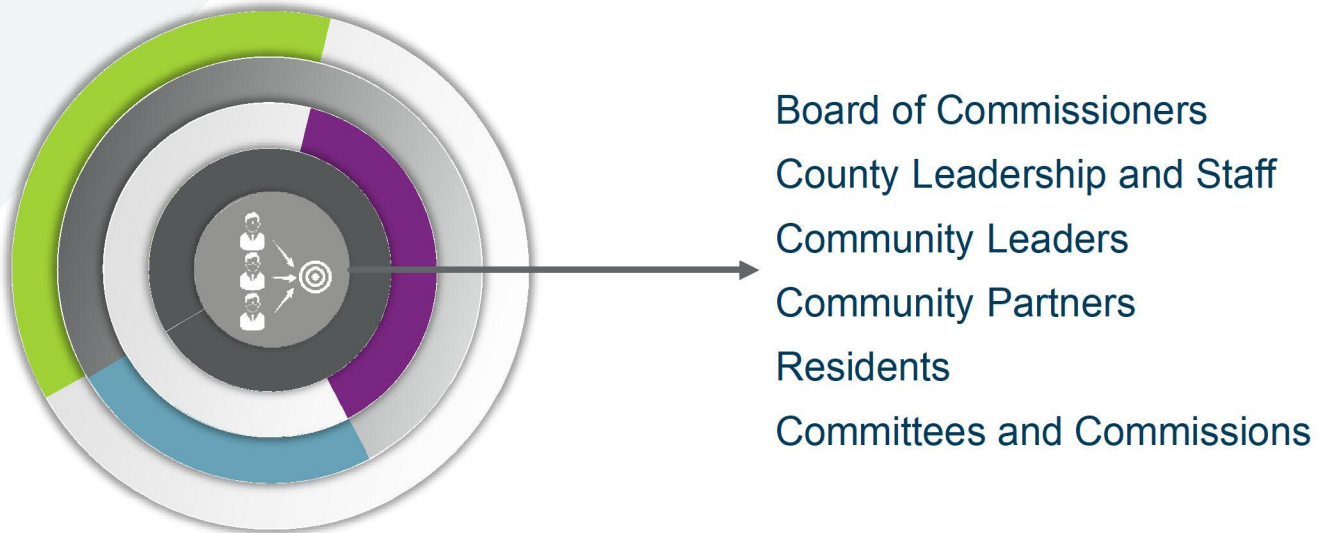
Provide everyone involved in strategic planning with a shared understanding of the County's current environment.



Help County leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.



# Environmental Scan Approach



- ✓ Interviews with diverse stakeholders
- ✓ Social Pinpoint Community Engagement Platform
- ✓ Employee survey and Employee focus groups
- ✓ Reviewed other County documents



## Open Discussion Question:

*Which Words Best Describe Jefferson County?*





# What's on your mind Jefferson County?



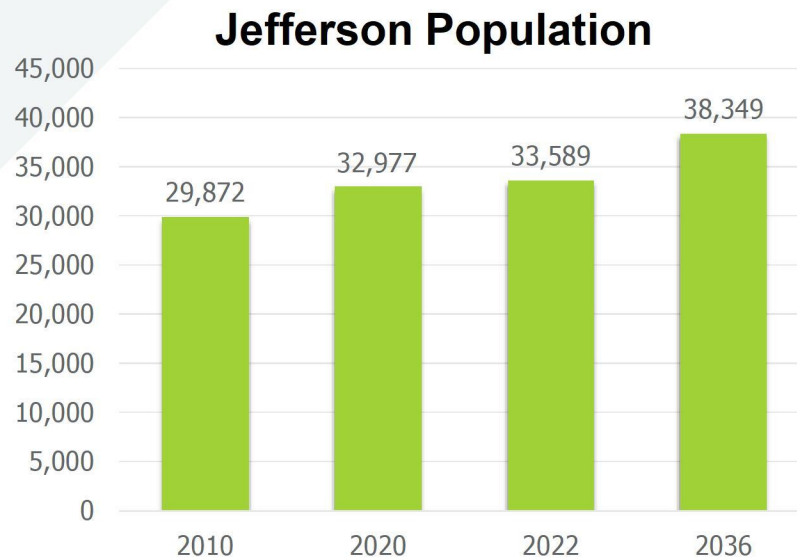
Source: 2023 Social Pinpoint Site



# Jefferson County Community Profile



# About Jefferson County



Source: U.S. Census Bureau, 2010 and 2020 and Washington State Office of Financial Management (OFM) for period 2016-2036.



**\$57,693**  
Median Household  
Income



**\$362,300**  
Median Home  
Value



**96.1%**  
High School  
Graduate or Higher

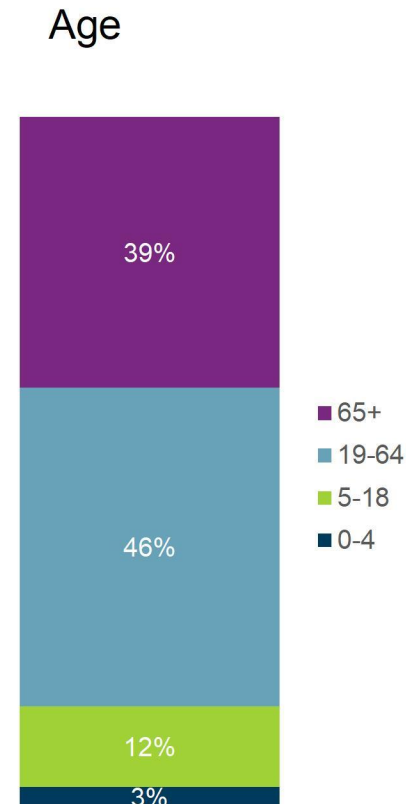
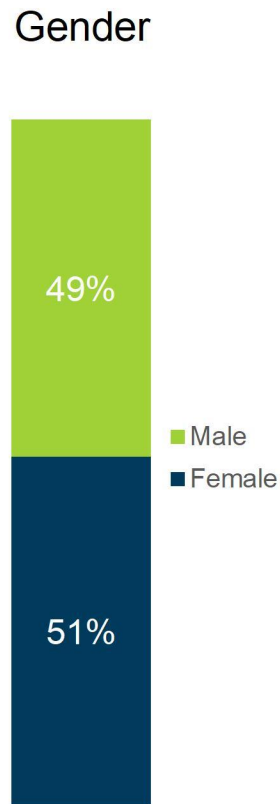
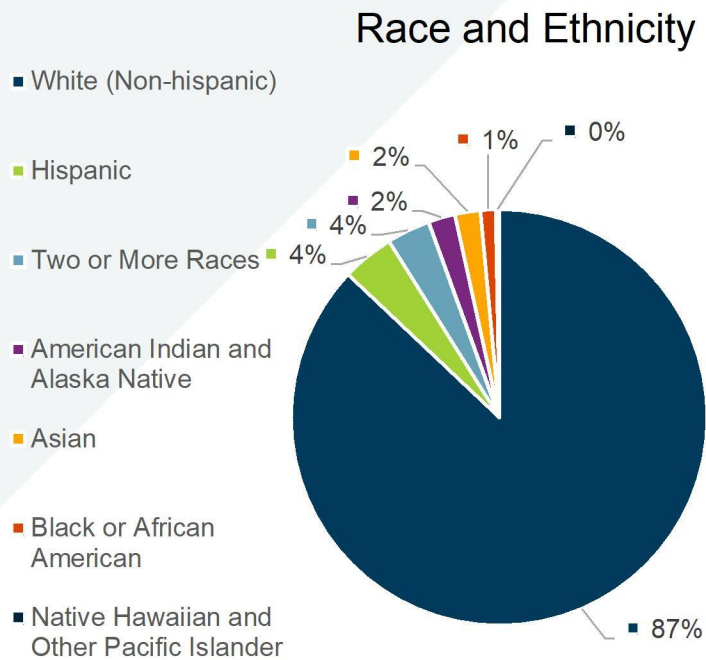


**11.2%**  
Residents in  
Poverty

**21.6%**  
Children in  
Poverty

Source: U.S. Census Bureau, 2020 and Datausa.io, Jefferson County, Children in Poverty 2020

# Demographics: Race and Ethnicity, Gender and Age

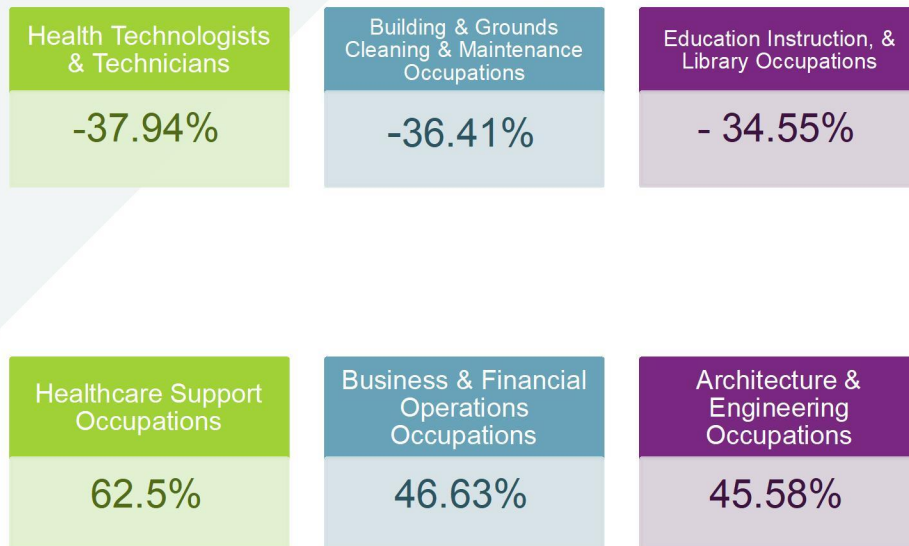


Source: U.S. Census Bureau, 2020 Census

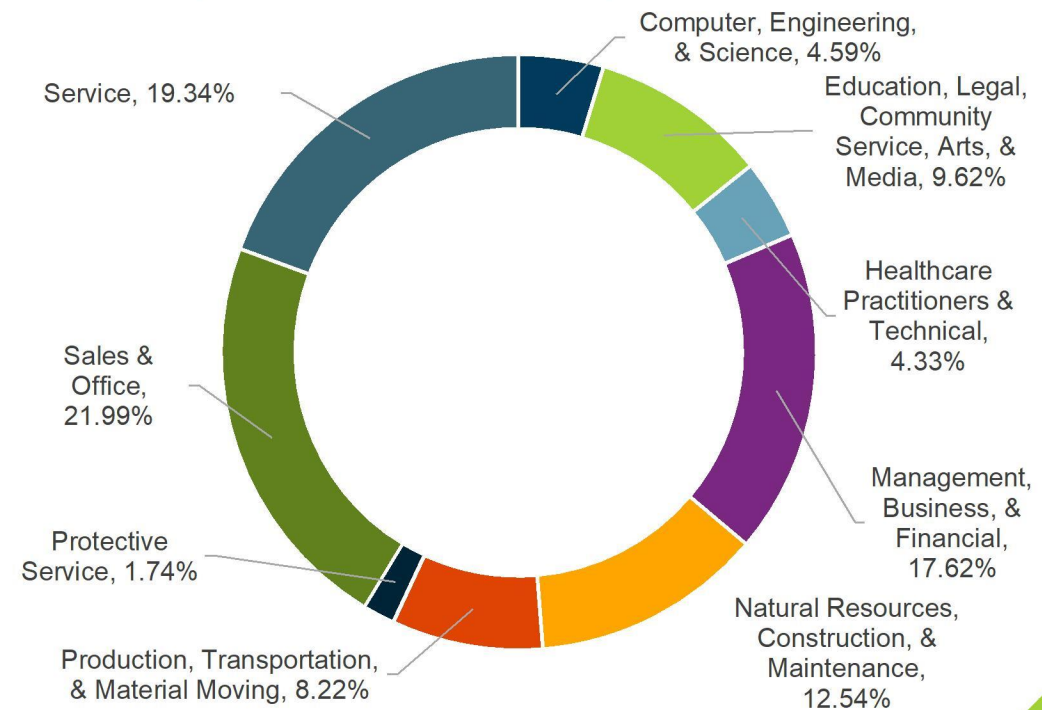


# Employment and Economy

## Workforce Growth



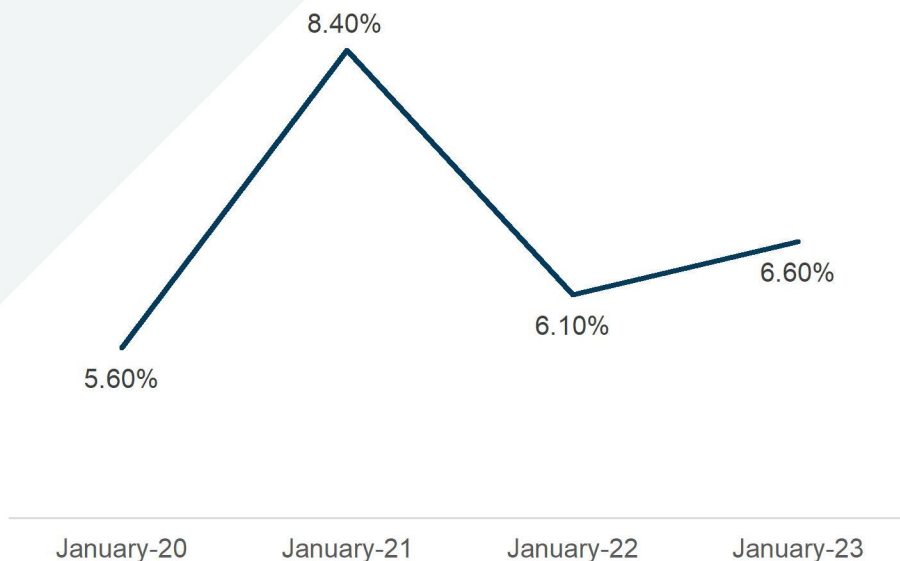
## Employees Per Industry



Source: Datausa.io, Jefferson County, Employment Occupations 2019 to 2020

# Employment and Economy

## Unemployment Rate



Source: Washington State Employment Security Department, Labor area summary

## Wages and Income

- 8,640 Jobs covered by the unemployment insurance system with a payroll of over \$393 million.
- \$45,522 Average annual wage. Below the state's average of \$76,801.
- \$24.61 Median hourly wage. Less than that of the state's median hourly wage at \$29.28.

Source: Washington State Employment Security Department, Jefferson County Profile, 2020



# Quality of Life in Jefferson County



19,293 housing  
units

Median gross rent  
\$1079

Median gross  
owner costs with  
mortgage \$1,672

1,010 Total  
Employer  
Establishments

42.8% in civilian  
labor force

Households with a  
broadband Internet  
subscription  
87.7%



Source: U.S. Census Bureau, 2020 Census, data from 2017-2021



## Quality of Life in Jefferson County

- 5<sup>th</sup> Best Counties for Outdoor Activities in America (2,767)
- 3<sup>rd</sup> Best Counties for Retirees in Washington (36)
- 9<sup>th</sup> Healthiest Counties in Washington (36)



Source: Niche.com

## Community Perspectives



# Analysis of Stakeholder Input

- All individual stakeholder input and survey responses were compiled, analyzed, and coded by theme.
  - A response, idea, or comment had to be mentioned multiple times in order to be listed as a theme.
  - Themes are identified as possible strategic priorities for Board consideration.
  - All specific ideas for improvements have been captured for consideration. These area will be presented to the Board and County staff as strategies and actions to support the vision and strategic goals developed in the planning process.





# Social Pinpoint Site

4127

Total Visits ⓘ

1504

Unique Users ⓘ

1:44

Avg Time (min) ⓘ

280

Unique Stakeholders

111

Comments



[County website](#)

[Previous Strategic Plan](#) 

## Jefferson County Strategic Plan

Welcome to the community engagement webpage for Jefferson County's next strategic plan, which will lay out goals and objectives for the long term. This plan's success depends on input from people like you – who know and love Jefferson County, and have a vested interest in making it an even better place going forward. To make the Jefferson County Strategic Plan work we need YOU! Please complete the survey, give us your thoughts on the "Ideas Wall," or post on the forum. Come back here to get updates about the process and community forums.



### We need your input!



#### Share your ideas

Dive into big topics, letting us know what you think Jefferson County should focus on – and how.

[Leave a comment](#)



#### Take a brief survey

Let County leaders know how Jefferson County is doing and how it should evolve.

[Give us a few minutes](#)



#### Envision our future

Share your ideas on how Jefferson County can have even more charm in the future.

[Join the Discussion](#)

# Voices from the Community

Not sure if this falls under this category, but I feel the County as a whole needs to have more available for our youth. An indoor roller rink, bowling, arcade, trampoline park, etc. We get a lot of rain here and there's not much to do indoors. Also need to find ways to keep our youth busy, engaged and having fun, otherwise drugs or alcohol become something to do.

😊 Quality of Life | a month ago Like 👍+25 Dislike 👎-1

We need a plan to link the various trail systems in the county to create a multi-user trail network. Connecting these systems to the Olympic Discovery Trail would give a safe alternative to roads for walkers, bikers and equestrians to move through Jefferson County.

🌳 Parks and Recreation | a month ago Like 👍+12 Dislike 👎0

Make it a priority to retain as much of our forest land as possible. The amount of logging done in our County has increased dramatically. Granted much of the Land doesn't belong to the County but where it does, let's try to keep it forested.

🌲 Environment | a month ago Like 👍+17 Dislike 👎-3

Keep big box stores and chains out of PT, encourage local businesses through tax breaks, zone for housing development, keep it affordable, increase availability for transitional housing and drug rehab programs, create food sovereignty and resiliency infrastructure through support of local farms to feed the community so we can rely less on things trucked from other areas/states/countries. Impose heavier property taxes on owners who have multiple properties as rental and AirBnB (non residents).

🏢 Business and Economy | a month ago Like 👍+11 Dislike 👎-5

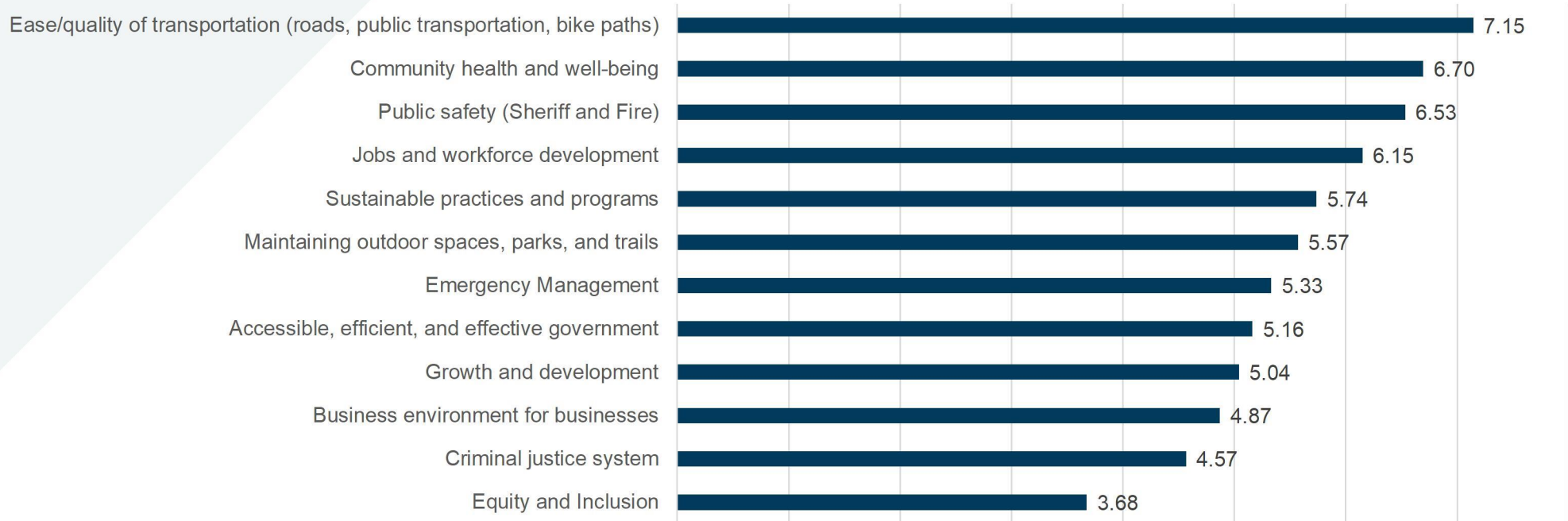
We need to fix the housing crisis so that younger families can move in. Whether it's by limiting the number of Airbnb's or similar things so more houses are available, or preventing outside investors from buying property.

🏠 Housing | a month ago Like 👍+15 Dislike 👎-2



# Community Priorities

Most important areas you think Jefferson County should prioritize in its next strategic plan.



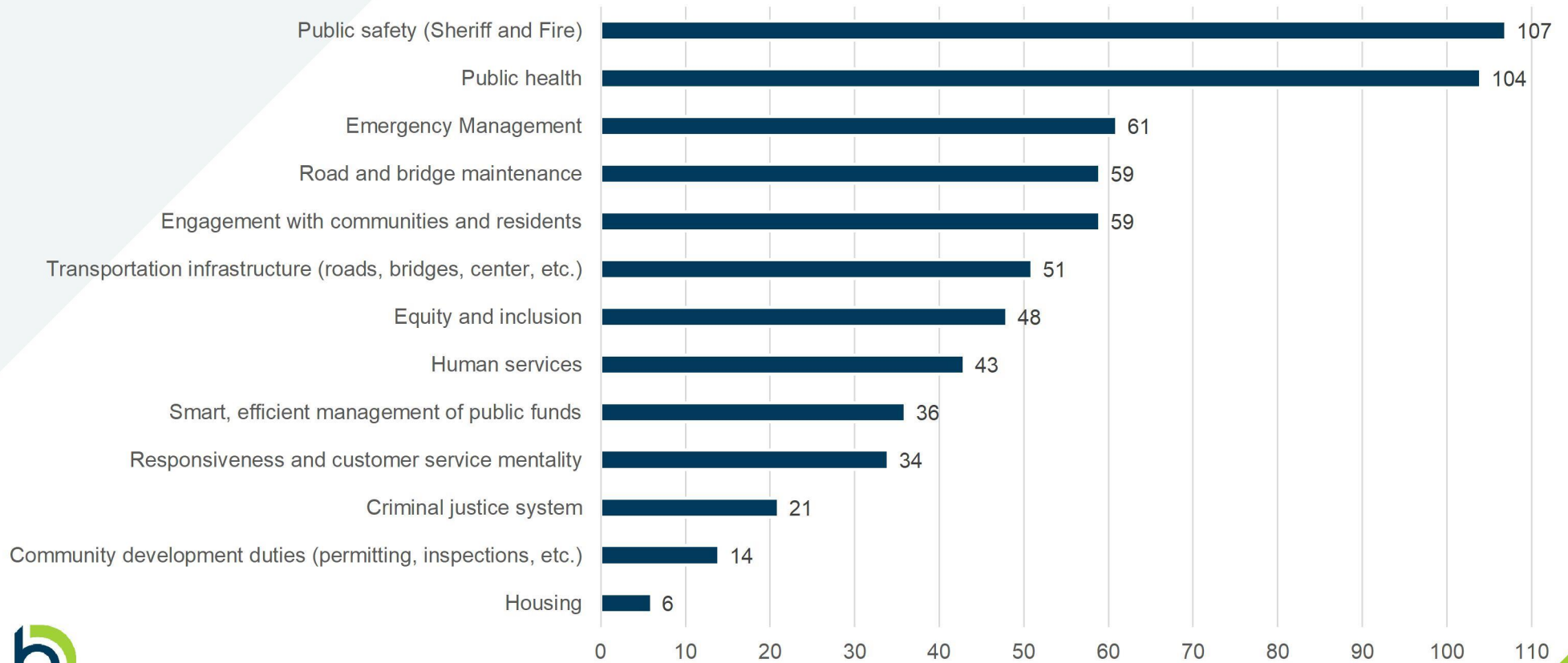
Source: 2023 Social Pinpoint Community Survey





# Community Perspectives

What are some things that Jefferson County does well?

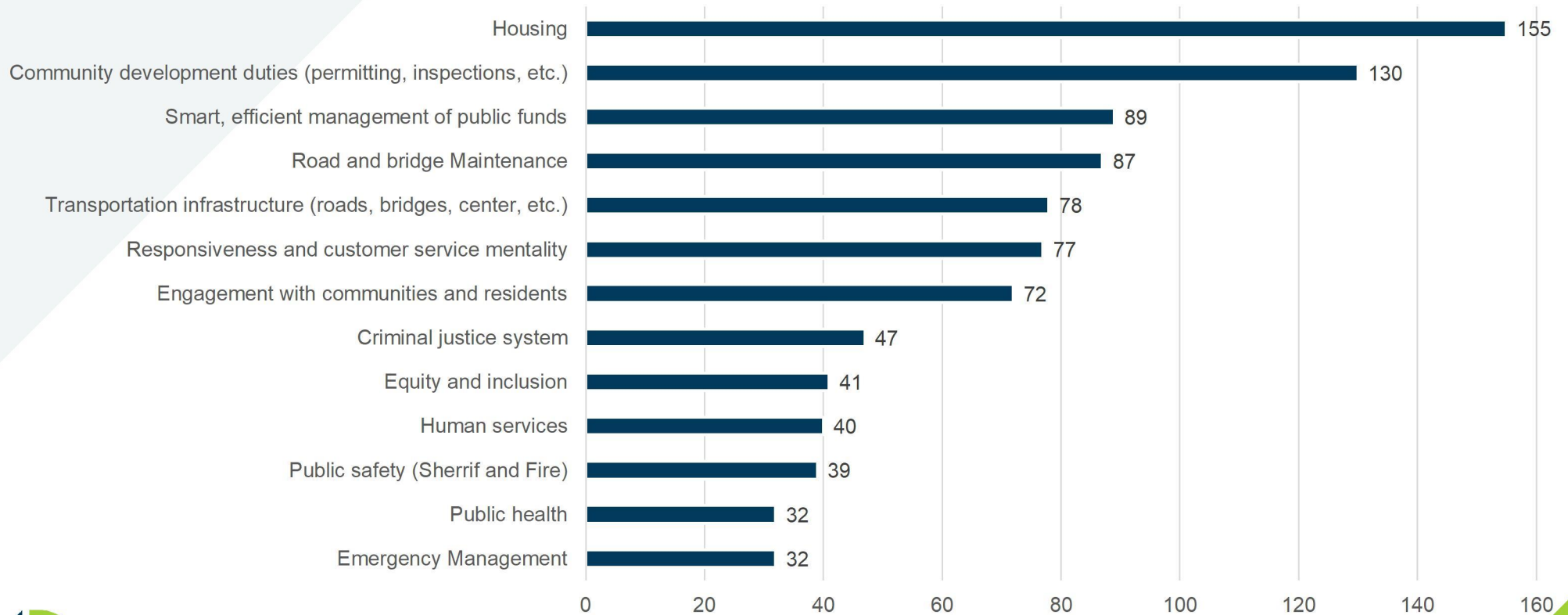


Source: 2023 Social Pinpoint Community Survey



# Community Perspectives

What are some things that Jefferson County could do better?

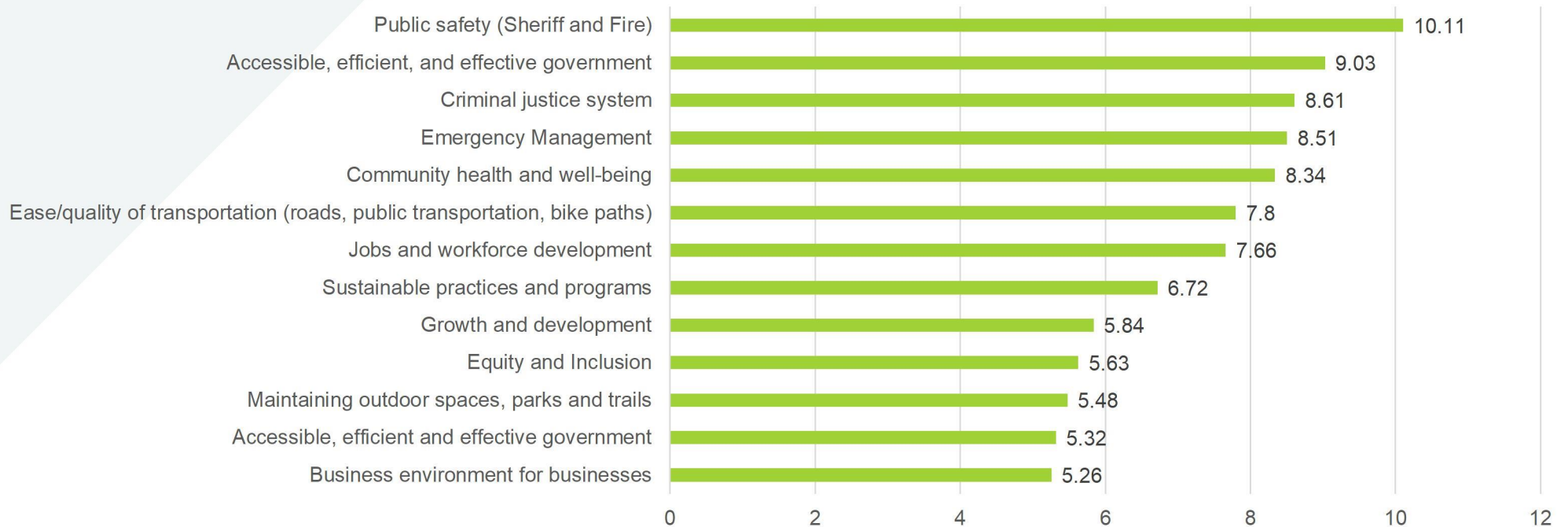


Source: 2023 Social Pinpoint Community Survey



# Employee Priorities

Most important areas you think Jefferson County should prioritize in its next strategic plan.

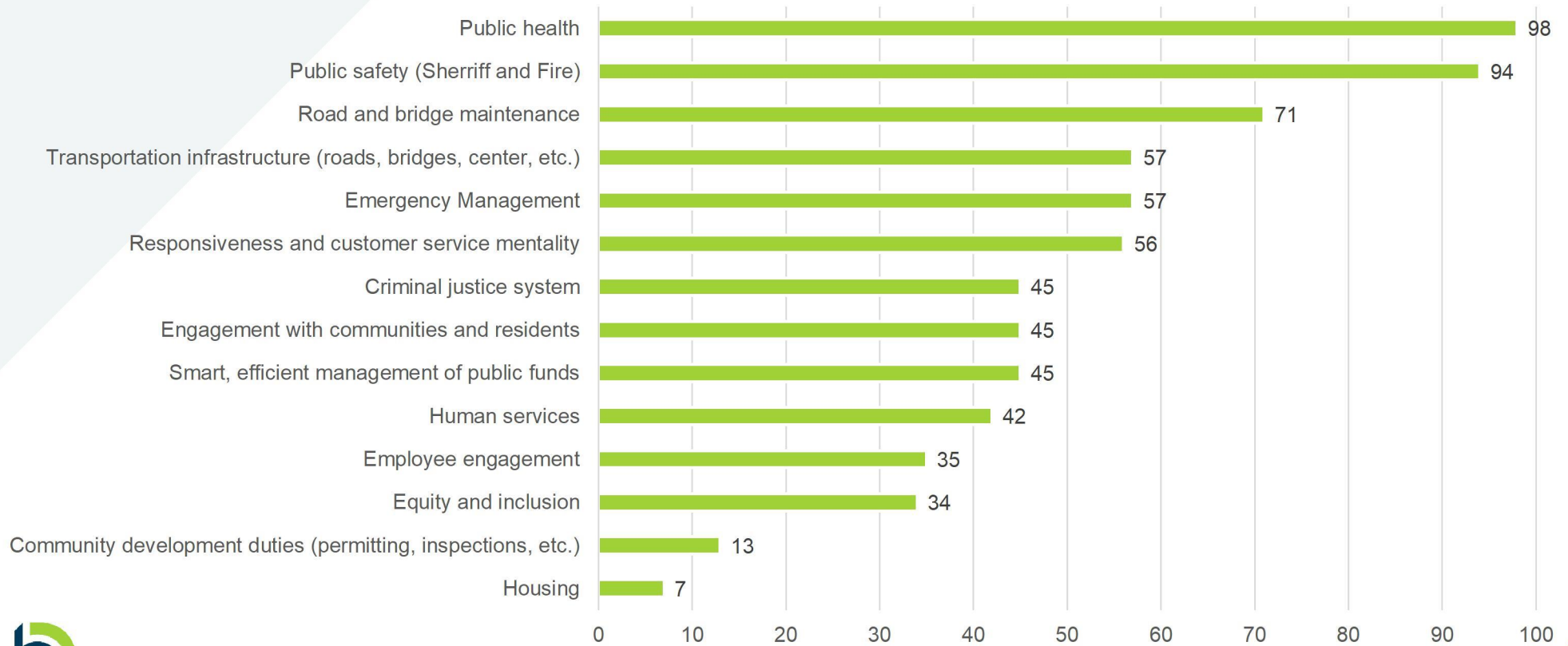


Source: 2023 Employee Survey



# Employee Perspectives

What are some things that Jefferson County does well?

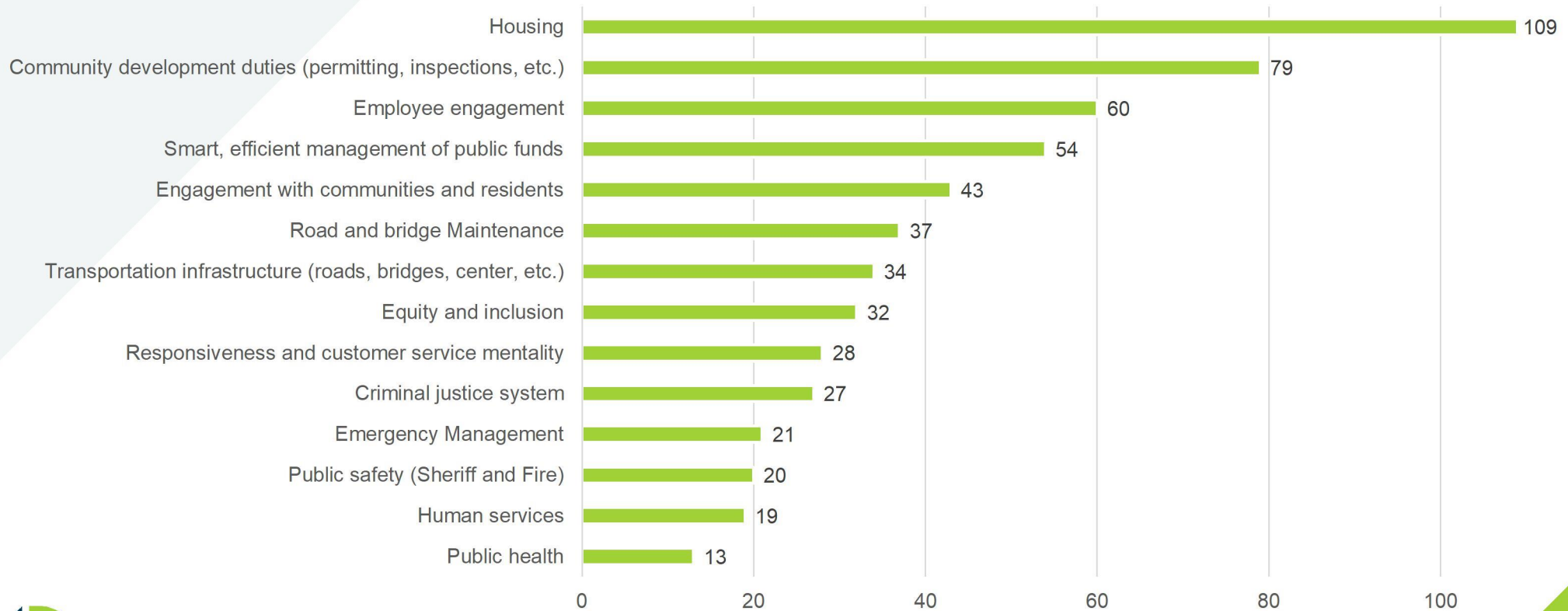


Source: 2023 Employee Survey



# Employee Perspectives

What are some things that Jefferson County could do better?

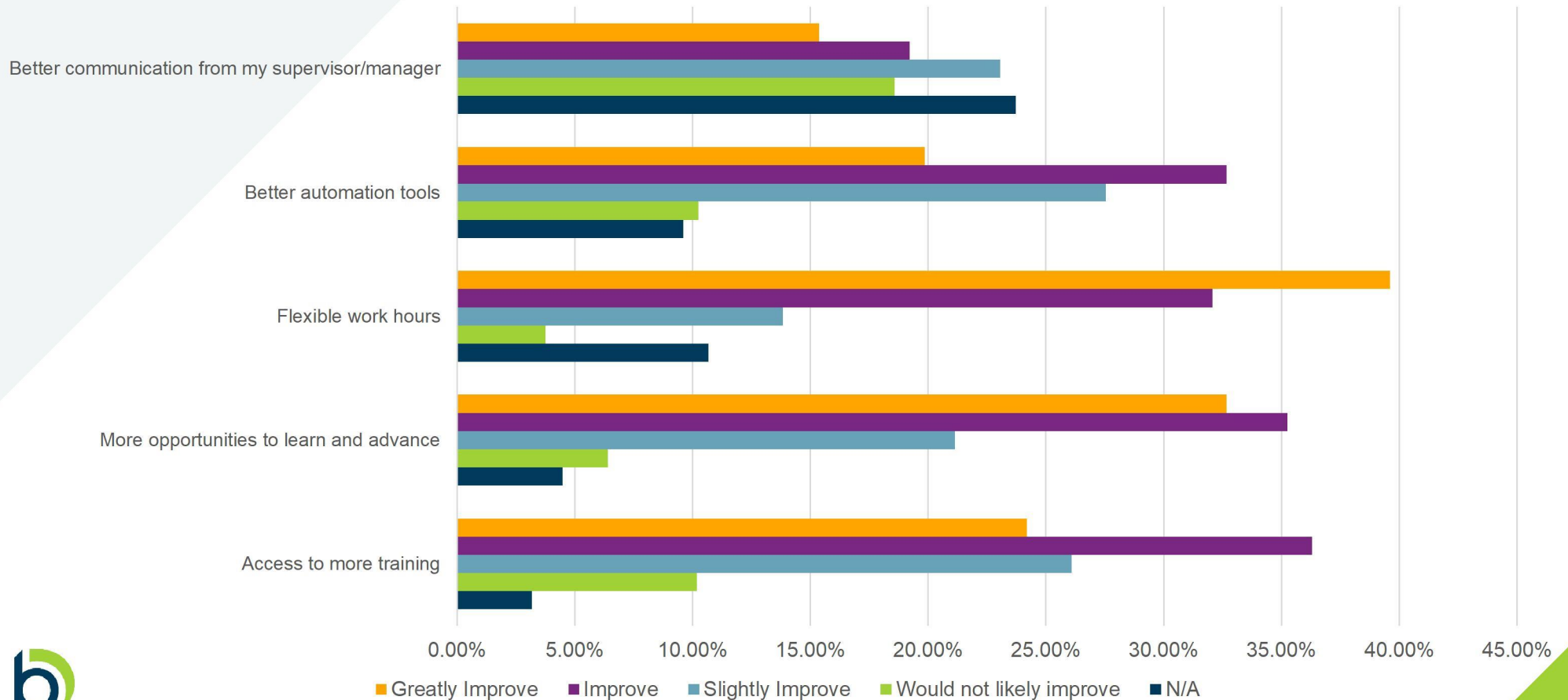


Source: 2023 Employee Survey



# Employee Perspectives

Please indicate how likely the following will improve your work environment.

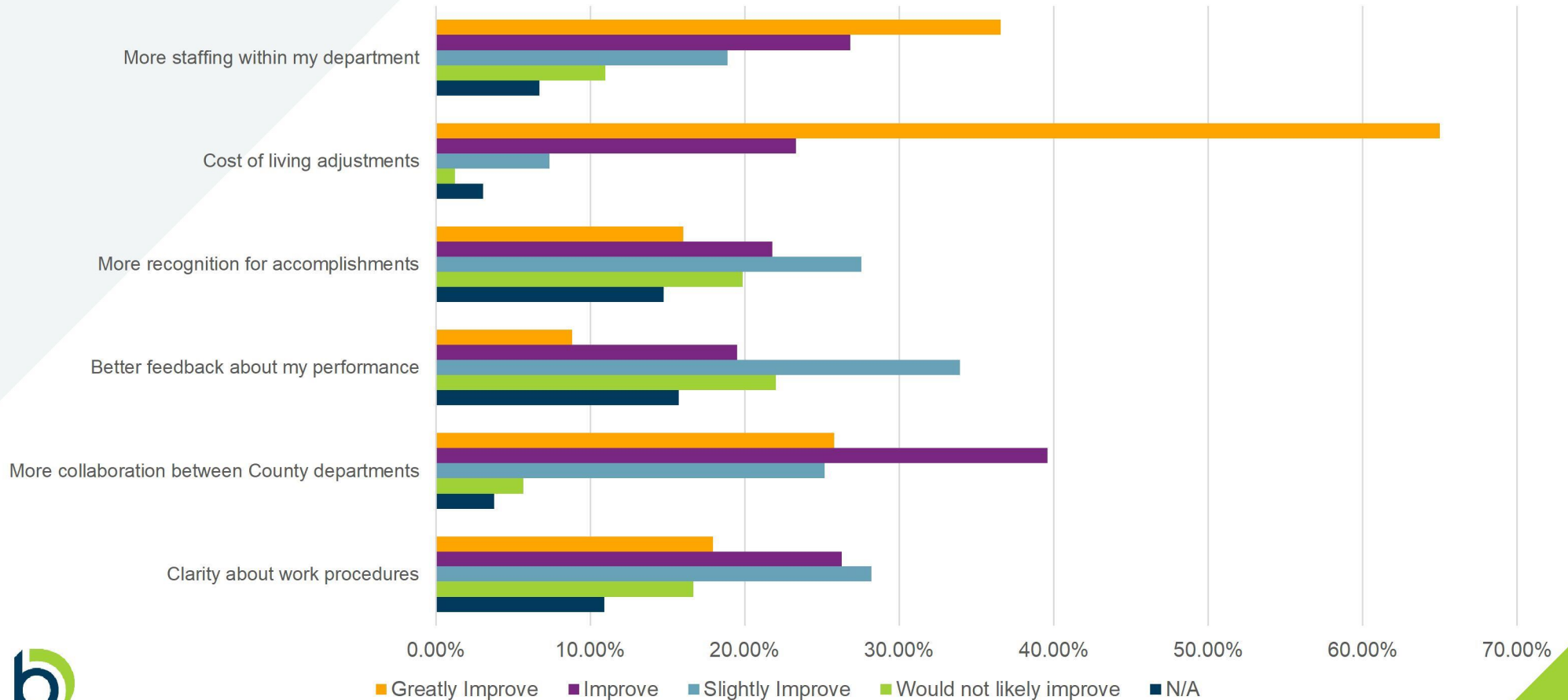


Source: 2023 Employee Survey



# Employee Perspectives

Please indicate how likely the following will improve your work environment.



Source: 2023 Employee Survey





## Ideal Future

What should Jefferson County look and feel like five years from now?

- ▲ Sustain the beauty and health of the environment balanced with tourism
- ▲ Maintain the county's rural character with options in urban/town centers
- ▲ Make it affordable for people who value this place and want to live in Jefferson County to do so
- ▲ Sewer project in Hadlock has been leveraged to support future housing and commercial development
- ▲ Increased age diversity – not just a retirement community
- ▲ New and more diverse modes of transit
- ▲ Better service to support families and workers (child care)
- ▲ Diverse businesses/job opportunities exist throughout the county



Source: 2023 Stakeholder Interviews

# Top Four Priorities

## Social Pinpoint Comments and Survey

- Affordable workforce housing
- Economic opportunity and job/business availability
- Environmental protections and climate change actions
- Recreation options/attractions for people to relocate and stay here

## Stakeholder Interviews

- Affordable and accessible housing
- Livable and competitive wages, economic diversification, affordable for businesses to thrive
- Focus on middle-class and lifetime/life cycle to attract and retain people
- Sustainable growth is supported with necessary infrastructure



Source: 2023 Social Pinpoint Community Survey, 2023 Social Pinpoint Comments, and  
2023 External Stakeholder Interviews

# Top Four Priorities

## Employee Survey

- Cost of living adjustments
- More employment opportunities and advancements
- More services in rural areas including food, healthcare, child care, and broadband
- Housing opportunities and homelessness

## Employee Focus Groups

- Wages are not competitive with neighboring counties and cities
- High turnover rates and limited time for training
- Non-centralized workplace is an obstacle to intradepartmental collaboration
- County is making progress to demonstrate the value of investing infrastructure projects



Source: 2023 Employee Survey and 2023 Employee Focus Groups

## Timeline for the Next 1–2 years and 3–5 years

1-2 years

- Growth and infrastructure planning
- Environmental protection actions
- Expanding all services throughout the County

3-5 years

- Housing options and regulations
- Creation and availability of livable wages
- Recreation opportunities and attraction of younger families

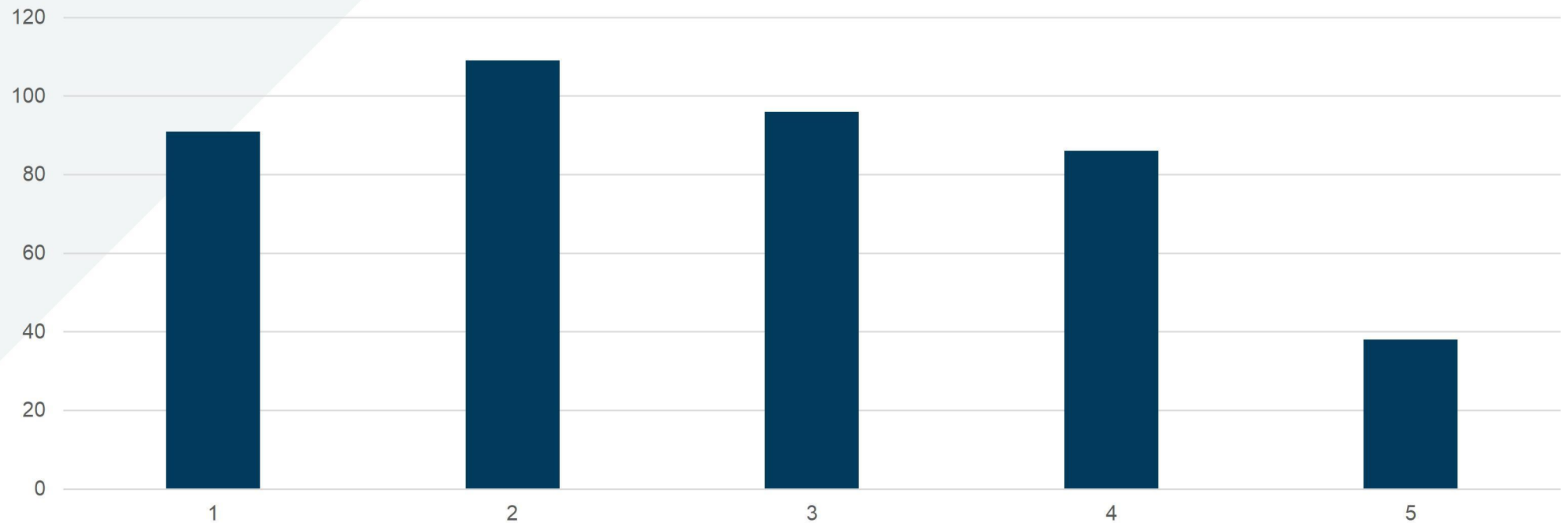


Source: 2023 Social Pinpoint Community Survey, 2023 Employee Survey,  
and 2023 Stakeholder Interviews



## Stakeholder Views

On a scale of 1 to 5, with 5 being most confident and 1 being least confident, how confident are you that Jefferson County will be an even better place to live five years from now?



Source: 2023 Social Pinpoint Community Survey, 2023 Employee Survey, and 2023 Stakeholder Interviews

## Environmental Scan – SWOC Analysis

- ▲ **SWOC** stands for strengths, weaknesses, opportunities, and challenges.
- ▲ A SWOC analysis assesses the organization's current position before deciding on any strategies.
- ▲ Using a SWOC analysis allows the County to make the most of its strengths and reduces the chances of failure by understanding what is lacking and eliminating obstacles that get in the way of effective strategy.



## Environmental Scan – SWOC Analysis Discussion

- ▲ *What are the strengths of the Community? Of the County Government?*
- ▲ *What are weaknesses that need to be considered? Community? County government?*
- ▲ *What opportunities does the County have that it can capitalize on? For community impact? For County operations, organizational culture, etc.*
- ▲ *What challenges is the community facing now and for its future? What threats does the County government face to effectively serving the community now and in the future?*



# Existing SWOC Analysis: What should be added or removed?

## What are the strengths?

- Preservation and protection of the County's natural spaces and resources
- Natural beauty and outdoor recreational experiences
- Safe community, low crime rate
- Justice system is rehabilitation-focused
- County government is willing to collaborate with public and private entities
- County Commissioners are seen as accessible and willing to listen
- Strong volunteer ethic in the community

## What are the weaknesses?

- Residents do not agree on the definition of sustainable growth
- Lack of diverse jobs and businesses throughout the County
- Structural accessibility barriers that are hard to fix

## What are the opportunities?

- Restructure and streamline permitting and department review processes
- Communicating County government's role and responsibilities, rules and regulations
- Building on the strength of the marine trade, agriculture and service industry
- Port Hadlock sewer expansion
- More emphasis on employee retention

## What are the challenges?

- Housing availability and affordability; gentrification
- Lack of economic diversity
- Limitations to commercial development
- Geographical location and remoteness
- Limited transportation options
- "Bedroom community" locked between cities with more amenities
- Perception that County government is understaffed and there is a lack of resources





# Environmental Scan Discussion



What stood out in the presentation?



Did you learn anything new?



Which themes are the most important in shaping your thinking about the future direction of Jefferson County?

## Strategic Planning Session: Day 1 with Board



# Mission, Vision, Guiding Principles, and Strategic Priorities

How are they connected?

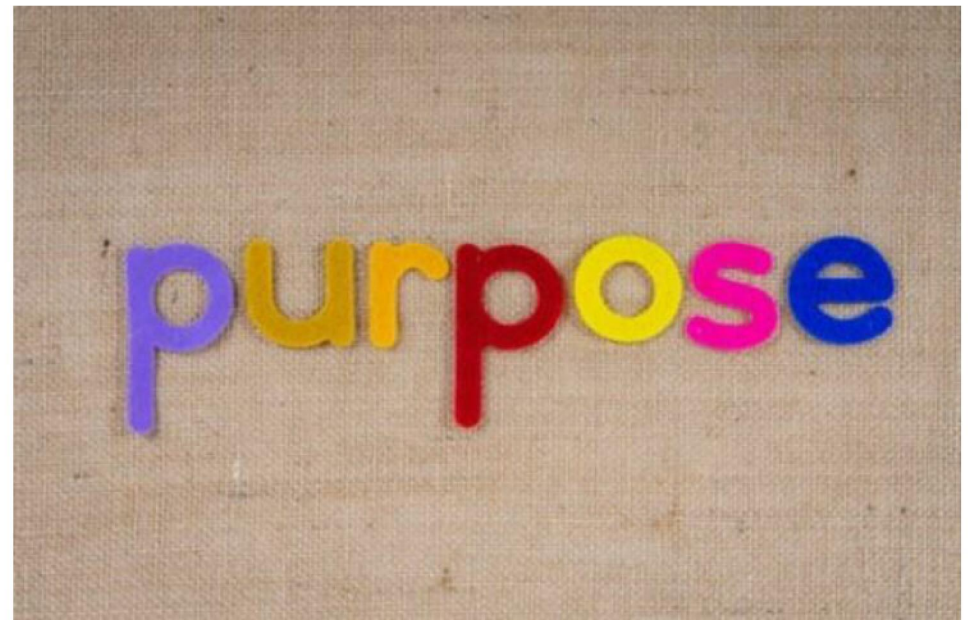


# Review Mission Statement

## What is a Mission Statement?

- ▲ A mission statement describes an organization's purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision. It answers the questions:

- Why do we exist?
- What do we do?





# Review the Mission Statement

## Mission Statement Discussion

- ▲ As you reflect on this statement, does it accurately describe the purpose of Jefferson County?
- ▲ Does it describe what you do, why you do it, and how you do it?
- ▲ If not, what needs to be changed?

## Current Mission Statement

Enhancing the quality of life for present and future generations.



**Outcome:** A short, concise statement that clearly defines the scope of the organization.

# Review Vision Statement

## What is a Vision Statement?

- ▲ A **vision statement** defines your desired future state and provides directions for where you are going as an organization. It is aspirational and answers the questions:
  - What will Jefferson County look like 5 – 10 years from now?



# Review the Vision Statement

## Vision Statement Discussion

- ▲ Where do you want to see Jefferson County in five years?
- ▲ What do you want the County to look and feel like?
- ▲ How do you want Jefferson County to be described?
- ▲ What has been achieved?

## Current Vision Statement

The future of Jefferson County is in the hands of its citizens. We envision a variety of sustainable communities offering high quality of life and personal opportunity. We picture a strong economy with a healthy environment, where people are safe, well, and have the public and private services necessary to thrive.

Government and citizens partner together to meet public needs guided by legal mandates and community aspirations. Citizens are engaged, decisions are fact based, and government is sized to match the resources its citizens provide.

Jefferson County is a great place for all stages of life.



**Outcome:** A clear picture of the future the Board envisions for Jefferson County.

## Review Core Values/Develop Guiding Principles

**Guiding principles** are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the County will conduct its business, make decisions, and deliver programs and services to the community.





# Review Core Values/Develop Guiding Principles

## Guiding Principles Discussion

- ▲ What principles accurately capture how Commissioners would like the County to carry out its mission and vision?

## Current Core Values

- ▲ Integrity
- ▲ Professionalism
- ▲ Accountability
- ▲ Prudence
- ▲ Transparency
- ▲ Innovation
- ▲ Empowerment
- ▲ Service



**Outcome:** Short set of essential values or guiding principles.

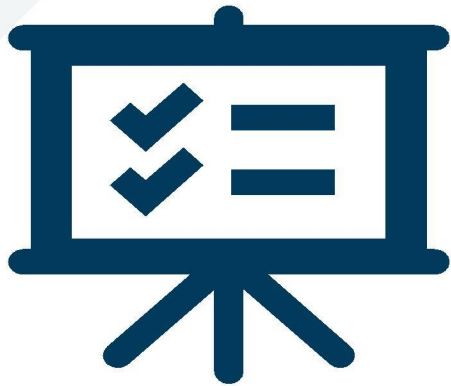
## Examples of Guiding Principles

- ▲ **Resilience and Tenacity:** We employ local solutions and the fortitude and endurance of our community to rise above challenges, celebrate successes and remain strong into the future.
- ▲ **Accountability:** We apply best practices, invest wisely and use County resources responsibly because we value our service to the public and the trust of our community.
- ▲ **Embracing Diversity:** We create an inclusive community where everyone is welcomed, diversity is celebrated and the perspectives and opinions of all are used to develop, support and maintain superior services that are equitable and accessible.
- ▲ **Financial Stewardship:** We responsibly manage all resources entrusted to our care for the benefit of current and future generations.
- ▲ **Innovative and Adaptive:** We are flexible and adaptive to the changing needs of our community, applying new approaches and innovative practices to solve problems and promote positive change.
- ▲ **People-Focused and Connected:** We create a sense of community by serving residents, businesses, employees and visitors with compassion, kindness, equity and respect.



# Develop Strategic Priorities

## What are strategic priorities?



**Strategic Priorities** are the most important areas your organization needs to focus on. They are the small number of focal points that you have determined to be critical in achieving your mission and vision.



It is best to keep this list to four to six focus areas so that they are achievable, and the organization is not overwhelmed by multiple priorities.

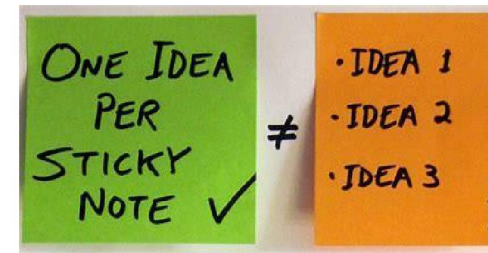
# Develop Strategic Priorities

## Strategic Priorities Discussion

- ▲ Based on what we learned from the Environmental Scan and what we collectively know about Jefferson County, what are the four to five strategic areas of focus that should guide the next two to five years so we can make progress toward our shared vision?
  - If we make gains in these areas, will we achieve our vision?
  - If the answer is no, what should we focus on instead?

## Brainstorming Instructions

1. Reflect for a few moments on the outcome you want to achieve for each strategic priority.
2. Decide on the ideas you want to share with the full group
3. Write your ideas for each priority on Post-It notes
  - **One idea per card**
  - **5 words maximum**
  - **Use markers**
  - **Write BIG!**



**Outcome:** The ideal is to identify four to five strategic priorities that focus the County's energy, resources, and capacity toward achieving the long-term vision.



# Develop Strategic Goals

## What are strategic goals?

- Strategic goals are long-term, broad, continuous statements that define how you will make progress toward your vision within each of the strategic priorities.



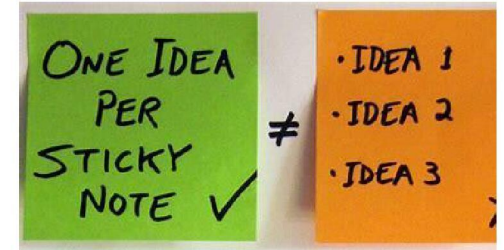
# Develop Strategic Goals

## Strategic Goals Discussion

- ▲ Are the results the organization to achieve for each priority
- ▲ Usually achieved over a specific time period (usually five years).
- ▲ Help to define and focus a strategic priority.

## Brainstorming Instructions

1. Reflect for a few moments on the outcome you want to achieve for each strategic priority.
2. Decide on the ideas you want to share with the full group
3. Write your ideas for each priority on Post-It notes
  - **One idea per card**
  - **5 words maximum**
  - **Use markers**
  - **Write BIG!**



**Outcome:** Identify a long-term goal that defines each strategic priority and provides the framework for the County's plan.

# Reflection and Closure

What worked well today? Is there anything we could have done differently to make the experience better?

Is there any additional guidance you would give the consulting team and County leadership team in preparation for developing objectives and performance and outcome measures?

How did this retreat contribute to your ability to work together collaboratively as Commissioners to serve the needs of the County?

What are your expectations for monitoring and reporting progress on the plan?

What is your process for considering changes or additions to the plan in the current cycle?



## Next Steps

- ▲ Develop draft language for Mission, Vision, Core Values/Guiding Principles, Strategic Priorities, and Goal Statements.
- ▲ Hold Strategic Planning Session 2 with staff to develop objectives and performance/outcome measures.
- ▲ Develop Draft Strategic Plan for review and adoption by the Board.

