

**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

CONSENT AGENDA REQUEST

TO: Board of Commissioners

FROM: Mark McCauley, County Administrator

DATE: July 17, 2023

RE: Workshop: Draft 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.

A draft Strategic Plan, attached, has been developed which combines the input received with guidance from the Board of County Commissioners during a Board retreat earlier this year.

ANALYSIS:

This workshop is designed to review the draft Strategic Plan with the Board and to receive feedback. The Board could choose to adopt the plan as drafted. Should minor revisions be required the Board could consider adopting the plan in a future meeting. Should substantial revisions be required another workshop could be scheduled for the Board to review a revised plan.

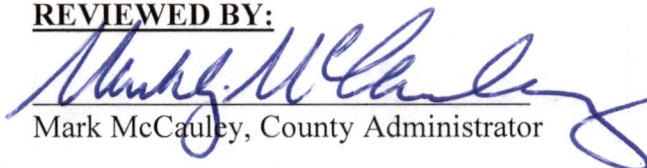
FISCAL IMPACT:

This request has no fiscal impact.

RECOMMENDATION:

Review the draft Strategic Plan and either adopt it or provide guidance regarding required revisions.

REVIEWED BY:


Mark McCauley, County Administrator

Date

7/12/23

Jefferson County Strategic Plan 2024 - 2028

Vision Statement: 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 and provides leadership in growth management, and cultivates diversity.

Mission Statement: We serve, support, 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 current and future generations.

Core Values:

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.

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.

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.

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.

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.

STRATEGIC PRIORITY: COMMUNITY RESILIENCE

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

Objectives

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, and community organizations to plan and promote health and safety programs/practices.

Performance Measure: Instances of outreach from Jefferson County aimed at celebrating health and safety in schools, business, residents, and community organizations.

Objective 3: Strengthen the community's emergency preparedness so the county can recover from public health emergencies, environmental hazards, and natural disasters.

Performance Measure: Number of individuals trained under Neighborhood Preparedness programming annually.

Objective 4: Prevent and control communicable diseases to improve the health, well-being, and safety of county residents.

Performance Measures:

- Percent change in communicable disease transmission rates annually.
- Percent 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:

- 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 encounters per year.
- Number of people served by Sheriff's Office Mental Health Navigator Program per year.

STRATEGIC PRIORITY: ECONOMIC VITALITY

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

Objectives

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: Supporting 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.

Objective 5: Lead planning efforts for LAMIRDs so that development is optimized.

Performance Measures:

- Identify number of vacant LAMIRD acres available for potential development by June 30, 2024
- Identify number of LAMIRD acres available for potential redevelopment by June 30, 2024
- Annual assessment to consider 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.

STRATEGIC PRIORITY: ENVIRONMENTAL STEWARDSHIP

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.

Objectives

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: Percent 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.

Objective 6: Collaborate with community stakeholders to monitor and sustain the forest, agriculture, and aquaculture economies—and the ecosystems on which they depend.

Performance Measure:

- 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 supporting 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 Washington State University 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 Measures: Number of volunteer hours year-over-year.

STRATEGIC PRIORITY: HOUSING ACCESSIBILITY

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

Objectives

Objective 1: Shorten the planning and permitting review and approval process.

Performance Measure: Creation of a performance tracking system by 2025 or sooner.

Performance Measure: Annual percent decrease in permit processing times.

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 Measure: Increase in number of total housing units.

Performance Measure: Complete assessment of needs by income group and set targets by June 30, 2025.

Performance Measure: Increase in number of targeted income group dwelling units.

Objective 3: Identify and remove barriers that prevent residential property owners from developing additional housing.

Performance Measure: Number of additional housing units created by non-commercial residential property owners.

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 Limited Areas of More Intensive Rural Development (LAMIRDs).

Performance Measure: Quantify and increase number of housing units added within LAMIRDs.

Objective 6: Collaborate with community partners to reduce homelessness.

Performance Measure:

- 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.

STRATEGIC PRIORITY: ORGANIZATIONAL HEALTH

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

Objectives

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 tenure length of employee.
- 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.

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.

STRATEGIC PRIORITY: THRIVING PEOPLE

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.

Objectives

Objective 1: Celebrate the culture, heritage, and diversity of the people in Jefferson County through events and programming.

Performance Measures:

- Create a public outreach reporting database with a focus on geographic equity.
- 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.

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.
- Explore the creation of a Youth Commission by December 2024.
- Number of community partnerships serving youth in Jefferson County.

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.