

**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

REGULAR AGENDA REQUEST

TO: Board of Commissioners

FROM: Mark McCauley, County Administrator

DATE: October 2, 2023

RE: Resolution re: Adoption of the 2024-2028 Jefferson County Strategic Plan

STATEMENT OF ISSUE:

Jefferson County has been engaged in a strategic planning effort for most of 2023. The effort involved seeking input from local leaders, county employees and the larger community combined with guidance from the Board of County Commissioners during a Board retreat earlier this year and a subsequent workshop.

ANALYSIS:

After many months the final Strategic Plan is now ready for consideration by the Board of County Commissioners. The Board may adopt the plan or provide guidance to staff regarding changes or revisions.

FISCAL IMPACT:

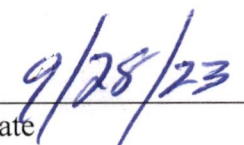
This request has no fiscal impact.

RECOMMENDATION:

Staff recommends that the Board of County Commissioners adopt the Strategic Plan by approving the attached resolution.

REVIEWED BY:


Mark McCauley, County Administrator


Date

**JEFFERSON COUNTY
STATE OF WASHINGTON**

IN THE MATTER OF ADOPTING A FIVE-YEAR }
JEFFERSON COUNTY STRATEGIC PLAN }

RESOLUTION NO. _____

WHEREAS, the Jefferson County Board of Commissioners believes that the development of a strategic plan including vision, mission, and core value statements and detailing the county's strategic priorities is vital for the future of our county and our community; and

WHEREAS, county staff, with guidance from the Board, has developed vision, mission and core value statements and six strategic priorities, each with subordinate objectives and performance measures; and

WHEREAS, the establishment of these statements, strategic priorities, objectives and performance measures provide the framework for the county going forward and give county staff a direction and sense of purpose over and above the myriad other functions they perform and services they provide; and

WHEREAS, an implementation plan has been developed to ensure the county achieves the objectives under each strategic priority and reports progress towards such achievements to the community on an ongoing basis;

NOW, THEREFORE, BE IT RESOLVED that the Jefferson County Board of Commissioners hereby adopts the attached 2024-2028 Jefferson County Strategic Plan and commits to achieving the objectives contained therein.

APPROVED this _____ day of _____, 2023.

JEFFERSON COUNTY
BOARD OF COMMISSIONERS

SEAL:

Greg Brotherton, Chair

ATTEST:

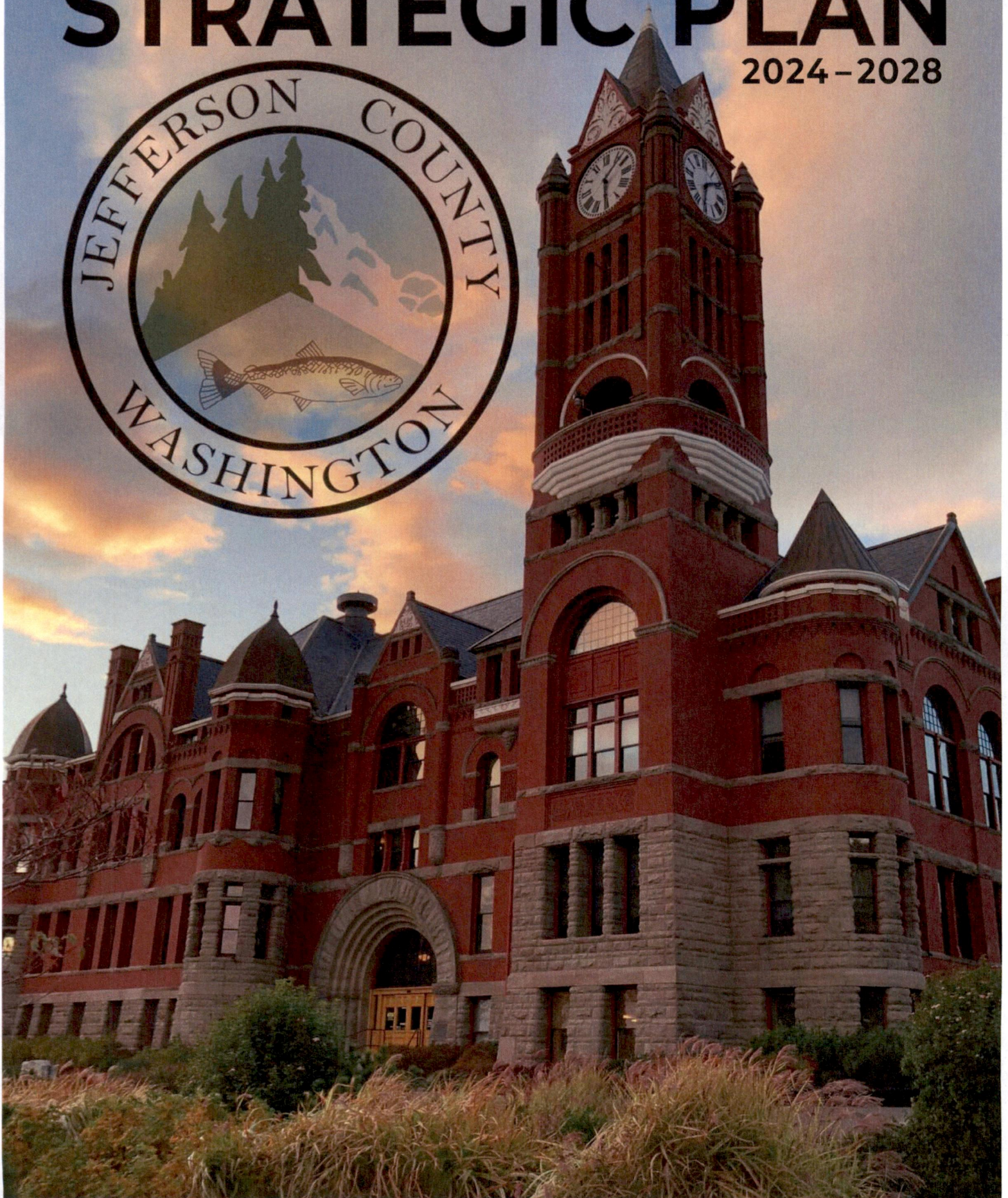
Kate Dean, Member

Carolyn Gallaway, CMC
Clerk of the Board

Heidi Eisenhour, Member

STRATEGIC PLAN

2024 – 2028



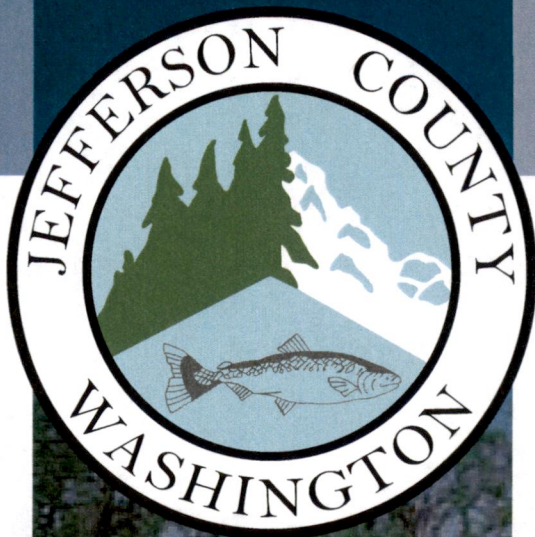


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Page 10: Finnriver Farm & Cidery

Page 15: Habitat for Humanity of East Jefferson County

Message from Your Board of County Commissioners

From the Pacific coast east to Port Townsend and south to Brinnon, the citizens we serve have a lot on their minds. Listening to the people of Jefferson County and acting on your concerns are two of the highest priorities of the Board of County Commissioners. We have heard your desire for the creation of a meaningful path into the future as we collectively deal with the challenges and opportunities facing our community. In response to your input, we have worked collaboratively with people throughout the county to craft a new five-year, community-based vision and strategic plan.

Beginning in February of 2023, the Jefferson County Strategic Plan has come together with input from a broad cross-section of governmental partners, business and non-profit leaders, internal leaders and staff, and residents throughout the county who participated in interviews and responded to questionnaires. We received comments on subjects ranging from animal shelters and zoning to opioids and solid waste. Using that information and evaluating mountains of feedback, we built a plan that reflects a consensus of the opinions and priorities, which will allow us to focus our time and resources on the issues that matter most to the people who live here.

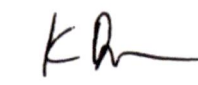
We want to thank everyone who engaged in this process. The energy and enthusiasm you demonstrated helped to make this plan a thoughtful reflection of the concerns of Jefferson County citizens. Your time and commitment enhanced every step of the process and resulted in a final plan in which you can take great pride.

This plan will serve as a guide for County staff and elected officials over the coming years as we prioritize our time and the allocation of resources entrusted to us by our residents. We are committed to making every effort to advance the goals identified in the document that follows. Imagine the future we can create when we unite our efforts in advancing those things that our residents have identified as most important! We look forward to joining with you in building a bright and vibrant future for everyone in Jefferson County.

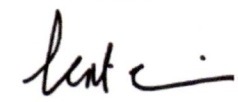


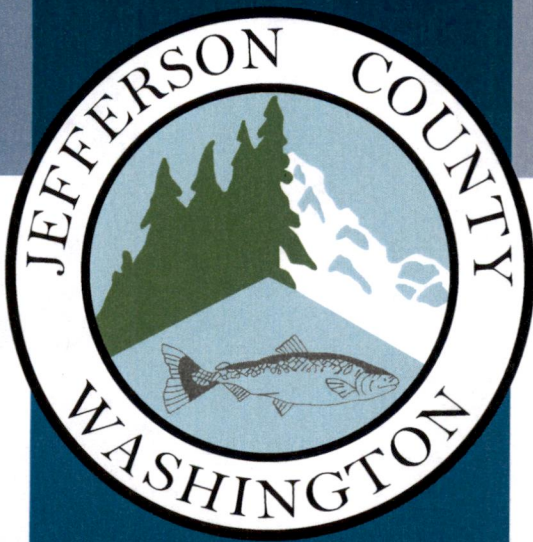

Greg Brotherton
Board Chair




Kate Dean
Commissioner




Heidi Eisenhour,
Commissioner



To learn more, please
take the time to read the
strategic plan.

We invite you to join
with us on this journey
to a bright future.

Message from the County Administrator

As County Administrator, I was honored to play a role in the development in the new five-year strategic plan for Jefferson County. This plan will help us focus our time and resources on the priorities identified by the people we serve.

With the help of a dedicated team of County leaders, and the input received from County employees, residents, and key stakeholders throughout Jefferson County, we have put together an ambitious plan to build a community in which people can live, work, learn, and play in a healthy, connected, and resilient community.

I encourage all residents to join with us as we embark on this exciting new chapter in the life of Jefferson County. We are confident that by focusing on the priorities in this strategic plan we will not only meet but exceed the expectations and needs of the people we serve.

Ultimately, the success of this plan will be measured by you, the people of Jefferson County. This five-year plan is a living document. The goals and performance measures set forth may change from time to time, in response to unexpected circumstances or new challenges of a higher priority. We will need your continued input and observations to maintain our momentum, and we look forward to continuing interaction as we work to implement this plan. We intend to provide regular progress reports on our website since we are accountable to you, the people of Jefferson County.



Mark McCauley
Mark McCauley
County Administrator

Your Jefferson

County Government

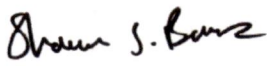
County government plays a unique role in the lives of Jefferson County citizens. The responsibilities of county government officials include law enforcement and justice services, elections, emergency management, human and environmental health services, housing services, veterans' services, property tax administration, managing debt and investments, Washington State University (WSU) extension services, land use planning, zoning and permitting, solid waste and recycling services, sewer service, parks and recreation, road maintenance and operation, recording services, and support for advisory boards.

The legislative and governing body of the county is the Board of Commissioners. The Commission consists of three members from three geographical districts. Among their many duties, the Commissioners are responsible for passing ordinances, adopting a budget, appointing committees, serving on boards, committees and commissions, and hiring the County Administrator. The County Administrator has the responsibility for managing the county budget and overseeing the day-to-day operations of governmental departments. Eight other independently elected officials make up the rest of the governing body of Jefferson County. Those officials are the Auditor, Assessor, Treasurer, Clerk, Sheriff, Prosecuting Attorney/Coroner, District Court Judge, and Superior Court Judge.

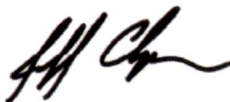
Together, with the help of our active and involved citizens, your county government works to provide a safe, secure, and satisfying way of life for everyone.



Willie Bence
Director,
Emergency Management



Shannon Burns
Director, Juvenile and
Family Court Services



Jeff Chapman
Assessor



Wendy Davis
Communications
Specialist



Greg Brotherton
Board Chair



Kate Dean
Commissioner



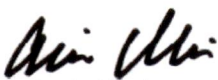
Heidi Eisenhour
Commissioner



Mark McCauley
County Administrator



James Kennedy
Prosecutor



Apple Martine
Director, Public Health



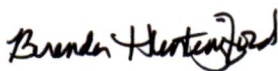
Sarah Melancon
Director, Human Resources



Brian Gleason
District Court Administrator



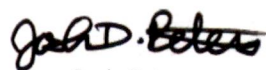
Amanda Hamilton
Clerk



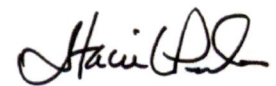
Brenda Huntingford
Auditor



Joe Nole
Sheriff



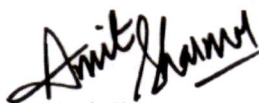
Josh Peters
Director,
Community Development



Stacie Prada
Treasurer



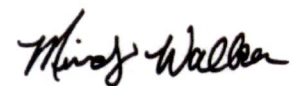
Monte Reinders
Director, Public Works



Amit Sharma
Director, WSU Extension



Judy Shepherd
Finance Manager



Mindy Walker
District Court Judge

Vision

All people of Jefferson County thrive in a healthy and secure community that preserves our natural resources and cultural heritage, supports a robust economy, innovates, cultivates diversity, and provides leadership in growth management.

Mission

We serve and invest in our community by providing and maintaining meaningful services to support a vibrant workforce, a successful business community, and a beautiful and protected environment for Jefferson County residents.

Core Values

Accessible and Responsive

We understand and respond to the needs of people of all abilities and react promptly. We are dedicated to being available when our support is needed.

Engaged and Collaborative

We recognize the need and value of working together to achieve common goals by sharing expertise and knowledge while learning from others.

Innovative and Forward-Thinking

We engage each other and our community in developing and implementing creative solutions to resolve challenges.

Professional and Service-Oriented

We are committed to maintaining exceptional service to each other and our community.

Respect for All

We foster an equitable and inclusive environment by respecting the intrinsic worth of our colleagues and the people in our community.

We are stronger as a result of differing opinions and perspectives.

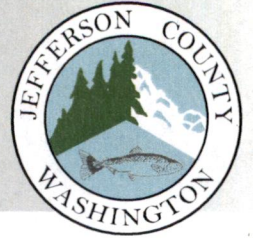
Trustworthy and Accountable

We are responsible managers of the resources entrusted to us.

We are honest, ethical, principled, and accountable.

We live up to the high expectations of the people with whom we work and those we serve.

Strategic Priorities



Community Resilience

Objective 1

Increase opportunities for informed and effective civic engagement and participation in public forums and virtual events to promote a safe and healthy community.

Performance Measures

- Number of people reached at public and digital events supported by Jefferson County aimed at the health and safety of our community.
- Number of public and digital events led by Jefferson County aimed at the health and safety of our community.

Objective 2

Engage with partners, schools, businesses, residents, tribes, and community organizations to plan and promote health and safety programs and practices.

Performance Measure

- Complete community health assessment (CHA) to update Community Health Improvement Plan (CHIP) and associated measures.

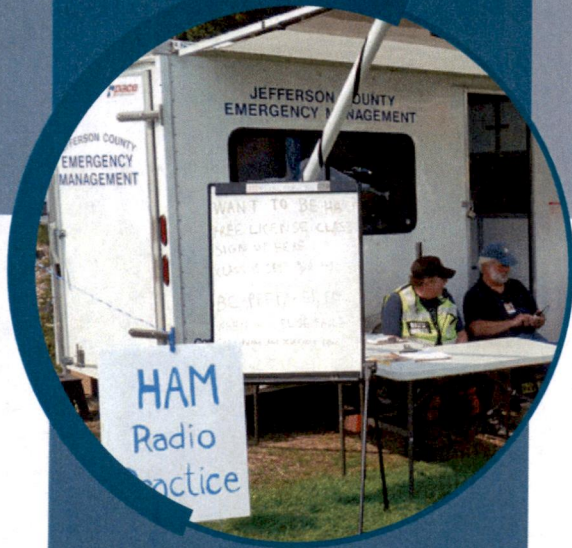
Objective 3

Strengthen the community's emergency preparedness so the county can recover from public health emergencies, environmental hazards, and natural disasters.

Performance Measures

- Attendance at the all-county picnic.
- Number of residents participating in Neighborhood Preparedness Program annually.

The strength of our community lies in the strength of our people.



Our Goal

Offer a dynamic and equitable array of health and safety services to enhance livability in our county.



Community Resilience



Objective 4

Prevent and control communicable diseases to improve the health, well-being, and safety of county residents.

Performance Measures

- Percentage change in communicable disease transmission rates annually.
- Percentage change in vaccination rates annually.

Objective 5

Close health system gaps so a full continuum of care is accessible to all county residents.

Performance Measures

- Report on health system gaps from CHIP.
- Number of county-supported wrap-around home healthcare visits.
- Number of behavioral health crisis calls (e.g. 911 & 988 calls).
- Monitoring 'Right Time / Right Place' healthcare access through number of emergency room visits.
- Number of Sheriff's Office Mental Health Navigator Program calls compared to number of people served per year.



Economic Vitality

Objective 1

Focus economic development efforts on areas of the county with high job-creation potential.

Performance Measure

- Facilitate quarterly meetings with key stakeholders for the development of the Port Hadlock Urban Growth Area (UGA) and the Glen Cove Industrial Area.

Objective 2

Complete Phase One of Port Hadlock sewer project.

Performance Measure

- Complete 50 sewer connections by the end of 2025.

Objective 3

Support the closure of broadband connectivity gaps so residents and businesses have internet access that meets their needs.

Performance Measures

- Number of new high-speed broadband connections annually.
- Percentage of new connections made among Jefferson County Public Utility District's (JeffPUD) potential high-speed broadband customers currently without access.

Objective 4:

Enhance multi-use and business-friendly zoning to encourage more business location and investment in Jefferson County.

Performance Measure

- Increase multi-use zoning by 50 acres.

A flourishing economy depends on diverse opportunities for growth and prosperity.

Our Goal

Support and promote
a dynamic regional
economy that creates
opportunities for
prosperity for all
the people and
businesses of
our county.





Economic Vitality

Objective 5:

Lead planning efforts for Limited Areas of More Intensive Rural Development (LAMIRD) so that development is optimized.

Performance Measures

- By June 30, 2024, identify number of vacant LAMIRD acres available for potential development or redevelopment.
- Periodic assessment to consider legally permitted changes to LAMIRD Logical Outer Boundaries.

Objective 6:

Promote balanced tourism strategies that incorporate quality of life factors for Jefferson County residents.

Performance Measures

- Tourism tax revenues year-over-year.
- Number of jobs sustained by tourism industry.



Environmental Stewardship

Objective 1

Balance development with the preservation of the county's rural character, natural areas, and open spaces so that unique quality of life factors are sustained.

Performance Measure

- Complete an updated Comprehensive Plan by June 30, 2025.

Objective 2

Reduce community vulnerability to wildfires.

Performance Measure

- Community Wildfire Protection Plan (CWPP) completed by December 31, 2023.

Objective 3

Improve the health of county-owned forest lands through a sustainable forest program.

Performance Measure

- Percentage of county-owned forest land actively managed.

Objective 4

Update the County's Public Benefit Rating System used with the Open Space program under RCW 84.34 to reflect current priorities with a changing climate and population demographics.

Performance Measure

- Number of current participants and new applicants.

Objective 5

Support expansion of electric vehicle charging stations to encourage increased ownership and use of electric vehicles.

Performance Measure

- Increase number of electric vehicle charging stations provided or facilitated by Jefferson County.

Our unique natural environment supports jobs, recreation, and community life.

Our Goal

Build climate resilience while protecting and preserving our natural areas and resources and improve access to shared natural spaces to enhance the experience of county residents.



Environmental Stewardship



Objective 6

Collaborate with community stakeholders to monitor and sustain the forest, agriculture, and aquaculture economies and the ecosystems on which they depend.

Performance Measures

- Identify and document active partnerships aimed at promoting the health of forest, agriculture, and aquaculture economies by December 31, 2024.
- Number of active partnerships aimed at promoting the health of forest, agriculture, and aquaculture economies—and the ecosystems on which they depend.

Objective 7

Mitigate impacts of sea level rise through support of critical riparian and shoreline infrastructure projects.

Performance Measures

- Number of riparian and shoreline infrastructure and non-structural projects seeking permits annually.
- Number of riparian or shoreline emergencies declared annually.



Objective 8

Collaborate and share resources with WSU to promote environmental education throughout the community.

Performance Measure

- Number of WSU-coordinated partnerships with the community.

Objective 9:

Encourage alternative work schedules and sustain use of volunteer base for park maintenance, community education, and access to parks spaces and facilities.

Performance Measure

- Number of volunteer hours year-over-year.



Housing Accessibility

Objective 1

Shorten the planning and permitting review and approval process.

Performance Measures

- Create a performance tracking system for permitting by 2025 or sooner.
- Migrate to a fully online permit application and processing system by December 31, 2024.
- Establish a baseline and set a goal for annual percent decrease in permit processing times by June 30, 2025.

Objective 2

Identify and consider re-zoning areas to increase development opportunities and housing supply; eliminate restrictions on neighborhood density where practical and lawful; and encourage development of multi-family housing.

Performance Measures

- Increase in number of total housing units; complete assessment of needs by income group and set targets by June 30, 2025.
- Increase in number of targeted income group dwelling units.

Objective 3

Identify and remove barriers that prevent residential property owners from developing additional housing to the extent legally possible.

Performance Measures

- Number and type of additional housing units created by non-commercial residential property owners
- Reduce conditional use permits on the shoreline.
- Number of housing units developed using pre-approved stock plans.
- Increase the Planned Rural Residential Development (PRRD) applications.

Participation in community begins with a safe, secure place to live.

Our Goal

Improve the availability of and access to affordable and workforce housing throughout the County.



Housing Accessibility



Objective 4

Use fiscal measures to incentivize housing development.

Performance Measure

- Number of affordable and workforce housing units constructed using fiscal incentives.

Objective 5

Increase number of housing units within LAMIRDs.

Performance Measure

Quantify and increase number of housing units added within LAMIRDs.

Objective 6

Collaborate with community partners to reduce homelessness.

Performance Measures

- Number of unhoused people across Jefferson County year-over-year.
- Annual number of unhoused people transitioned into housing by Jefferson County in collaboration with community partners.



Organizational Health

Objective 1

Foster a work environment that attracts and retains a quality workforce.

Performance Measures

- Review and implement equitable and competitive salary and benefits by the end of 2024.
- Implement flexible work schedules where practical.
- Percent decrease in employee vacancy rate.
- Median length of employee tenure.
- Average length of advertised position vacancy.

Objective 2

Develop and increase training and development of supervisors and managers so that leadership and management skills are enhanced.

Performance Measure

Manager and supervisor training program developed by June 2024.

Objective 3

Create opportunities for cross-department collaboration so that silos are reduced and communication is enhanced.

Performance Measure

Conduct three 'Lunch and Learn' programs by March 31, 2024.

Objective 4

Develop and implement a robust employee recognition program to recognize outstanding performance of County staff.

Performance Measure

Employee recognition program established by June 30, 2024.

The organizational health of our workforce is directly tied to the betterment of our community.

Our Goal

Implement flexible, creative, and diverse methods of attracting, training, retaining, and communicating with our workforce so that people feel valued and recognized.



Organizational Health



Objective 5

Enhance employee engagement to achieve a more satisfied and higher-performing workforce.

Performance Measure

Year-over-year improvement in employee engagement measured by annual engagement survey; first survey completed in 2024.

Objective 6

Prioritize programs and identify needed staffing to provide critical, essential, and/or enhanced services.

Performance Measure

Secure resources for staffing and training for 2024-2025 budget.



Thriving People

Objective 1

Celebrate the culture, heritage, and diversity of the people in Jefferson County through events and programming.

Performance Measures

- Instances of outreach from Jefferson County aimed at celebrating culture, heritage, and diversity reported annually.
- Numbers of partnerships with organizations that highlight culture, heritage, or diversity in their mission statement.
- Number of proclamations that have follow-up actions.
- Number of proclamation-related activities attended by County officials or staff.
- Create a tracking system and/or dashboard for these activities.

Objective 2

Increase the availability of youth-focused activities to offer more opportunities for youth to be engaged in community life.

Performance Measures

- Youth participation rates in Parks & Recreation activities annually.
- Number of youth representatives serving on boards and committees.
- Number of community partnerships serving youth in Jefferson County.

Our Goal

Promote a sense of belonging so that residents and visitors feel welcomed to share in the many activities, opportunities, and experiences available across Jefferson County.



We thrive together when individuals belong.

Thriving People



Objective 3

Identify and remove physical and digital barriers to access, so County services, facilities, and spaces are accessible to all.

Performance Measures

- Update Jefferson County's Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan by 2025.
- Percent change in Jefferson County's website accessibility score in accordance with Web Content Accessibility Guidelines.

Objective 4

Promote access to recreational and wellness activities.

Performance Measures

- Number of events and reservations for recreational and wellness activities across Jefferson County facilities.
- Participant usage of Jefferson County facilities for recreational and wellness activities.



How Did We Build This Plan?



4399

Online interactions
with Social Pinpoint



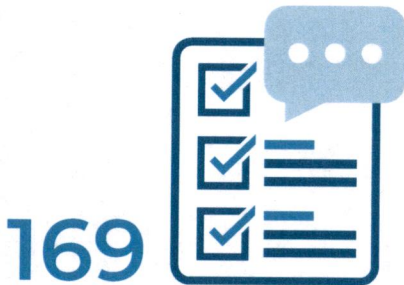
240

Community
survey responses



11

Ideas Wall
comments



169

Employee
survey responses



23

Interviews



3

Focus groups with
County staff and leadership



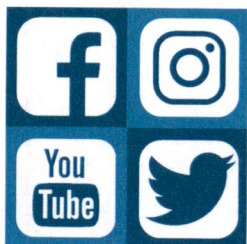
2

Board of Commissioners work sessions



2

County Leadership work sessions



8 Social
media posts

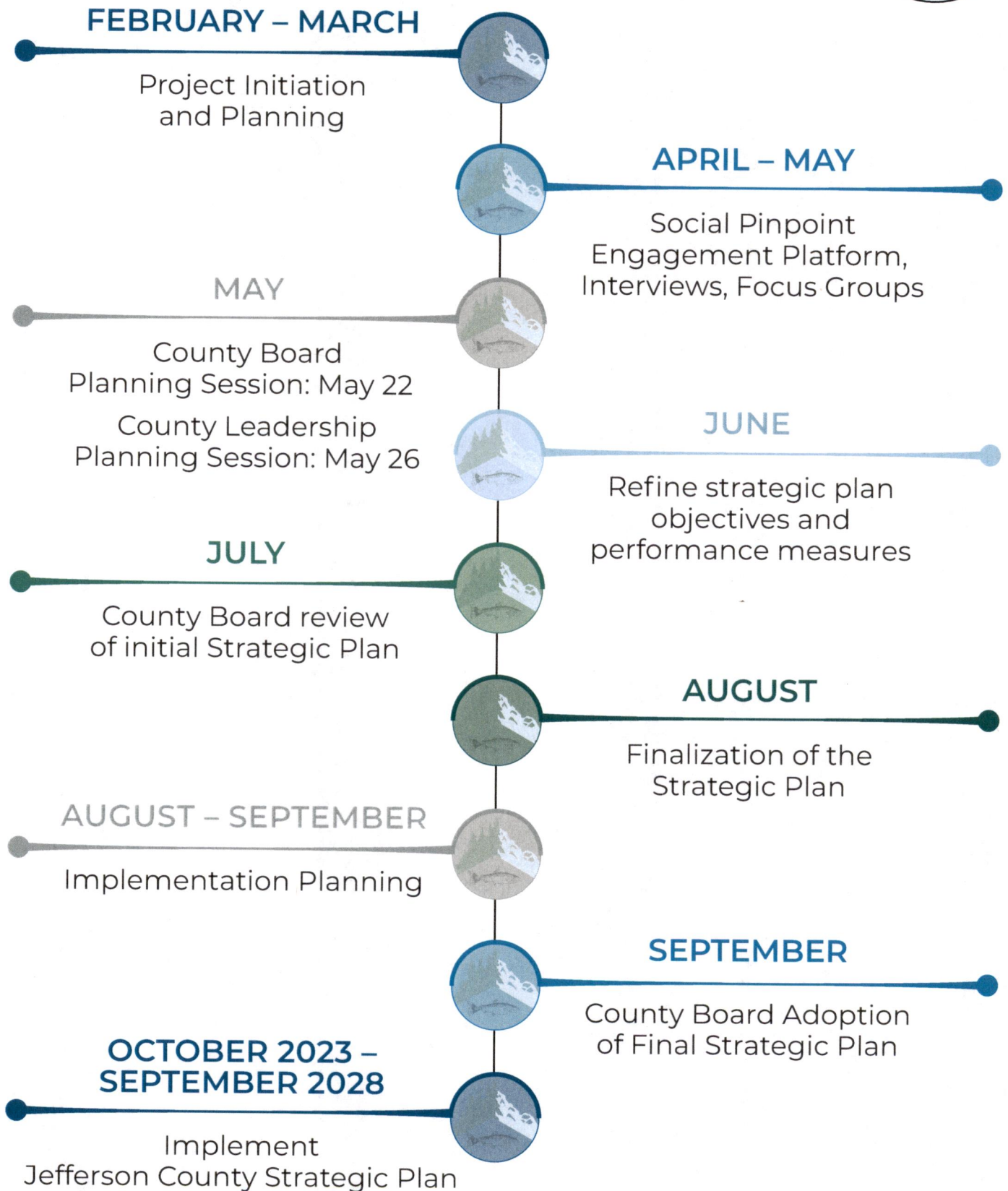
3509

Social media
engagements

2825
emails sent



Plan Development Timeline



What's Next?

Putting the Plan into Action

Built to endure the changes of a five-year period while staying relevant, this Strategic Plan is high level. It includes what the County will focus on to achieve the desired future for Jefferson County. The County's departments will work together to develop detailed implementation plans that lay out the actions and timelines required to fulfill each strategic goal and objective.

We are committed to focusing resources on the priorities that best serve the needs and desires expressed by our community and captured in this plan. As needs or opportunities shift during the life of the plan the County expects to address any needed changes as part of the County's budget process.

The County will also address the core values identified by the County Board and County staff during the strategic planning process. These values are expectations for how the City makes decisions and delivers services. Employees will apply these principles in their day-to-day work.

Keeping Track of Progress

The County will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The County will provide the community with an annual report and year-end Board presentation. Community members can expect to understand what the County is working on and the benefits that will result for residents, cities, towns, businesses, and the community overall.

Monthly

County staff will meet and discuss progress on strategic plan goals and objectives.

Quarterly

County leadership will provide the County Administrator with updates on progress toward each strategic priority and goal.

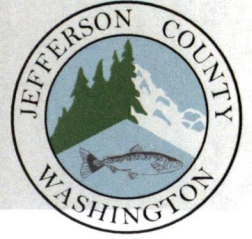
Twice A Year

The County Administrator will provide Board of Commissioners with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually

The County Administrator will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Board of Commissioners and posted on the County's website, <https://www.co.jefferson.wa.us>, for community access.

Acknowledgements



This strategic plan is the result of the combined efforts of our County's residents, elected officials, employees, and community stakeholders. Jefferson County would like to thank everyone who provided their knowledge and insights throughout the process and who dedicated their time to making this Strategic Plan come to life.

Board of Commissions

Greg Brotherton, Board Chair

Kate Dean, Commissioner

Heidi Eisenhour, Commissioner

County Leadership and Elected Officials

Mark McCauley, County Administrator

Amanda Hamilton, Clerk

Apple Martine, Director, Public Health

Brandon Mack, Superior Court Judge

Brenda Huntingford, Auditor

Brian Gleason, District Court Administrator

Bridget Gregg, Interim Director, WSU Extension

Chris Goy, Director, Central Services

James Kennedy, Prosecutor

Jeff Chapman, Assessor

Joe Nole, Sheriff

Josh Peters, Director, Community Development

Judy Shepherd, Finance Manager

Mindy Walker, District Court Judge

Monte Reinders, Director, Public Works

Sarah Melancon, Director, Human Resources

Shannon Burns, Director, Juvenile and Family Court Services

Stacie Prada, Treasurer

Wendy Davis, Communications Specialist

Willie Bence, Director, Emergency Management

BerryDunn Consulting Team

Seth Hedstrom, Principal

Michelle Kennedy, Project Manager and Lead Facilitator

Renee Bryant, Facilitator

Maddison Powers Spencer, Research Analyst

STRATEGIC PLAN

2024–2028

