COWLITZ COUNTY WASHINGTON

2016 - 2020

STRATEGIC PLAN EXECUTIVE SUMMARY

and Operational Overviews

Strategic Plan
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To the Citizens and Residents of Cowlitz County:

This 2016 Strategic Plan outlines the future for improvements within Cowlitz County government and the well-being of our residents. It also triggers a measurable approach toward assessing customer service, facility suitability and safety, quality of life and place for residents, financial sustainability, and human resource allocations. The process utilized was staff-driven and data-informed in ways never done before in Cowlitz County government.

Department teams generated major challenge areas. Impactful, data-driven issues statements were refined by department heads and elected officials whose criteria was used by the steering committee to narrow the numbers to a manageable list. The top priorities became a collaboration between staff, a number of civic and political groups, and this Board. We learned more about the trends that shape our county and have come to appreciate the significant accomplishments during difficult times made by our staff, their managers, and elected leaders.

To make this Plan more than a document hidden away in cyberspace or sitting in a file drawer, we are also committed to tying strategies and actions to the budgeting process beginning in 2015. Measurable objectives will be added to the process in 2016. These initiatives will not only come from this document, but from department improvement plans, as well. And they are available on-line at www.co.cowlitz.wa.us under "Government."

Sincerely,
BOARD OF COUNTY COMMISSIONERS

OF COWLITZ COUNTY, WASHINGTON

/s/ Michael A. Karnofski

Michael A. Karnofski, Chairman

/s/ Dennis P. Weber

Dennis P. Weber, Commissioner

/s/ Joe Gardner   4-19-16

Joe Gardner, Commissioner

Preface & Acknowledgements

"Cheshire Puss,...Would you tell me, please, which way I ought to go from here?"
"That depends a good deal on where you want to get to," said the Cat.
"I don't much care where--" said Alice.
"Then it doesn't matter which way you go," said the Cat.
"--so long as I get SOMEWHERE," Alice added as an explanation.
"Oh, you're sure to do that," said the Cat, "if you only walk long enough."
- Alice in Wonderland by Lewis Carroll

"If you don't know where you are going, you are certain to end up somewhere else."
- Yogi Berra, baseball legend

"If you don't know where you're going, any path will take you there."
Sioux proverb

Three similar notions from wildly different perspectives express the importance of intentional goal-setting and for an organization like Cowlitz County that means effective strategic planning. Despite the earlier planning efforts from the last decade, the tragic Bush-Obama Recession has played havoc with county general fund revenues and we have not been successful enough in articulating clear goals or measuring our successes.

With guidance and training from noted futurist Dr. John Luthy, our elected officials and department heads along with department work groups identified major challenge areas with a great deal of data describing the problems. And they have set goals to deal with those problems over the next five years. Now our budget decisions will be data-informed and forward-looking. We will know when we get there, Alice, because we have created a clear path to success, innovation, and excellence.

We thank our fellow elected officials and department heads, and the department work teams, for their patience and perseverance in creating this 2016 – 2020 Strategic Plan. And we especially thank our consultant Dr. John Luthy for his gifted leadership and encouragement.

STRATEGIC PLAN STEERING COMMITTEE MEMBERS

|	
JENNIFER LEACH, WSU EXTENSION	**STACI MYKLEBUST, CLERK**
TERRY MCLAUGHLIN, ASSESSOR	**DAVID WALLIS, IT**
MOLLY MARTIN, DISTRICT COURT	**DENNIS WEBER, BOCC**

Current Initiatives Inspired by the Plan!

- ✓ **Economic Development --** Active support for SR432/433 Freight Mobility Corridor improvements, including local match assistance from special funds; board participation in several state infrastructure funding boards, the CEDC, Chambers of Commerce, Kelso Airport, and workforce development; and long-range transportation planning efforts (through COG) to insure maximum access to state and federal funding.

- ✓ **Fiscal Accountability & Operating Efficiency –** Major software purchases and training to streamline accounting, personnel, and purchasing functions; new purchasing manager hired; new permitting/inspection software to allow reports filed in the field; re-financing long-term debt to reduce interest rates to save rate-payers money; close monitoring of contracts (i.e. homelessness, mental health treatment, park development) to ensure proper use of public funds.

- ✓ **Public Safety & Security –** Regular school checks by sheriff's deputies; mental health court operating through district court; more funding for drug courts for youth, families, and adults operating through superior court; increased mental health training for officers; increased mental health counselling for juvenile offenders; computer-assisted dispatch adapted for more effective officer and deputy recordkeeping; new software to assist in crime analysis.

- ✓ **Health & Well Being –** Creation of new Great Rivers Behavioral Health Organization to integrate mental health treatment and substance use disorder treatment, covering more Medicaid lives more efficiently; Family Nurse Practitioners to assist low-income mothers with infants; support for two veteran service centers to reach more vets; Strengthening Families programs offered as antidotes to Adverse Childhood Experiences (ACEs)

- ✓ **Public Infrastructure –** New department leadership to equip county to better respond to construction, maintenance, & emergencies; new resources for road construction/maintenance; 6-year road plan updated; city-county, public/private collaboration to reduce traffic congestion near industrial developments; new landfill operations to keep rates low; employee certifications to ensure safe, efficient operation of water and sewer facilities.

- ✓ **Environmental Stewardship –** Comprehensive water quality plans being written for Silver and Horseshoe Lakes; support for salmon recovery efforts with habitat restoration and culvert replacement; application to state for South Silver Lake Community Forest; citizen liaison manager hired to focus on conflict resolution whenever public health and safety issues are reported; increased public outreach regarding food safety, septic systems, storm water, and communicable diseases.

- ✓ **Public Facilities and Service Delivery –** Office lean strategies are resulting in improved customer service and employee efficiencies; courtroom remodels creating a safer, more welcoming setting; Citizens Advisory Commission reviewing major facilities study and financing options; surplus properties in Lexington and Hoffstadt Bluffs are being marketed; feasibility studies for improved services at the Event Center; privatized motor pool reduces maintenance and fuel costs.

Cowlitz Wordle, courtesy of Building & Planning Department

Strategic Planning Process -- Overview

Purpose: To identify the priority issues facing Cowlitz County government in order to impact operational plans and budgets and address those issues over the course of several years.

Assuming that our 2009 mission, vision, and guiding values remain vital and cogent for the county organization, the next step is to identify those issues now facing county government, develop long-term goals (3 – 5 years or longer), create measurable objectives (for one- to two-year budget cycles), and devise strategies or action plans to meet those objectives and goals[1].

Mission

Vision

Values

Issues

Strategic Planning for Public Agencies

Goals

Objectiv

Strategies

(Figure #1[2])
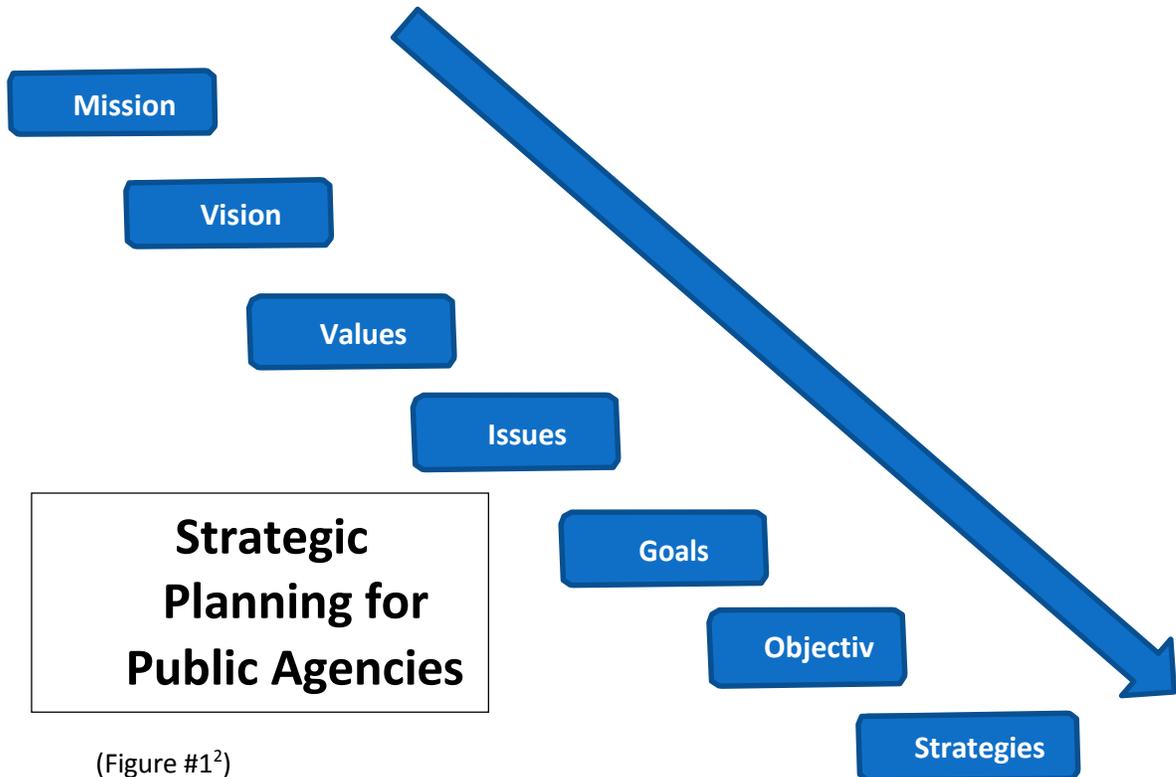
Identify Issues: The protracted 2008 recession and abnormal unemployment rates suggest a new normal of little or no revenue growth for local government. Aging Baby Boomers bring about new demographics and service demands. Identifying the challenges that these new realities create is dynamic, requiring constant revision and analysis. We are overdue for a review.

Furthermore, in response to the 2013 Budget Retreat held by Cowlitz County's Elected Officials & Department Heads, the Parameters Committee concluded that

We should develop a budget process that funds programs and services priorities in a predictable, transparent, legal, logical, and consistent manner that reflects the values of the people of Cowlitz County.[3]

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[1] Luthy, John F., *Planning the Future* (Borderline Publishing, Boise) 2010, pp. 114 - 116
[2] Ibid. p. 194
[3] Cowlitz County Budget Process and Priorities Recommendations, p.1

Over the course of the several months, we facilitated a staff-driven process to identify today's challenges and prioritize the appropriate levels of service needed to meet those challenges. One important resource to be utilized during this process were the ideas generated from the other Budget Retreat Committee – the Innovations Committee.

However, it is important to note that despite the origins of this committee in a Budget Retreat, prioritization of programs and services must flow from a careful analysis of the challenges facing the people of Cowlitz County. Of course, federal and state constitutions, laws, and regulations carry a preponderance of weight is determining priorities. And with state laws, coupled with local political values, constraining our ability to generate revenue, the challenges are exacerbated.

Nevertheless, we methodically analyzed the issues facing us. And to be effective, the process had to address all four dimensions of these challenges. Issues are either external or internal to county government. Furthermore, they are either tangible (measurable) or intangible (qualitative). Tangible external issues are the easiest to identify. The others require intentional study and review.

Issue Category Identification

EXTERNAL **INTERNAL**

Tangibles   Intangibles   Tangibles   Intangibles
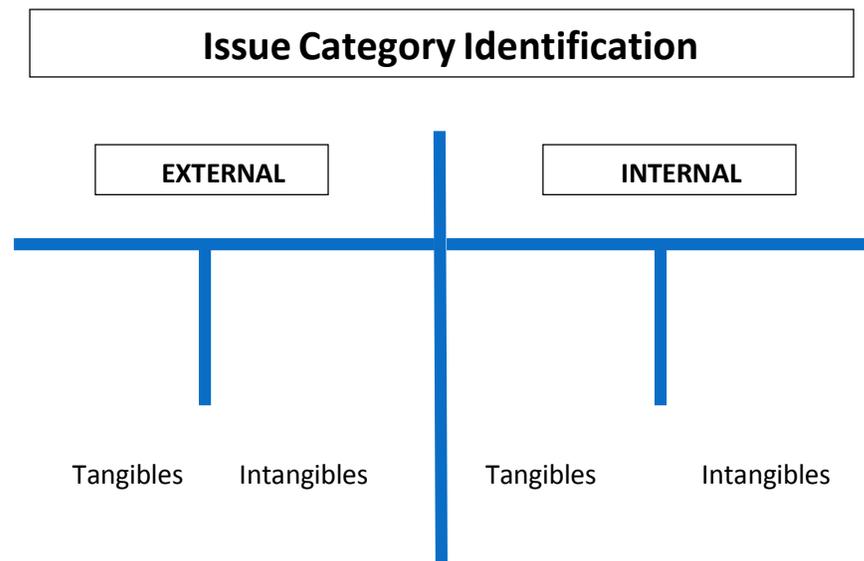
(Figure #1[4])

By addressing all four dimensions, we developed a more complete set of challenges and budget priorities. An added bonus, experts assure us, will be an inevitable move toward successful quality improvement.[5] Had we ignored internal and intangible issues, we would have risked creating another "Plan" that merely sits in bookshelves rarely used.

For issues identification, we wanted to involve as many of staff as practicable. But to do so, we needed to expand beyond holding gripe sessions for venting frustrations. External tangibles were the easiest to discuss: roads, criminal justice, family/juvenile cases, taxes, elections, records/titles, public health, human services, parks and rec, environmental protection, land-use planning, etc. External intangibles are more emotional: customer service,

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[4] Luthy, p. 141
[5] Ibid. p. 150

public support, media image, intergovernmental cooperation, etc. Internal tangibles are staffing levels, heating, work space, motor pool availability, adequate compensation and benefits, staff capacity, etc. Internal intangibles refer to communication, trust, loyalty, morale, leadership, stability, etc.

Eight-Step Program: To identify issues John Luthy describes an eight-step program.[6] He strongly urges that time be taken to specifically discuss each of the four dimensions separately, but with intention. We adapted his steps for issues identification this way:

1) Establish a strategic planning work group for each work unit. For such a large organization as the county, we should consolidate our many departments and divisions into 12 – 15 strategic planning work groups based on similar function (i.e. judicial administration, law enforcement, asset management, environmental services, public works, public health, information technology, fiscal management). Departments can send representatives to as many work groups as may be appropriate.
2) Work force participants will be trained in the strategic planning process. Each work group begins focusing on external challenges by listing problem areas, not getting too specific (i.e. for law enforcement list topics such as speeding, domestic violence, drugs, personal property crime, etc.).
3) For each problem area, they then brainstorm what the specific problem is – not the solution. This includes a discussion of external intangibles, too.
4) As a second session, the focus group should identify the major internal intangibles such as morale, loyalty, communications, collaboration, appreciation, flexibility, etc. The focus group should report their findings to the work groups and make it available on-line for all employees.
5) Train work group and focus group representatives in writing strong, clear, data-driven issues statements for the challenges chosen. These become the building blocks of the strategic plan.
6) Once the issues statements are written, reviewed, and revised, the Steering Committee used criteria[7] to prioritize the most salient ones. Here are the criteria in order of importance:

   a. **Impact**   d. **Threat Level**   g. **Controllability**
   b. **Magnitude**   e. **Frequency**   h. **Timing of implementation**
   c. **Pervasiveness**   f. **Short-term v. long-term**

7) Once the issues have been prioritized, elected officials and department heads will define goals and strategies to guide them for the next five years and beyond.
8) While county priorities are refined, each department will also complete their own, more comprehensive strategic and internal improvement plan.

Writing Goals and Measurable Objective: Once the Issue Statements were written, reviewed, prioritized, and selected to a manageable number, writing the goals and objectives were relatively easy. The selection process is what makes the Strategic Plan an active document – it does not pretend to cover everything the county does, but identifies the priorities of the BOCC, in consultation with the other elected officials. Every department, of course, was asked to develop a more comprehensive operations plan covering all programs. But the Strategic Plan identified the county's priorities. And funding priorities is what budget exercises are all about.

There is a major difference between public strategic planning and private ones. A required format for public planning is that goals and objectives must all begin with one of three options*: to increase, to reduce, or to maintain* a program that addresses the issue.[8] Most importantly, they must avoid weasel words that are value- or emotion-laden and defy precise measurement. Some typical weasel words: *emphasize, improve, seek, foster, develop, comply, integrate, cooperate, communicate*.
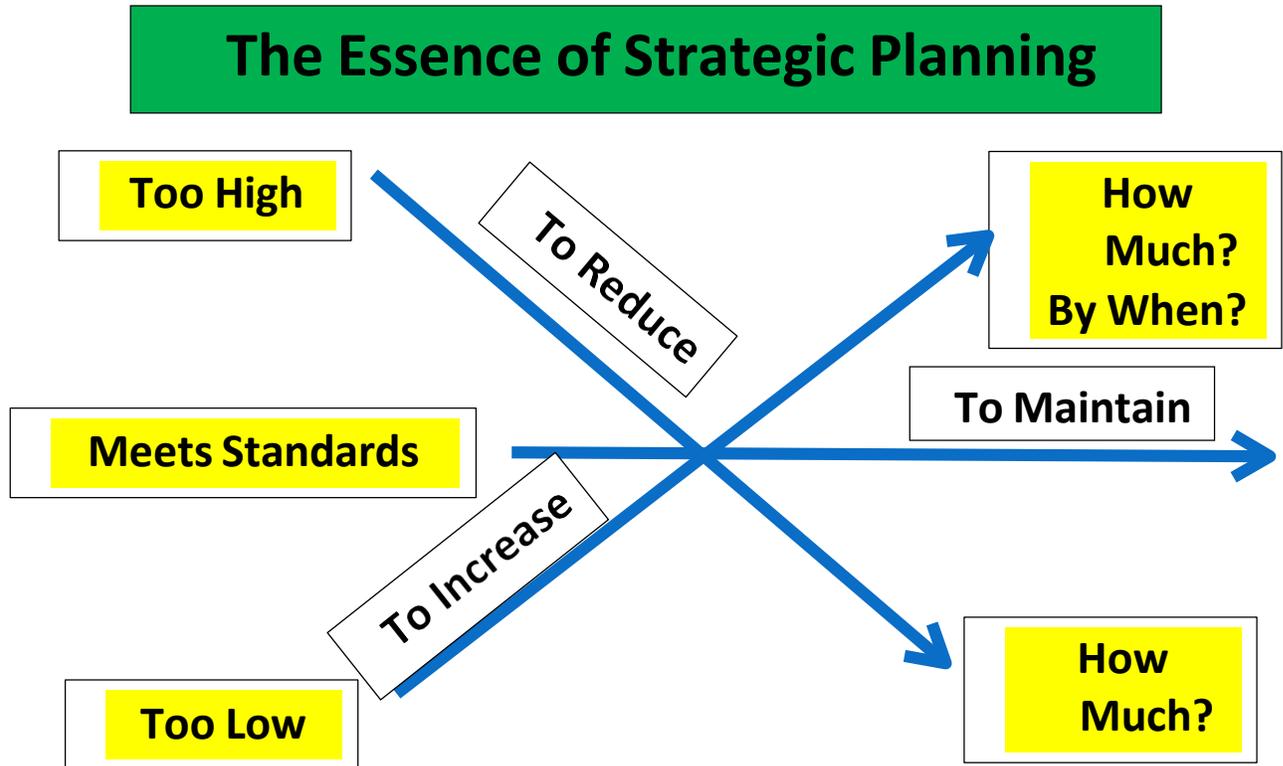
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[6] Ibid. pp. 159 – 161

[7] 2014 Senior Management Retreat established the criteria.

[8] Ibid. pp. 166 - 67

By keeping goals and objectives to the three action words, we keep the plan simple. Ultimately, you can easily measure success by answering the question: "Did you increase, reduce, or maintain it?" See the chart[9] below on how such a plan assists in budget analysis:

The Essence of Strategic Planning

Too High

To Reduce

How Much? By When?

To Maintain

Meets Standards

To Increase

Too Low

How Much?

(Figure #4[10])

The strategies: The final element of the Plan includes the strategies or activities for which funding is needed. They could also include activities needed to increase revenues. These then guide the BOCC in determining budget amounts. They reflect the priorities determined through the planning process that identified issues and long-term and short-term solutions.

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[9] Ibid. p. 102
[10] Ibid. p. 166

Trends Shaping Cowlitz County

Located in the heart of the Pacific Northwest – one of the most beautiful places on earth -- Cowlitz County has long been a major world-class center for manufacturing, predominantly in the forest products industry. Between the Columbia River and the lush forests of the Willipa Hills and the Cascade Mountains, this region combines natural

resources, a range of transportation alternatives, and a high quality of place to produce an economic environment that also includes thriving export-import activities, healthcare services, retail sales, senior living communities, a mix of public and private schools, a community college with four-year degree extension programs, 11, , and outdoor recreation plus many other businesses.[11]

Access to Markets – With the deep water channel of the Columbia River, transcontinental railroads and a network of federal and state highways, Cowlitz County has direct routes to domestic markets and international trade. With service from Burlington Northern Santa Fe and Union Pacific Railroads, Cowlitz County ports provide quicker access to Pacific Rim trade for manufacturers and food processors than other west coast shippers.[12] Because Interstate-5 bisects Cowlitz County, the interstate highway system provides a passageway to markets in Puget Sound, Oregon, and California, plus the inter-mountain region east of the Cascades. Toll-free bridges across the Columbia provide easy access to Oregon markets and resources. State highways in Oregon and Washington also provide access to customers along the Pacific coast. The Southwest Washington Regional Airport in Kelso serves small business-class jets and private planes. Portland International Airport is just 45 minutes away.

Access to Labor – Cowlitz County has a diverse blend of skilled labor as well as a qualified manufacturing workforce. The training and development curriculum at Lower Columbia College, located in Longview, mirrors

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[11] "Why Cowlitz County," Cowlitz Economic Development Council, (www.cowlitzedc.com, Longview, WA) 2014
[12] Ibid.

our dynamic business climate. Working with local government leaders and public schools, the college provides


vocational and professional training opportunities in response to the business community's employment needs.[13] Recently, the college began offering four-year degree programs in cooperation with universities located elsewhere. These all guarantee a stable, prepared workforce now and in the future.

Affordable Advantage – Cowlitz County businesses also benefit from Washington state's business-friendly tax environment and cheaper real estate. There is no corporate income tax, no personal income tax, no unitary tax and no tax on dividends, interest, or capital gains. In addition, there are no sales and use taxes on manufacturing machinery or equipment, including labor and installation and repair services.[14] An additional bonus is that real estate prices in Cowlitz County are approximately 50% below the Portland (OR) market[15]

and yet downtown Portland is less than an hour away.

Early Employment Trends – One of Washington's original counties, Cowlitz County was established in 1854 and grew slowly through the 19th century. As its boundaries changed from the Cowlitz to the Lewis River, battles over the county seat raged between small pioneer riverboat settlements. Since 1923 Kelso has

been the county seat. Before the 1920s the local economy was based on subsistence farming, logging, and transportation. Logging operations consisted of small sawmills, shingle mills, and log exports to California on ocean-going "cigar rafts." A major boost to the economy occurred in the 1870s when the Northern Pacific
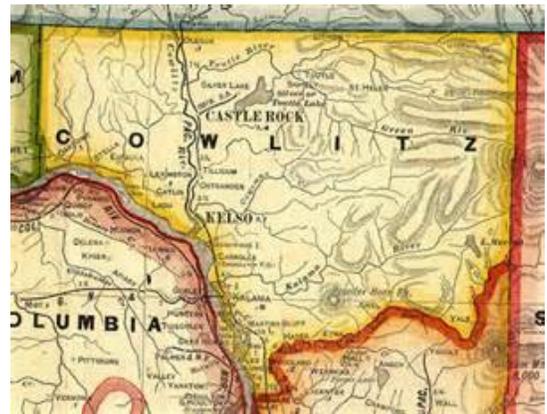
Railroad built the City of Kalama as a railroad ferry terminal connecting Tacoma with Oregon rails linked to the rest of the nation.[16] But once the rails from Puget Sound

were re-routed more directly across the Cascades, this county's economy slowed down again. In fact, its population was in decline until the 1920s.

Boom Years – mid-20th Century – The Kansas City-based Long-Bell Lumber Company established its western operations in Cowlitz County in the 1920s, spending today's equivalent of $400 million building a 1 million

board feet-a-day sawmill

complex and industrial city to house its workers in what became Longview. Within a decade Weyerhaeuser Timber Company and Longview Fibre Company had also built huge mills along the

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13 Ibid.

14 Ibid.

15 Mike Wallin, ReMax Real Estate, January 2, 2015

16 Urrutia, Virginia, *They Came to Six Rivers,* Kelso, WA, Cowlitz County Historical Society, 1998

Columbia River waterfront at Longview. A Reynolds Metals aluminum mill joined them there during World War II. Through the 1970s these four were the county's employment backbone. Cowlitz County regularly led the state in low unemployment numbers.[17]

Pacific Power and Light (now PacifiCorp) built hydro-electric dams across the Lewis River, transforming that valley into a power-producing recreational playground. Blue-collar jobs were plentiful and paid well. The median hourly wage for jobs in Cowlitz County was higher than the rest of the state until 1998.[18] Labor strife was as often between rival organizations as with management. But on the whole, strikes have been infrequent.

Changing Economic Pressures – By the 1950s the Long-Bell operations had harvested the virgin timber that had attracted the company thirty years before and it was sold to International Paper. Much has changed in the intervening years.

In the late 1970s, there were 6,400 timber jobs in the county, and a third of all jobs were in manufacturing. The county's per capita income was close to the state average and above the national average. Since then, timber and manufacturing employment has declined, and wages and income have not kept up with the rest of the nation. The county has had some success with diversification, but it has been a case of two steps forward, one step back.[19] Both the cities of Kelso and Longview have since the 1960s, as have the local ports. But much vacant land still exists. Several high-tech companies have located in the county, such as Epson Toyocom and ALS – Environmental (formerly known as Columbia Analytical Services). Foster Farms located in Kelso's industrial park in 1998.

Natural Disasters and Corporate Reversals -- The eruption of Mt. St. Helens in 1980, followed closely by the closure of most federal forest land to log exports for environmental reasons, severely reduced forestry jobs.[20] International Paper activities wound down until the late 1990s when the mill buildings were torn down and the property sold to the Port of Longview. Aluminum created wealth for investors and workers until 2002 when that mill abruptly closed down. Weyerhaeuser survived only through diversification and technological advances. And by 2013 Longview Fibre (now known as Kapstone Paper and Packaging) employed half its original numbers and was no longer locally owned. The county's largest single employer during the Great Recession was PeaceHealth, a Catholic hospital and medical services non-profit corporation.

Impacts from the Great Recession, 2008 – 2015 -- During the Great Recession, Cowlitz County lost 9 percent of its nonfarm employment, more than the state or nation. Its unemployment rate topped 14 percent (not seasonally adjusted) at one point, before easing downward at the end of 2010. With fits and starts, employment growth turned positive in 2010, helped by construction projects from new investments: a new grain terminal, a new steel pipe plant and two new Wal-Marts. However, hiring stagnated in 2011. Finally in mid-2013 a halting recovery began.

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[17] Ibid.

[18] Bailey, Scott, "Cowlitz County Profile", (Washington State Employment Security Department, Olympia, WA), Dec. 2014

[19] Ibid.

[20] Urrutia, Ibid.

By the end of 2014, the county was a few hundred jobs short of recovering all the jobs lost in the recession. Unemployment, while falling, remained high and the labor force was significantly below its pre-recession level. [21]

Today's Challenges – Over the past two decades, Cowlitz County's unemployment rate has run about two percentage points higher than the national average during good times and three or four points higher during recessions. The county labor force in 2014 was 7 percent lower than in 2008.[22] Over a quarter of its residents qualify for food assistance from various government programs. The number living below the federal poverty line is over 30% higher than the state. Tenant assistance programs here rank #1 in the state.[23] And Medicaid enrollment has hit 34,000 out of around 102,000 population (2014).[24] Population has stagnated since the 2010 census as the county can be characterized as older, poorer, and less diverse than the rest of Washington. Despite strong local support for public schools that successfully prepare many students for college, changing demographic trends are reflected in the number of adults remaining in Cowlitz County with at least a bachelor's degree being roughly half the rate for the state.[25]

"Public Perception" of Cowlitz County – Many Cowlitz County residents seem to suffer from a low self-image due to several factors: low state health rankings (Cowlitz County is 34th of 39 counties in Washington State for overall community health), lower wage rates and job insecurity, high unemployment rate (2 points higher than state average), low labor force participation rate (close to 52 percent in 2013, well below the national mark of 63 percent), and continued aging of the county's overall infrastructure. Consequently, Cowlitz County struggles in its ability to grow, remain vital, and maintain an environment desired by citizens, tourists, industry and institutions. Despite these tough challenges, local officials at all levels remain committed to building a 'magnetic' county that attracts residents, tourists, industry and volunteer agencies that beautify, invigorate, and revitalize this area.

> **Trends photo credits:** Columbia River Industrial Waterfront, City of Longview; SR 432/I-5 Interchange, Washington State Department of Transportation; TEMCO Grain Elevator, Port of Kalama; Employee Groups, Lower Columbia College; Pre-1920 County Map, Washington St. Archives; Long-Bell Magazine Ad, Saturday Evening Post; Logo, Weyerhaeuser; Reynolds Metals logo, ALCOA; PacifiCorp logo; Paficopr; International Paper logo, International Paper; Epson Toyocom logo, Epson Electronics America; ALS Environmental logo, ALS Global; Foster Farms logo, Foster Farms; Eruption of Mt. St. Helens, U. S. Geological Service; St. John Medical Center, Lower Columbia PeaceHealth; Walmart logo, Walmart; LCC Sign, Lower Columbia College

[21] Bailey, Ibid.

[22] Ibid.

[23] US Census Bureau, "Cowlitz County Quick Links," (http://quickfacts.census.gov, Washington, DC) 2014

[24] Alberts, Brad, June CFO Report, (Southwest Washington Behavioral Health Board, Vancouver, WA), 2015

[25] Census, ibid.

Significant Accomplishments
1995 - 2014

Based on the 2009 Strategic Plan topics, the following include major county accomplishments over much of the past 20 years. Not only have there been government reforms, but there have been crucial partnerships with other public agencies, as well as private institutions.

Prevent Crime

Established in 1986, the **Cowlitz-Wahkiakum Narcotics Task Force** is a cooperative investigative agency combining resources from the federal Department of Justice through the state Department of Commerce with staff and/or funding from the Cowlitz and Wahkiakum Sheriffs' Offices, the police departments from the Cities of Kelso and Longview, the Washington State Patrol, and federal partners. Working with other law enforcement agencies, the task force focuses on large-scale drug trafficking in the Lower Columbia region.

Since **1994** the non-profit corporation **Cowlitz County CASA** (Court-Appointed Special Advocates) has employed a small staff to supervise volunteers tasked with being the voices for abused and neglected children in the dependency court system. Currently, CASA has an active volunteer staff of 45 and an active caseload of 142 children of which 50 are handled by the office as they wait for a volunteer.

Following a series of tragic teenage deaths due to alcohol and driving across the state, the **Cowlitz County Sheriff's Office** began the "**Every Fifteen Minutes Program**." This program is aimed at high school age students and involves group participation in the simulation of losing a classmate, "One every fifteen minutes", as is the case with alcohol related crashes across the country. Over the years every high school in Cowlitz County has participated, and the Sheriff's Office proudly touts the fact that since its inception in **1996**, the number of young people who have participated in this program and were killed in an alcohol related collision has been **ZERO!**

Another important development in 1996 was the opening of **a new Youth Services Center**. The former facility dated back to the early 1960s and was woefully inadequate for the needs of a much larger population and in need of significant HVAC and electrical systems upgrading. The new, state-of-the-art facility was built near the Hall of Justice, making transportation and communication with the courts much safer and convenient. Kelso Public Schools continued to provide classroom instruction and by the 2010s relied on computer technology for student-paced instruction. The center is also distinguished in being

recognized by the federal Immigration and Customs Enforcement agency (ICE) as the only acceptable detention facility for undocumented immigrant youth.

In **1996** the **Department of Emergency Management** coordinated major flood relief on the Cowlitz, Columbia, and Lewis Rivers. From 1991 to 2004 DEM was an independent agency, whose director also oversaw 911 Communications Center and the Law Enforcement Records Department. In **2004** the Department became a division of the Cowlitz County Sheriff's Office (while 911 and LER became separate departments reporting to the BOCC). DEM continues to coordinate and facilitate emergency management activities for the Cities of Longview, Kelso, Castle Rock, Woodland and Kalama and for all unincorporated areas of Cowlitz County. In addition, DEM works directly with the Washington State Emergency Management Division (EMD) and the United States Homeland Security Region IV which includes Cowlitz, Clark, Skamania and Wahkiakum counties.

In 2005, the **Cowlitz County Sheriff's Office**, Longview Police Department, and the Kelso Police Department, joined together to establish **Lower Columbia SWAT**. The officers and deputies who comprise this special weapons and tactics unit go through extensive vetting and training to participate, and become part of "the team." This unit is deployed in situations which have risen above the level of basic law enforcement tactics and abilities and require a higher level of expertise in negotiation and response options.

The **Cowlitz County Corrections Department** opened a new jail facility to better serve our community in **2006.** As the only detention center in Cowlitz County, it serves Longview, Kelso, Castle Rock, Kalama, Woodland, and all of the smaller communities in unincorporated Cowlitz County. Averaging around 300 inmates at any given time, Cowlitz County Jail also contracts with the Washington State Department of Corrections to house inmates who violate the terms of their post-conviction supervision agreement. The department also provides misdemeanant adult probation services and offender services programs.

Cowlitz County Search and Rescue, (CCSAR) Cowlitz County Dive-Rescue, Lower Columbia Amateur Radio, and Civil Air Patrol, are fully-volunteer, non-profit groups, which work directly with the Cowlitz County Sheriff's Office and the Department of Emergency Management. (CCSO) These volunteers provide assistance to persons in distress or in urgent situations. They conduct search and rescue missions for people in trouble in a wide variety of terrains from mountainous areas, to river banks, to urban locales; in the heat of summer and on snowy winter nights. These organizations educate children, hikers, swimmers, boaters, and backcountry enthusiasts in safe activities, so they will avoid danger that result in the need for rescue. They are available, upon request to assist Cowlitz County and any other county or official agency responsible for search

and/or rescue activities in our region. These groups are headquartered in the volunteer-built Rizad facility, which celebrated its 20th anniversary in **2008**.

The **Children's Justice & Advocacy Center (CJAC)** in Kelso, WA first opened in **2009** after years of planning by several community members dedicating to protecting the children in our community. CJAC is a central location for members of a multidisciplinary team (which includes law enforcement, prosecution, CPS, advocacy, etc.) working on child abuse investigations. Before CJAC, when allegations of abuse came to light, the child had to speak to several different people, in different settings, reliving their trauma over and over. With CJAC, the child is interviewed by a trained Child Forensic Interviewer, and only has to share their story once, in a safe, child friendly environment, saving the child from further trauma. CJAC became a federally recognized 501(c)3 non-profit organization in 2012, and as of October 2013 had been awarded national accreditation from the National Children's Alliance (NCA).

In 2011, the **Cowlitz County Sheriff's Office** was able to complete a six-year effort to bring all local law enforcement agencies into a single records and reports management computer system. Never before, in the history of local law enforcement, had all six agencies had a combined system, requiring numerous searches to be conducted to link crimes, incidents, or gather necessary information. A continued effort to partner with all agencies finally came to fruition when the last agency transferred it data into the system, linking all law enforcement records.

The Superior Court of Cowlitz County has sponsored therapeutic courts throughout the past 20 years. The Superior Court **Adult Drug Court Program** is available to Adult Felony Defendants and allows them to enter into treatment as an alternative to incarceration. More details of the program and its requirements can be viewed in the **Drug Court Brochure**. A recent evaluation of the program performed by a Portland State Professor rated our Adult Drug Court Program as one of the "Best in the Country" based upon our graduation rates and low recidivism (re-offense) rates.

The **H.O.P.E. Court Program** was created to assist substance-affected parents in dependency proceedings to receive treatment in a supportive program with the end goal of returning their children to their custody. H.O.P.E. means **H**elping **O**ur **P**arents **E**xcel. The Hope Court is a partnership between the Juvenile Court, The Washington State Attorney General's Office, the Department of Social and Health Services and the Office of Public Defense. It presents a faster track for children to return to their homes in a safe and sober environment.

The **S.A.F.E. Court Program** was instituted to provide an intensive, court-supervised, drug treatment option for juvenile offenders similar to the adult drug court. It operates under the same principals modified to meet the unique needs of juveniles with substance abuse issues. S.A.F.E. means **S**afe **A**ddictions-**F**ree **E**nvironment.

In 2014 the Cowlitz County District Court instituted a **Mental Health Court program** for defendants whose behaviors can be directly linked to mental health issues.

Officials Overseeing Crime Prevention since 1995:

Superior Court Judges
Milton R. Cox
James E. Warme
Randolf Furman
Don L. McCulloch
James J. Stonier
Jill M. Johansen
Stephen Warning*
Gary Bashor*
Michael Evans*
Marilyn Haan*

Emergency Mgt. Directors
Richard Bullock
Trudy Winterfeld
Grover Laseke
Ernie Schnabler*

Juvenile Center Adm.
Mel Jewell
Cathie Watson
Chad Connors*

District Court Judges
Bob Altenhof
David R. Koss*
Ed Putka*
Michael Evans
Ron Marshall*

County Clerk
Peggy Bogdon
Terri Nielsen
Roni Booth
Bev Little
Staci Myklebust*

911 Comm. Directors
Richard Bullock
Cindy Barnd
Laurel Massey
Deanna Wells*

County Commissioners
Jon A. Taylor
Joel R. Rupley
Van A. Youngquist
Bill Lehning
George Raiter
Kathleen A. Johnson
Jeff Rasmussen
Axel Swanson
Mike Karnofski*
Jim Misner
Dennis Weber*
Joe Gardner*

Law Enf. Records Dir.
Richard Bullock
Lynn McDermott
Brian Lux*

County Sheriffs
Brian Pedersen
Bill Mahoney
Mark Nelson*

Coroner
Gary T. Greig
Michael W. Nichols
Tim Davidson*

Pros. Attorney
Jim Stonier
Sue I. Baur
Ryan Jurvakainen*

Corrections Dir.
William Weiss
Dan Price
Marin Fox-Hight*

*currently serving

Photo credits: Every Fifteen Minutes participants, CCSO; Youth Services Center, Cowlitz County Superior Court; Longview Tornado damage, opb.org/news/blog; Lower Columbia SWAT, CCSO; SAR Training, Cowlitz County Search & Rescue; Board of Directors, Children's Justice and Advocacy Center; Expedition, CCSO

Public Health & Human Services

Healthy Communities

Since the consolidation of the administration of the separate Health and Human Services Departments in 2001, both departments have hosted **many informational booths** each year at local events such as Earth Day, the Hispanic Health Fair, and Project Homeless Connect.

The **Cowlitz Free Medical Clinic** opened in November, 2005, after about 4 years of planning. The Health Department was a player on the team of Kaiser Permanente, St. John Medical Center, and Peace Health, all of whom continue to be members of the non-profit Community Health Partners, which operates the clinic. The clinic serves low income adults and after operating for several years in a St. John facility, moved to its current location at Kaiser.

Environmental Health Services also adopted a **food regulation compliance program** in 2012 to work with facilities that have excessive or continued violations. This informal conference away from the hectic atmosphere of a restaurant is designed to work with operators to develop long-term corrective measures to better protect public health prior to formal enforcement actions.

Environmental Health Services also adopted a **voluntary food regulation compliance program** in 2012 to work with facilities that have excessive or continued violations. This informal conference develops strategies with operators to develop corrective measures to better protect public health prior to formal enforcement actions.

In 2013, HHS led a **Community Health Improvement Planning** project to provide a common agenda for addressing publicly selected County Health Priorities. Partner organizations such as PeaceHealth, Kaiser Permanente, and Family Health Center were brought together to determine how to align each organizations' missions and goals to refocus resources and foster collaboration. In addition, community forums where held with county residents for input related to the health priorities. The Plan is now being used as a tool to help advance policy, systems, and environmental (PSE) change strategies in the three areas identified as priorities:

<div align="center">

Increase Healthy Habits for All Ages

Ensure Healthy Starts to Life for All Kids

Improve Economic Opportunity

</div>

Environmental health protection services were consolidated in 2013. Counties are tasked with certain environmental health services under Washington state law to permit and monitor the operation of solid-waste landfills, on-site sewage systems, public swimming pools, potable water (unincorporated areas), commercial kitchens, and public food vendors. The county has also directed staff to monitor water quality at Silver Lake and Horseshoe Lake. Prior to 2013 these functions were divided between Building & Planning and Health Department. Now they have been merged under one manager within the Health Department's Environmental Health Unit (EHU).

In 2014 **compliance of small public water systems has jumped from 40% to 70%** following a coordinated outreach program that included newsletters, compliance letters and site visits to the systems. In addition, the BOCC adopted a new Group B Water System Ordinance as recommended by the Health Department's Environmental Health Unit. This local ordinance allows for more flexibility and some fewer requirements for new development then allowed under WAC rules but maintains public health through continued monitoring of small public water systems. In addition,

Healthy Families

Cowlitz County went from #37 to **#2 in dental utilization of Medicaid** benefits in the state of Washington. In partnership with Washington State Health Care Authority, Peace Health, and Red Canoe Credit Union, the Health Department continues to provide partial funding for the Access to Baby and Child Dentistry Program (ABCD) in its efforts to improve utilization of Medicaid dental benefits for children under the age of 5. Since the beginning of the program in 2007, 7,690 ABCD enrollees have had over 20,000 dental appointments.

A **Universal Development Screening training** with 30 participants from Peace Health Pediatrics and other community partners sponsored annually through the Health Department's Children with Special Health Care Needs program.

Immunization rates for Kindergarteners in Cowlitz County has been at or near 90% since 2009. The Health Department has partnered with Pathways 2020, Family Health Center, Child & Adolescent Clinic, PeaceHealth, and Kaiser Permanente in reaching this goal.

Beginning in 2012 the Health Department has sponsored a **Nurse-Family Partnership** (NFP) that assists first-time mothers who earn less than $21,000 per year with an evidenced-based program to help young parents successfully address many risk factors they face – such as poverty, lack of education, depression, drug abuse, physical violence, and homelessness. The program is the recipient of a $1,000,000 3-year federal grant, which has been extended for an additional 3-year period.

All Cowlitz County **Developmental Disability clients in are employed at or above minimum wage**. Previously, these clients were in sheltered workshops or unemployed. In 2013 the Department of Human Services helped transfer the pre-vocational clients into the fully integrated supported employment services. Historically, the department supported a portion of our Developmental Disability clients who received pre-vocational services and worked in sheltered environments earning a wage of 2-5 dollars per hour. HHS now offers only fully integrated work training and opportunities with jobs earning at or above minimum wage and continues to expand jobs and work hours for people who experience a developmental disability in our community.

In 2000, the Cowlitz County Health Department implemented a **Syringe Exchange Program (SEP)**, based on community health and safety assessment, and best-practices to reduce harm and disease within intravenous drug using (IVDU) populations. The goal of the SEP program for the last 15 years has been to prevent HIV and other blood-borne communicable disease infections among county residents. The SEP is managed by the Health Department and provides a safe disposal location for used needles, as well as a weekly opportunity for HIV testing, medical referrals and access to drug treatment services. In 2012, HHS moved this program to the Drug Abuse Prevention Center (DAPC) in Kelso, allowing Health Department staff to work directly with DAPC drug treatment staff. By 2014, SEP staff was linking over 70 SEP clients a year to drug treatment through this DAPC partnership.

Since the implementation of SEP there have been **no new reports of HIV or Hepatitis B illness** in clients in the Cowlitz County program. In 2014, the program also mitigated a blood-borne illness outbreak among IVDU's within Cowlitz Co. The St. John's Medical Center (SJMC) Emergency Department was seeing a large cluster of patients with the same blood-borne infection, all patients were IVDU, and to prevent additional cases, SEP staff provided educational information to all SEP clients for 3 months, encouraging that they share the prevention information with their friends and partners. SJMC stopped seeing the spike in cases within the first month of outreach thru SEP to IVDU population.

Mental Health Treatment & Prevention

In 2011, the Department of Human Services successfully **transitioned 900 low-income mental health patients** from a previous provider to Lower Columbia Mental Health Center and Youth and Family Link upon the recommendation of Southwest Washington Behavioral Health Regional Support Network. Lower Columbia Mental Health changed its name to Columbia Wellness in 2015.

Cowlitz County Board of County Commissioners enacted the **1/10th of 1% Mental Health Sales Tax** in Dec. 2012. This has allowed for a variety of mental health and substance abuse prevention and intervention service programs at a rate of $1.2 million annually. The Cowlitz County tax was established to address unmet needs in the community in three general categories:

<div align="center">

Therapeutic Court programs
Child & Youth Services focused on prevention
Services for Uninsured and Underinsured

</div>

HHS has partnered with many other agencies and providers to address these mental health categories through innovative best practices:

- ✓ A **Mental Health Therapeutic Court** is divert clients toward treatment and away from jail. It is a partnership with District Court and the county's Department of Correction's Offender Services staff.
- ✓ Cowlitz County WSU Extension conducts a **Strengthening Families** program, an evidence-based, best-practice program designed to serve parents with youth aged 10-14 and meets the heart of the definition of "mental health dollars being well spent".
- ✓ DAPC - **the Phoenix House** is a transitional housing program that embodies a wrap-around services model which includes referrals for substance abuse treatment, mental health treatment, physical health care, domestic violence services, and/or sexual assault services. The Phoenix House coupled with the Parent-Child Assistance Program (PCAP) program provides primary prevention to break the cycle of addiction and prevent early childhood trauma.
- ✓ Cowlitz County Guidance Association coordinates the **Healing, Intervention, and Prevention Program** (HIP), a program serving children age 3-18 and their parents and are to be provided in local agencies such as Head Start, the Emergency Support Shelter, and the Cowlitz Youth Services Center.
- ✓ Cowlitz Indian Tribe's **Healing of the Canoe Program** is recognized by the National Institute on Minority Health and Health Disparities as a promising practice. The program intends to convey life skills to adolescents to promote a sense of cultural belonging, optimism, and resilience, and to help prevent substance abuse and the development of behavioral health problems, especially American Indian and Alaska Native youth in Cowlitz County.

On-Site Sewage System (septic)

November 2009 Cowlitz County adopted the first **On-site Sewage System Ordinance** that the County has had in 30+ years. EHU **streamlined the Onsite Septic permitting** (OSS) process, reducing wait times for OSS permits by 4 or more weeks

Cowlitz County has been a leading in **OSS education** for both homeowners and state regulators. Over 1000 Cowlitz residents attended OSS operations and maintenance classes in 2013 – 14. HHS hosted more than 12 of these classes for homeowners in cooperation with the WSU extension, a 2-day Onsite Septic (OSS) soils class with more than 30 regulators from across the State in attendance, and an Onsite Septic (OSS) professionals clinic attended by 80+ professionals and regulators from across the State.

Monitoring Solid Waste Landfills

The privately-owned industrial waste **Mt. Solo Landfill**, closed since 1993, is being monitored by EHU. Owners spent the $9,000,000 closure fund paid by the primary customer, Weyerhaeuser, by 2009 when they filed for bankruptcy. They have not been complying with the on-going required monitoring. The Health Department has identified and are in negotiations with legally responsible customers to finance on-going monitoring and closure costs.

EHU is also monitoring the **Tennant Way Landfill**. The county owned and operated the site as a Municipal Solid Waste Landfill from 1995 to 2015. Health Department staff reviewed all closure documents to ensure state and local codes were adhered to and minimum function standards were maintained.

A new municipal solid waste permit was approved in 2014 for the **Headquarters Landfill**, which required the county to apply to the state Department of Natural Resources for a Community Forest Trust between the landfill and Silver Lake. The Headquarters Landfill was originally the site of the main Weyerhaeuser logging camp for its St. Helens Tree Farm. In the early 1990s the company built and operated there a limited-purpose landfill restricted to accepting forest products, manufacturing, construction, and demolition waste. The 2014 permit allowed the county to purchase the landfill from Weyerhaeuser and convert it to use as a Municipal Solid Waste Landfill, a process that had never been done before in the state of Washington. A pipeline for landfill effluent connecting the landfill to the Three Rivers Regional Waste Water Treatment Plant near Kapstone Paper and Packing in Longview was also permitted in 2014 and completed in 2015.

Water Quality Improvement

Cowlitz County Health & Human Services began a **Silver Lake and Horseshoe Lake water quality monitoring** program through grant funding from the Washington State Department of Ecology. The water quality program at Silver Lake will incorporate the Community Forest Trust.

Directors of Health	**Director of Human Services**	**County Commissioners**	
Marilyn Sutherland	Leslie Bombardier	Jon A. Taylor	Kathleen A. Johnson
Leslie Bombardier	Daniel Ward	Joel R. Rupley	Axel Swanson
Sue Grinnell	Ronald Blake	Van A. Youngquist	Mike Karnofski*
Carlos Carreon	Alicia M. Thompson	Bill Lehning	Jim Misner
		Jeff Rasmussen	Dennis P. Weber*
Director of Health & Human Services		George Raiter	Joe Gardner*
Carlos Carreon*			
Carole Harrison, Dep.*			
Christine DesRosier, Dep.*	*currently in office		

Manage for Responsible Growth

In 1990 the Washington State Legislature passed the landmark **Growth Management Act** to address challenges in areas of rapid population growth (i.e. urban growth; reducing sprawl; efficient transportation; variety of affordable housing; economic development; protection of property rights; timely, fair permitting; conservation of productive forest and agricultural lands; enhanced open space and recreation opportunities; historic preservation; and environmental protection[26]). In **1995** rapid population growth was redefined by the state to an annual growth rate of 1.7%. Because Cowlitz County has not met that standard since 1970, the Board of County Commissioners has opted for partial planning under the act, which includes adopting a comprehensive land-use plan, a critical areas ordinance, a shorelines master plan, and subdivision ordinances.
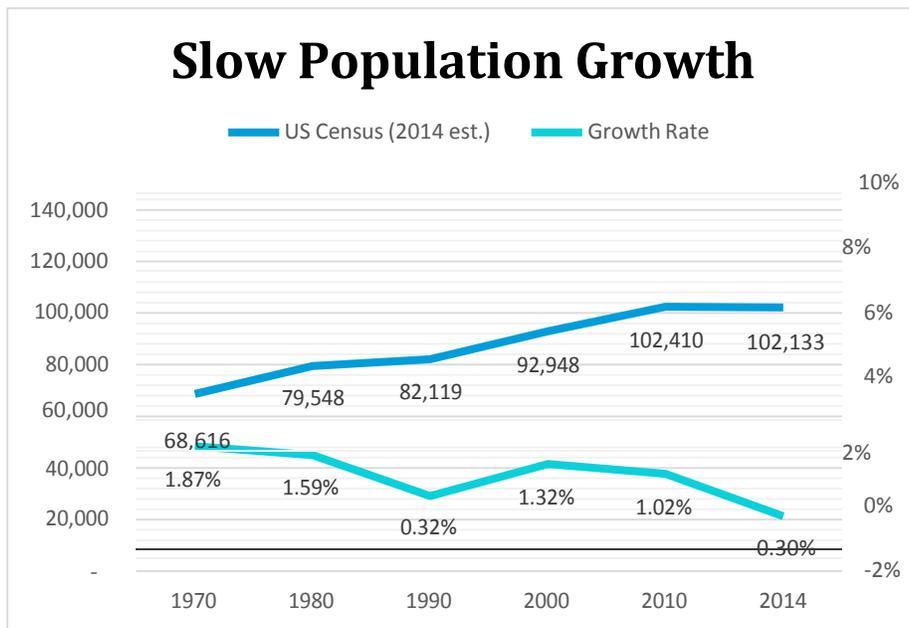
More recently, the county's population growth rate peaked at 1.3% in 2000 and has dropped since then. This is a reflection of the 2001 closure of the Reynolds Metals facility in Longview, followed closely by a national recession in 2000 – 2002. The prolonged Great Recession that began in 2008 is reflected by virtually no population growth.

Some **major economic development** has occurred along the Columbia River waterfront, particularly in Longview and Kalama, and in the Woodland-Lewis River region. Industrial development in unincorporated areas include several major new grain terminals (EGT in Longview and TEMCO in Kalama), and redevelopment of major pulp and paper facilities by Weyerhaeuser. The sale and restructuring of Longview Fibre has resulted in fewer jobs but a continued presence under new owners: Kapstone Paper and Packaging. Proposals to redevelop the former Reynolds Metals Company Longview Reduction Plant are undergoing permitting and environmental review, as are major new facilities at all three ports (Longview, Kalama, and Woodland).

Most other **development has occurred inside city limits**. Residential subdivisions continue to be built in Longview, Castle Rock, Kelso, Kalama, and Woodland. Likewise, major commercial developments have also occurred within

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[26] RCW 36.70A.020

the cities, principally new Walmart Superstores in Longview and Woodland. Other box stores including Lowe's and Home Depot, as well as redevelopment at Longview's Triangle Mall and Kelso's Three Rivers Mall, are also located inside city limits. Downtown redevelopment has occurred in Kalama, Castle Rock, West Kelso, and Longview, most using Streetscape techniques of low-impact development. Lower Columbia CAP has been a leader in developing self-help housing for some 400 low-income families who commit sweat-equity in building homes for themselves and their new neighbors, primarily in Longview and Castle Rock.

County residential development has focused on three types of subdivisions – administrative plats, urban residential developments, and forest reserve subdivisions with guaranteed greenbelts. The forest reserves are common projects offered by the Weyerhaeuser Real Estate Development Company (WREDCO), generally have large lots bordered by timberland with harvest restrictions, and under state law are exempt from county review. Urban residential subdivisions have occurred on dredge spoils deposited near Lexington and Westover Creek since the eruption of Mt. St. Helens. Administrative plats are either short-plats or large lots. Since 1998, the number of lots approved has averaged 236 per year with 75% of them seen through to completion (177/yr.)

Urban services have expanded. Medical service centers consolidated during the 1990s with major expansions built by Lower Columbia PeaceHealth (St. John Medical Center) and Kaiser-Permanente, both in Longview. The Family Health Center expanded in Longview and built new facilities in Kelso and Woodland. In addition, a surgical center, a medical lab, and a radiology center have also opened in Longview. The Longview School District built a new middle school near Mt. Solo and extensively remodeled one high school, the other two middle schools, and two elementary schools (but only one of these buildings was in unincorporated areas). Kelso School District also completed a major remodel of a middle school and its high school. Woodland School District is completing a new high school in 2015. Lower Columbia College built a new Student Center, a new Performing Arts and Music Center, a tournament-quality baseball facility, and a new Health-Sciences complex, plus remodeled Myklebust Gymnasium. Cowlitz County has constructed a new jail, a new juvenile detention center, and a public works center. But none of these have occurred in unincorporated areas.

Meeting transportation needs are major responsibilities of government. In the past 20 years, the county public works department has worked closely with local cities, the Cowlitz-Wahkiakum Council of Governments and the Washington State Department of Transportation to accomplish several major improvements, including two bridges, a freeway interchange upgrade, and repaving an interstate bridge. Planning efforts addressing freight-mobility concerns along the SR 432/433 highway-rail corridor serving the major industrial area in Longview continue as do efforts to resolve cross-city congestion issues in Woodland. The federal government completed a significant channel-deepening project along the Columbia River from Portland (OR) to its mouth which has spurred interest in economic development in the county.

Providing **adequate open space and park facilities for recreation** is another important responsibility for local government. In 1999 Cowlitz County secured funding from state and federal sources to build and operate a boat launch at Willow Grove Park. Riverside Park in Lexington has become a major rest stop for the annual STP Bike Race for participants pedaling from Seattle to Portland. In May 2013 the Cowlitz Game and Anglers opened a major shooting range on county land near Toutle Park Road. And in 2015 a restored Harry Gardner Park opened to the public after its destruction by the 1980 eruption of Mt. St. Helens. All four of these efforts involve crucial partnerships with volunteers. Cowlitz-On-The-Run is another volunteer group publicizing hiking and biking trails. The county also works with the US Forest Service and private recreation groups to increase the miles of mountain-biking and ATV trails in the Gifford Pinchot National Forest. And along the Lewis River, Pacificorp is building additional camping and fishing facilities as a consequence of new requirements of their new federal operating licenses for its three hydro-electric dams.

An innovative marriage of technology and cartography has resulted in a significant new service by Cowlitz County: **GIS Mapping**. A collaboration between the County Assessor and the county's Geographic Information System (GIS) Department makes available the most recent maps of parcels throughout the county. These computerized online maps show topography; roads and highways; rivers and creeks; recent sales; administrative districts, and much more.

Building permits mirror economic activity in Cowlitz County as the chart below indicates. Building permit fee revenue drops significantly during recessions. Consequently, the Building and Planning Department adjusts full-time employees, even though planning documents and land-use ordinances are increasingly complex and need constant updating. Failure to rehire planning and building staff can threaten recovery efforts, or, at worse, cause delays in permitting and inspections so critical to developers.

Once called the Department of Community Development, this agency has endured its share of public criticism, especially as **increasingly complex state rules and regulations** have met with resistance from local developers and property owners. By 1996 the department was a division of Public Works in the hopes that a one-stop permitting process would resolve the controversies and result in operating efficiencies. But staff cuts corresponding with recessions did impact service delivery. In addition, a major septic-tank policy disagreement in the early 2000s resulted in nearly $880,000 in claims being paid to property owners whose faulty designs had nevertheless been permitted.
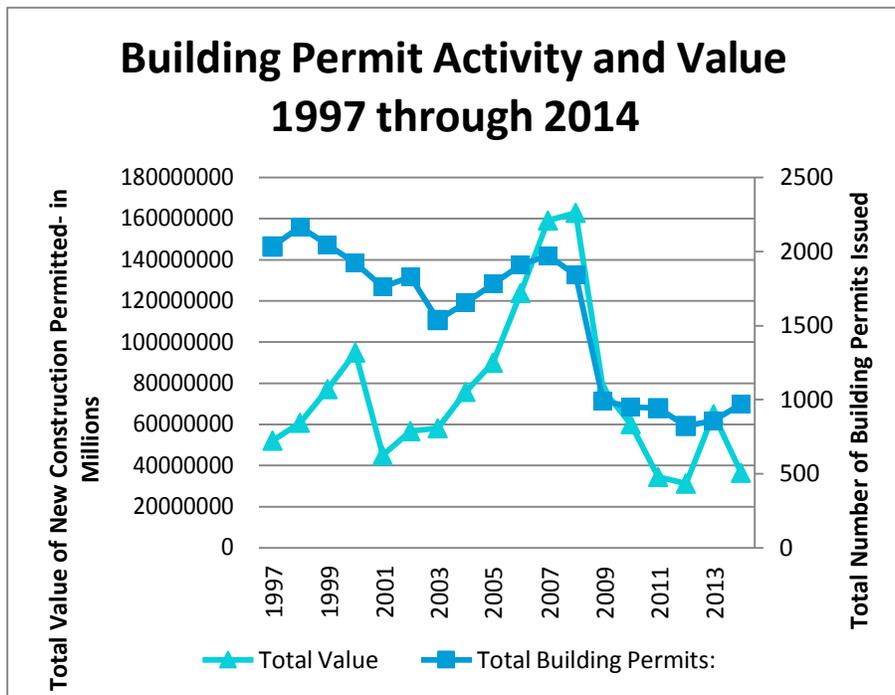
The department was reorganized with a single director reporting to the Board of County Commissioners in 2006 and a **Building and Planning Advisory Committee** was established. To update the 35 year old Comprehensive Plan, the county hired a consultant and the Board appointed a citizens' **Comprehensive Planning Steering Committee** which advised the consultant until 2013. In a 2013 reorganization, the department's environmental health unit was transferred to the Health Department, further staff cuts were made, and the remaining staff took back the comprehensive planning efforts from the consultant. Since then, a new emphasis on customer service has been

instituted, a new computer-based permit and inspection system has been approved, and ordinances have been prioritized for updating.

Various ordinances and plans are either updated or in process for update: In April 2015 the Planning Commission approved a new Comprehensive Land-use Plan, the first since 1977. In addition, new ordinances cover Septic Tanks, Critical Areas, Wireless Cellphone Towers, Noise Control, and Recreational Marijuana. An updated Shorelines Management Plan is being readied for adoption. The Stormwater ordinance was updated by the Public Works Department. In addition, a citizens' committee worked with the Lower Columbia Fish Recovery Board and the Washington State Department of Ecology to establish water resources guidelines for the Cowlitz River watershed (adopted by the Boards of Commissioners for Lewis, Skamania, and Cowlitz County).

Restoration of a **code compliance coordinator** position in the department was authorized and funded by the BOCC for 2015. When combined with an amnesty program, this official should be able to work with property owners to improve the voluntary compliance of public health and safety rules.

Rural Economic Development Grants – In 1997 the Washington State Legislature recognized that economic growth was occurring unevenly throughout the state. One solution was to allow rural counties, like Cowlitz County, to spend a portion of the state's sales tax to finance public facilities serving economic development purposes in consultation with its cities, towns and ports. Since 1998, the Board of County Commissioners have awarded nearly $19.4 million dollars in rural economic development grants. 43% of the grants have gone to port districts; 16% for street improvements; 14% for tourist, cultural, boating and park facilities; 14% for street improvements, 6% for industrial parks, and 3% for the airport in Kelso. Other projects include broadband for Castle Rock's downtown and helping Cowlitz PUD acquire for its customers' future use the powerline along the SR 504 built for the Mt. St. Helens National Volcanic Monument. This program is administered by OFM.

Combatting Homelessness – Beginning in 2002 the Washington State Legislature pass a series of laws providing to counties funding from document-recording fees to secure affordable housing for low and very low income persons, including the homeless. In 2007 the county adopted a 10-year plan to end homelessness developed by the 37-member, multi-jurisdictional Housing Task Force and the Cowlitz – Wahkiakum Council of Governments. Emergency assistance for the homeless was provided by five agencies: Emergency Support Shelter, Lower Columbia Community Action Program, American Red Cross, Salvation Army, and Community House on Broadway, with additional assistance from FISH, a faith-based social service program and various local churches. By 2012 the rate of homelessness had been cut nearly 62% (from 689 in 2005 to 264, based on Point-in-Time Counts). This program is administered by OFM with guidance from the Housing First Coalition.

Officials with oversight of Managing for Responsible Growth

Directors of Building & Planning	**Public Works Directors**	**County Commissioners**	
Sarah Deathridge Koss	Martin Carty	Jon A. Taylor	Kathleen A. Johnson
Larry Frasier	Ken Stone	Joel R. Rupley	Axel Swanson
Dave Flemings	Kent Cash	Van A. Youngquist	Mike Karnofski*
Mike Wojtowicz	Ron Junker*	Bill Lehning	Jim Misner
Elaine Placido*		Jeff Rasmussen	Dennis P. Weber*
	Budget Directors	George Raiter	Joe Gardner*
	Frank A. Bishop		
	Claire Hauge*		

*currently in office

Fiscal Responsibility

Any fiscally responsible public agency budgets for **healthy ending fund balances and adequate reserves** to provide flexibility to respond to unforeseen events, to ensure sufficient working capital between property tax collection periods, and to finance capital replacement and improvements in an orderly manner. Some reserves are required by statute, others by local ordinance and practice. Ending fund balances should be adequate to cover one month's expenditures (8.3%) and ideally two months.

In late 2013, the Parameters Committee, which had been formed following the May 2013 county-wide retreat, prepared its report on budget process and priorities. The Committee included the following statement as its **Parameter #4: Analyzing Revenue/Finance Options**: "*Cowlitz County revenue growth is inadequate, revenue options are limited, and the general fund balance is currently unsustainable. In addition, we desire to preserve a strong bond rating and the ability to respond to emergencies and unforeseen expenses with adequate financial resources."* The Committee recommended increasing the General Fund reserves from a minimum of 8.3% (per county fiscal policy) to 10% as a target for 2014/2015 budget and set a goal of 12% for 2016/2017 budget.

Despite the most severe recession since the 1930s, Cowlitz County has done a remarkable job of maintaining **adequate reserves and ending fund balances**, despite a limited ability to raise taxes and employment contracts guaranteeing certain benefits. The following chart[27] details the General Fund's Ending Fund balances since 2008. In 1996 the Ending Fund Balance was 12.1%. This does reflect a strong tradition of fiscal responsibility.

Year	Adjusted Ending Fund Balance	Final Budget (As Amended)	Fund Balance % of Expenses
2008	$4,101,570	$42,496,198	9.7%
2009	$4,596,174	$37,545,966	12.2%
2010	$6,831,982	$38,545,551	17.7%
2011	$4,292,314	$40,891,018	10.5%
2012	$4,370,555	$40,368,957	10.8%
2013	$5,608,034	$40,807,904	13.7%
2014	$8,403,379	$39,731,736	21.2%
2015 (est)	$4,839,805	$43,598,698	11.1%
2014 revenues exceeded expectations by $1.3 million (+3%).			
Timber harvest and contract revenues with State DOC were above estimates			
2014 expenses were $2.2 million under budget (5.4%)			
Personnel savings from natural turnover accounted for $1.2 million.			
Reduced contributions to County funds saved $.5 million and			
Savings on outside contracts saved another $.5 million.			

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[27] Office of Financial Management (OFM), Cowlitz County Budgets, 2008 - 2014

The General Fund amounted to about 25% of the 2014 budget. Various restricted funds also have significant reserves and ending fund balances.

About a third of the 2014 budget consisted of **Enterprise Funds** such as water and sewer utilities, the solid waste operations, the Events Center and tourism activities, as well as multi-government co-ops such as 911 Communications and Law Enforcement Records. Revenues generally come from fees charged for services and balances are kept separate from the General Fund. The 2014 enterprise fund reserves amounted to 41% -- substantially based on state requirements for solid waste landfill closures. This compares with the 1996 figure of 35.5% for similar funds.[28]

Another 25% of the 2014 budget consists of **Special Revenue Funds**, such as the Road Fund, Community Mental Health and Chemical Dependency Programs, Law & Justice Fund, Housing and Essential Needs, Stormwater, Noxious Weeds, Drug Task Force, Veterans' Relief, Benefits Administration, and the Cumulative Reserve. Their revenues typically come from specific, earmarked taxes and/or grants. For example, the County Road Fund receives a portion of the property taxes levied in unincorporated areas and must be spent on roads. The Special Revenue Funds Ending Fund Balance in 2014 was 24.2%. That also compares favorably to the 1996 figure for similar funds of 16.7%.[29]

Internal Service Funds are designed to fund programs that service county departments, such as Motor Pool, IT services, risk management, election reserves, and employment insurance usually through charges made to various departments. Building reserves for large purchases of vehicles or computers is very prudent, as is an election reserve to fund recounts. Altogether these funds amounted to about 10% of the 2014 budget. Its reserves were nearly 40%, as compared to 1996 reserves of 22%.[30]

The final 8% of the county budget consists of **Capital Funds and Debt Service Funds**, amounting to about $13.5 million, of which in 2014 reserves were 37%, as compared to 1996 when the county had virtually no debt service and had depleted capital reserves to build a new juvenile center.[31]

In recent years the County has **improved its credit rating** in the municipal bond market. Despite the significant and prolonged downturn in the local economy which required across-the-board expenditure reductions and reductions in force, Standard & Poor's upgraded the County's rating from an A- to an A+ in March 2009, while affirming a stable outlook. Moody's Investors Services rates the County A1.

The **A+/A1 ratings** have been maintained in three separate credit ratings since that time (Standard & Poor's on 5/25/2012 and Moody's on 5/25/2012 and on 2/18/2014). Credit rating agencies use slightly different scales, but in general a rating in the "A" category signals to the bond market that the County's bonds are investment grade but an economic situation could affect finances (Standard & Poor's) or that the County's capacity to meet its financial commitment on the obligation is strong (Moody's). Issuers with a "AA" rating are considered quality borrowers, a bit higher risk than AAA while those with a "AAA" are considered the best quality borrowers, reliable and stable.

In late 2013, in preparation for a **$34 million bond sale** to finance the acquisition, construction and improvements at Headquarters Landfill, Moody's conducted a rating review. On February 18, 2014, Moody's assigned an A1

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[28] Office of Financial Management, Cowlitz County Budgets, 1996 & 2014
[29] Ibid.
[30] Ibid.
[31] Ibid.

rating to Cowlitz County, Washington's Limited Tax General Obligation Bonds, 2014A (AMT) and Limited Tax General Obligation Bonds, 2014B. Its analysts noted that the ratings were based primarily on the County's adequate yet uneven financial position, above average tax base, and a limited local area economy. The analysts also considered the below-average county socioeconomic indicators and a moderate debt burden with sizeable LTGO debt service load which is subsidized by dedicated non-general fund revenues. The County strengths were identified as a sizeable tax base and a largely self-supporting LTGO debt profile. Moody's noted several challenges including relatively thin overall and available reserve levels and somewhat limited economy dependent on forest products and port activity.

Beginning in 2013 the Office of Financial Management conducted a **series of short budget training talks**, utilizing semi-monthly Staff Meetings for Elected Officials and Department Heads. Topics included:

o   **Budget Basics –** Budget objectives and guiding principles. What drives budget decisions?
        Understanding the different types of budgets.
o   Review of the County **Financial Management Policy**.
o   **Fund Types** – Why it's important to distinguish the General Fund from an Enterprise Fund or other
        funds?
o   **Fund Balance** – Why we need working capital; what funds are restricted and what is an ending fund
        balance anyway?
o   **Utilizing Management Reports**: PeopleSoft, TIMS, OFM Financial Updates.
o   **Account Structures:** What is BARS and what do all those account numbers mean? Why is this important
        to budget managers?
o   **Amending a Budget:** Why When and How; and
o   **Current budget update.**

With the 2002 passage of Initiative 747 voters approved **a 1% limitation on property tax levy increases.** Although ruled I-747 unconstitutional, the Legislature quickly approved its own version in 2003 and the structure of County revenues in Washington State changed significantly.

For the next few years, the **impacts of I-747 were masked** by the impact of new construction, which drove property tax growth over 1% because the law allows local governments to collect taxes on the value of new construction in addition to other limits. Revenues also showed growth from improved sales tax receipts as well as increases in real estate excise tax (REET) and development fees.

But **that construction bubble burst** in 2008 and Cowlitz County finances weakened considerably. Working capital (fueled predominantly by REET and timber tax revenues) fell precipitously from a high in 2007 of $8.5 million to $4.1 million just two years later in 2009. The growth in revenue from state and federal shared taxes and grants slowed, as did sales tax. Adding to the difficulties was the cumulative impact of nearly 60 annexations by cities since 1998. As a result, the county is **more dependent on the property tax** than before. In Cowlitz County, in 2007 property taxes accounted for 38% of General Fund revenues, whereas in 2015 the figure has risen to 50%.

Cost cutting strategies were short-lived in the years following the 2008 downturn in the economy. Staff was trimmed by 20% from 2009 - 2014. Labor contracts were negotiated including 0% COLAs for several years also cut expenses. Several programs were actually eliminated (i.e. Family Court, Work Release, 2 Columbia River Parks given to other agencies). Strict budget limits, a new health insurance model and a retirement incentive program all slowed expenditure growth. But personal costs for 2015 will be within 2% of the costs from 2009.

On the revenue side, the county has increasingly relied on **Road Tax Diversions and Shifts**. Property tax valuation for the county declined from 2009 – 2014 by approximately $250 million. Revenues grew at barely the 1% limit

during those years, exceeding the limit due to a few major industrial construction projects. It actually dropped in 2012 when the other statutory limits began to be reached. The Road Fund shift that began as a modest measure in 2005 began with tax year 2005 in the amount of $480,977 will reach nearly $3.2 million for tax year 2015 even though it is recognized that reliance on a shift of taxing capacity from the Road Fund to the General Fund is not a strategic long-term solution.

Another important financial strategy is to **utilize technology** to improve service and efficiencies. To that end, the Cowlitz County PeopleSoft Payroll and Financial systems which were implemented in 1999 are being updated. The County is currently using PeopleSoft version 7.5. The County has been without support from PeopleSoft since early 2004 and obtains federal tax table updates from a third party vendor. Many business processes are extremely labor intensive, resulting in duplication of effort and reliance on manual activities. The County also relies on a number of homegrown side systems and bolt-ons.

In 2014, the Board of Commissioners approved implementation of **PeopleSoft 9.2** in order to become current with PeopleSoft technology, return to maintenance supported by PeopleSoft, improve and streamline business processes, improve efficiency, fully evaluate and update the chart of accounts, replace and remove many of the home-grown solutions, reduce operational costs, improve adaptability and visibility through use of a modern, scalable platform with automated workflow, self-service modules and real-time reporting and dashboards. The project is estimated to cost $3.5 million with "go-live" for financials at the end of June 2015 and "go-live" for human capital management at the end of September 2015. When PeopleSoft is fully implemented, the change will directly impact approximately 100 regular financial system end-users and over 600 employees as well members of the general public who seek employment with the County.

Officials involved with fiscal responsibilities:

Auditor
Darlene DeRosier
Kristina K. Swanson*

Treasurer
Donna Rolfe
Judy Ainslie
Kathy Hanks*

Personnel Manager
Dick Anderson
Jim Zdilar*
*currently in office

Assessor
Ray Ryan
Dean Takko
Terry McLaughlin*

Budget Director
Frank A. Bishop
Claire Hauge*

Purchasing Manager
Steve Wargo
Matt Hanson*

County Commissioners

Jon A. Taylor	Kathleen A. Johnson
Joel R. Rupley	Axel Swanson
Van A. Youngquist	Mike Karnofski*
Bill Lehning	Jim Misner
Jeff Rasmussen	Dennis P. Weber*
George Raiter	Joe Gardner*

Maintain Public Facilities

Road Operations, the Public Works Department's largest division, is responsible for preservation and maintenance of over 527 miles of roads, streets and bridges. Following a well-developed Six-Year Transportation Improvement Program (TIP), the department's County Engineers have kept up with the public demands for safe, serviceable roads. Indeed, the County has a great reputation for good roads. One key to this success is regular chip-sealing along residential streets. Another is maintaining ample reserves to leverage grants from the state and federal government. Since 1996 these reserves, shown in the chart below, have dropped to less than 20% during each of the past two recessions, but typically average around 40% annually.[32]

Public Works Cash & Investments as Percent of Expenditures, 1993 - 2014
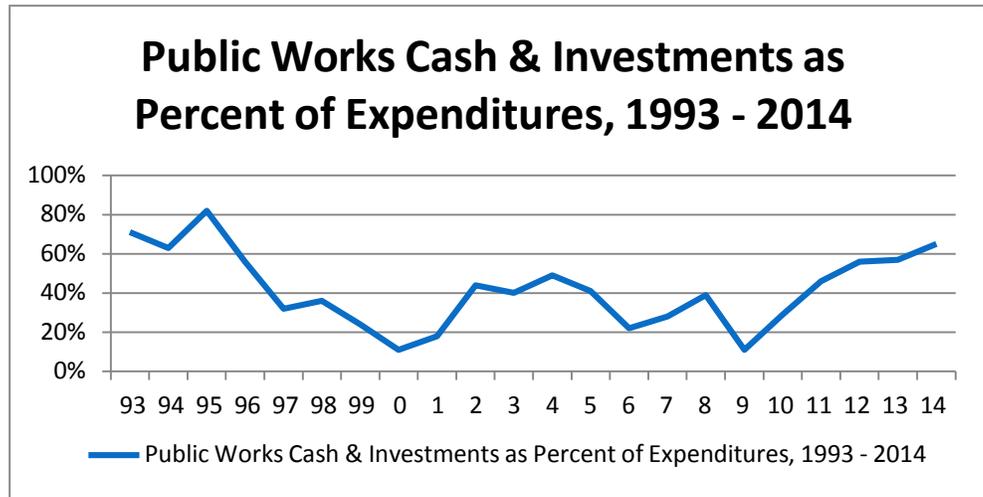
Major road repaving and reconstruction projects included Westside Highway, Hazel Dell Road, Willow Grove Road, and South Silver Lake Road. The county opened the new Lexington Bridge in 2007 providing quick, efficient access to I – 5 for thousands of residents along Westside Highway and Columbia Heights. The Department's Engineers also work collaboratively with local and state agencies to improve freight mobility across major arterials. Providing technical advice through the Cowlitz-Wahkiakum Council of Government, they have played a major role in securing funding for repaving the Lewis and Clark Bridge across the Columbia River in 1997, reconfiguring Exit 39 at I – 5 (Longview Wye) in 2009 - 11, the replacement of the Allen Street Bridge in Kelso 1999 - 2000. Most recently, much of their efforts have focused on the SR 432 Highway Improvements & Rail Realignment Project (corridor study) toward which the state has awarded over $85 million to address the Industrial Way/Oregon Way Intersection at-grade rail crossings. Plans are also under way to identify and replace fish passage barriers throughout the county. (Roger). See Appendices B & C for a complete listings of 1995 – 2015 Road and Bridge Projects.

Active **Stormwater Management** began in 2007 when Cowlitz County was issued a Phase II Municipal Stormwater Permit from the State of Washington as a requirement of the Federal Clean Water Act for the urbanized unincorporated areas of the county. Immediately a citizen's advisory Board was established to develop a stormwater management plan. In cooperation with the Cities of Longview and Kelso, and the Consolidated Diking District #1 (serving metropolitan Longview), a Water Pollution Hotline was established in 2008, the same year that the county's Stormwater Utility was formed. In 2011, after a year of public hearings, Chapter 16.22 (Stormwtaer Management in Unincorporated Urbanized Areas) was added to the Cowlitz County Code, which included the creation of the Cowlitz County Stormwater Manual. In 2012 multiple programs and manuals was developed, including Illicit Discharge, Detection and Elimination (IDDE); Inspection and Enforcement Manual; and Stormwater

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[32] "Comparisons: Road Fund & General Fund Expenditures, Cash Balances," Cowlitz County Office of Financial Management, 2013, 2015

Operation and Maintenance Program. The Phase II permit was reissued in 2012. In 2013, we updated Chapter 16.22 (Stormwater Management in Rural Areas) of the Cowlitz County Code for this purpose.

Fleet Operations includes two divisions: a Motor Pool for non-Public Works departments (i.e. Administration, Health & Human Services, Law & Justice) and the Equipment Rental and Revolving (ER&R) program for vehicle needs of public works programs, such as Roads, Landfill, and Utilities whose revenues are restricted. This division provides automotive and large equipment repair for all County-owned or -maintained vehicles. It also services other agencies' vehicles through inter-local agreements. By sharing staff and facilities, cost containment is pursued. Healthy reserves are maintained for vehicle maintenance, repair, and replacement on a regular basis although an aging fleet and fluctuating fuel prices during the past ten years have proved challenging. In 2001 motor pool operations was transferred from the Office of Administrative Services (OFM) and motor pool accounting was transferred to Public Works in 2009. OFM regained the accounting responsibilities in 2015. Privatizing motor pool operations was begun in 2015.

The **Solid Waste** division manages countywide solid waste disposal facilities, including an active landfill, several closed landfills, and recycling programs for rural residents. Cowlitz County has achieved the lowest disposal rates in western Washington. From 1975 to 2014 the county operated the Tennant Way Municipal Solid Waste Landfill in Longview. In 2014 the county purchased a solid waste landfill from Weyerhaeuser at Headquarters Road and repurposed it for municipal waste. The existing waste water collection system is being maintained and a leachate pipeline from there to the TRRWWA treatment plant in Longview was constructed. The county now has an estimated 100-year capacity at the Headquarters site and is attracting customers from across the region.

The **Sewer and Water Utilities** division maintains, operates and manages 4 sewer plants, and 4 water plants for Ryderwood, Toutle, Silver Lake, Camelot and Woodbrook and has received the "Outstanding Performance Award" by the State of Washington for 11 consecutive years. The Woodbrook Water system serving the Ostrander neighborhood was transferred to the Beacon Hill Water and Sewer District in 2010. Ryderwood Water Treatment facility's chief operator achieved Level III classification, one of only 15 in the entire state. Restoring the Woodbrook Sewer treatment ponds helped improve the water quality in Ostrander Creek. The Toutle Sewer Plant initiated a sustainable bio-solid composting system that is helping reduce annual bio-solid handling costs by 75%. County staff recently completed diving, cleaning and restoring the county's reservoir tanks, improving the quality of water throughout the system.

Diking, Drainage and Flood Control activities are supported with engineering, accounting and operations support, including coordination with US Army Corp of Engineers (COE), FEMA and various state agencies. A county engineer directly assists diking and drainage districts in Woodland Bottoms, Willow Grove and lower areas of North and South Kelso, as well as for flood control districts in Lexington and Silver Lake. The COE's Sediment Retention Structure on the Toutle River filled to capacity twenty years earlier than planned and volcanic ash from the 1980 eruption of Mt. St. Helens continues to fill in the Cowlitz Valley Cowlitz County has been involved with COE efforts to address this. Significant flooding in the 1990s impacted neighborhoods along Westover Creek resulted in successful multi-agency efforts to better protect homes from damage. No other serious flooding has occurred in the county since then. Since 1995 the Districts have completed construction of five new pump stations and upgraded two additional stations increasing the total pumping capacity of the Districts. In addition CDID No. 2 completed the Burris Creek project that redirects flood waters away from the north bound I5/Dike access road interchange.

The **Facilities Maintenance** division of Public Works was a separate department from 2010 to 2015 as the recession played havoc with county finances. Deferred maintenance strategies provided short-term relief but led to increased and costly emergency repairs. However, a significant reduction in energy and water usage was achieved through a major utilities retro-fit in most major county buildings that was completed in 2014. A major Facility Assessment was also completed in early 2015 which addressed short-term deficiencies and long-term needs.

Parks, Recreation, Culture & Tourism

In 2004 a far-reaching **relicensing plan for four Lewis River dams** that will boost recreational opportunities, re-open up to 174 miles of potential salmon habitat, improve local flood management, and preserve the energy resources of the Lewis River in southwest Washington state was signed by negotiators representing utilities, Native American tribes, federal and state resource agencies, three counties and environmental groups. The settlement agreement provides for 50 years of continued operation of Merwin, Yale, Swift 1 and Swift 2 dams and future capital investment of approximately $290 million by PacifiCorp and $19 million by Cowlitz County Public Utility District, to fund protection, mitigation and enhancement measures covering fish, wildlife, recreation, cultural activities, and flood management.[33]

Opening in 2005, the **North County Sports Complex** near Castle Rock High School is a joint project of the City of Castle Rock and the North County Recreation Association on the Cowlitz River that includes baseball, softball, and soccer fields, trails, and picnic facilities.[34] With much of the work done by volunteers, the Complex received major grants from Cowlitz County for utilities and the Al Helenburg Boat Launch, which opened in 2012.

In May 2013 the **Public Shooting Range** at Toutle Park Road celebrated its grand-opening. Designed and built by volunteers who run the range, it was built on county land. After initial plans fizzled in the 1990s, planning was resurrected in 2007. It became the first new gun range built in Southwest Washington — and perhaps the state — for nearly 30 years. Stringent noise testing was required before the range could open, also making it the quietest range in the state. Phase 1 of the range includes areas for archery and trap shooting as well as 14 rifle benches and eight pistol ranges in the shooting shed. It cost $470,000, including the earth work for Phase 2, which doubled the shooting shed capacity, added two more trap areas, a training building (which opened in 2015), a well and full bathrooms. Phase 2 is projected to cost $196,000, with about $125,000 in pledges and grants already raised. Cowlitz County also loaned the project over $245,000.[35] The rest of the money, though, came from grants and donations from the NRA and the Washington State Recreation & Conservation Office (RCO) as well as additional financial assistance from Cowlitz County.

Harry Gardner Park reopened in May 2015. The 80-acre park now includes 14 RV sites with hook-ups, 10 tent sites, fire pits, restrooms, playground equipment, and a wood pavilion. It located along the South Fork of the Toutle River, but was abandoned after it and six other Toutle Valley parks were leveled under more than three feet of mud and debris in the 1980 Mount St. Helens eruption. Volunteer efforts to clean up and restore the park

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[33] *Lewis River News,* (Woodland, WA), 11/30/2004

[34] City of Castle Rock, "Castle Rock Park Plan Update," March 2011

[35] LaBoe, Barbara, "Gun Range Took Years of Work, Thousands of Volunteer Hours," *The Daily News* (Longview, WA), May 4, 2015

got it back on Cowlitz County's parks roster in 2007. The park was made possible by $450,000 in grants, $97,000 in donations from RCO, $10,000 in private donations and an estimated $360,000 worth of volunteer labor.[36]

The **Cowlitz County Historical Society** crafted a 1998 Strategic Plan to better serve the public that called for an expansion of their program and facility. Following planning and fundraising in the late 1990s, the **Cowlitz County Historical Museum** more than doubled its size. Completed in 2003 the new spaces facilitated the presentation of larger special exhibits and more robust educational and public programs. Collection care and access was also much improved with larger storage space, a dedicated cataloging/research room. and computerization of collection records. Acquisitions grew extensively with more than 1.5 million photograph images now in the museum archives. Researchers can view selected photographs, objects and documents online. Along with continuing publication of the venerable *Cowlitz Historical Quarterly*, the museum helped produce four books during this time. In the past few years the focus has been on planning for a new long term permanent exhibit, *Cowlitz Encounters*, and a book on the history of Longview Fibre.

The **Cowlitz County Event Center** in cooperation with the **Cowlitz County Public Facilities District** (PFD) includes properties and partnerships that reach around the region. In the past 20 years what had been the **Cowlitz County Fairgrounds & Thunder Mountain Rodeo** has grown exponentially and has even changed its name a few times, In 2004, the Event Center welcomed the $7 million, 24,000 square foot **Cowlitz Regional Conference Center (CRCC).** Now hosting over 500 event days per year, the CRCC is well established as the area's premier venue for hosting events. Cowlitz County upgraded its **Hoffstadt Bluffs Visitor Center** in 2008, one of the major visitor facilities along the Spirit Lake Highway/ Mt. St. Helens corridor which now includes a conference center, bookings for special events and weddings, as well as an excellent restaurant. [37] Helicopter operations began there in the spring of 2009. The following year, 2010, the Event Center begin its partnerships with the Washington State Parks to help manage the **Mount St. Helens Visitor Center** at Silver Lake. Near the end of 2011**, Cowlitz County Tourism** began reporting to the Event Center and since moved its office into the CRCC. The PFD also helped finance the restoration of Longview's historic **Columbia Theatre for the Performing Arts**, which reopened in 2012.

Officials with oversight for county parks, public facilities, and county-owned real estate:

Budget Directors
Frank A. Bishop
Claire Hauge*

Maintenance Dir./Supervisors
Doug Noakes
Dwight Herron

Facilities Maintenance Dir.
Dwight Herron
Ron Junker
Dan Bean
Randy Stoltenberg*

Museum Director
*currently in office
David Freece
Joseph Govednik*

Public Works Directors
Martin Carty
Ken Stone
Kent Cash
Ron Junker
Brad Bastin
Mike Moss*

Asset Mgt. Director
Ken Stone

Fair/Expo Center Managers
Don Helwig
Malynne Myers

County Commissioners

Jon A. Taylor	Kathleen A. Johnson
Joel R. Rupley	Axel Swanson
Van A. Youngquist	Mike Karnofski*
Bill Lehning	Jim Misner
Jeff Rasmussen	Dennis P. Weber*
George Raiter	Joe Gardner*

Tourism/CommunityService Directors
Shireesh Sharma
Mark Plotkin

Evnts Ctr, Visitor, & Comm. Ser Dir.
Mike Moss
Kim Bowcutt*

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[36] Kronebusch, Lauren, "Harry Gardner Park Reopens After Being Abandoned by County 35 Years Ago," *The Daily News,* (Longview, WA), May 23, 2015

[37] Cowlitz County Park & Recreation Advisory Board, "Cowlitz County Comprehensive Park Plan Update," (Kelso, WA), September 2010

Utilize Technology

Technology has changed dramatically over the last 20 years. Formally (and formerly) known as the Central Services Department, the **Cowlitz County Information Technology Department** (IT) has embraced this growth throughout the years, and continues to innovate and provide an expanding number of technology solutions for local government. The IT Department has seen a number of noteworthy accomplishments and milestones since 1995, many of which are highlighted below following a loose chronology:

Cowlitz County switched from a central Mainframe computer to **desktop personal computers** (PC's) in 1995. Previously, all data processing and reporting was run on a central mainframe computer. Technical staff at that time ran custom code and input all data to produce paper reports for county departments. Affordable and faster desktop computers were implemented in 1995. These personal computers, running on the new Microsoft Windows 3.x operating system, provided more versatility for county employees and diversified computing operations throughout the enterprise. The Mainframe computer was maintained and run concurrently for custom reports until 1998 when the migration to PC's was complete.

A new email system, **Microsoft Exchange,** allowed electronic communication with both internal and external entities beginning in 1997, whereas the previous email system was limited to internal Cowlitz County employees only.

In 1998 the **MAGIC assessment program** was the implemented in Assessor's Office, supplanting the cumbersome custom Mainframe computer programs used for assessment. MAGIC provided access to valuation model data, desktop reporting, and fast database access for appraisal staff.

The next year proved to be dramatic for numerous departments receiving new software systems. One large software implementation that affected everyone in the county was **PeopleSoft** which managed human resources data and county financial data**.** The IT department made network connections to the **State of Washington IGN** (inter-governmental network) making direct connections available to law and justice personnel. The new **Tax Information Management System (TIMS)** was added to the Treasurer's Office**,** accommodating direct data transfer between the Assessor's and Treasurer's offices and eliminating the need for duplicate data entry and other routines**.** County **Internet** presence first established for public access. Additionally, an internal online **Intranet** was created for county employees. Both of these forums provided and encouraged enhanced communication and data sharing amongst county offices, departments, and the public that increased efficiency and effectiveness countywide.

Switching to a lease/purchase model in 2000, the IT Department contracted with **Dell computers,** providing more consistent hardware resources, saving staff time, and lowering cost. Another improvement was to build a **wireless building-to-building network.** Connecting otherwise isolated campuses to leverage IT hardware and software resources. To assist in preventing security breaches and unauthorized access to sensitive data, the **Microsoft Active Directory (AD)** was added in 2001, allowing IT to better manage the growing number of PC users.

In an effort to reduce paper file storage and to promote more efficient document workflows, the county implemented **Laserfiche** as an enterprise document management system in 2002. It allows for quick scanning, organizing, labeling, movement, and storage of digital documents.

IT began to allow **mobile device users** to access the county computer network as needed in 2004 via wireless access points (WAP's) and by 2005 had built infrastructure to increase network speed from 100MB to **1GB.** Service continued to increase, as the department upgraded from wireless to fiber for most buildings, increasing the speed, efficiency, and reliability of data and information flow. That same year the courts adopted **For The Record (FTR)** client/server court reporting software, providing functionality for court proceedings to be captured with audio and video feeds running to local PC's.

In an effort to provide updated technology and interfacing between county government and the public, in 2012 IT implemented a newly designed website hosted by **CivicPlus**. This new site also allows county departments to update their own sites while maintaining a professional look and feel, and providing enhanced public engagement tools. Also included is a mobile-device-friendly presentation of the site for increased flexibility. Another innovation was the adoption of the **Virtual Machine** (VM) environment and the hiring of a **business analyst**. VM equipped the department with the capability to expand even more service capability throughout the county. The analyst is establishing new partnerships between departments to better leverage technology. Finally in 2012 IT implemented a **disk-to-disk-to-cloud backup and disaster recovery** solution that expands the disk footprint to accommodate the growth in data backup size, and replicates the critical data out to the cloud in two other geographic locations for recovery in case of emergency.

Virtually every county employee uses some version of Microsoft Office Suite but many were unable to operate efficiently with newer software applications. The move in 2013 to **Microsoft Office Suite Version 2013** gave users the flexibility to use new tools and to stay compatible with applications that require the latest software versions. As internet and email use continued to grow, IT implemented **Barracuda web filter and email archiver** to provide web monitoring and filtering for security purposes, and to archive email documents as public records as appropriate.

IT opened a new **Technology Training Center** on the second floor of the Administration Building in 2014 to accommodate the need for technical training in an environment that had readily available technical tools. It includes an 84" smart touch board with HD projector, six desktop PC's with dual monitors and robust software assets, a presenter lectern with a laptop and document camera, and a VOIP conference phone. Another 2014 effort saw the Prosecuting Attorney's Office (PA) and District Court (DC) implement **ImageSoft case management.** IT assisted with the deployment of a document and case management system for the PAO and DC. This allows prosecutors to manage case files in a digital environment rather than bringing reams of paper to the courtroom. Additionally, it provides document work flows throughout the court.

In the face of growing cybersecurity threats (especially to government agencies with sensitive datasets), IT also in 2014 implemented new firewall technology that assists with preventing network and data breaches. This technology also provides tools for remote user access through a secure virtual private network (VPN) which allows authorized users to access county computing resources while they are offsite.

Sheriff's Office upgraded its mobile data computers with **GETAC's** in 2014. IT assisted the Sheriff's Office with upgrading their aging Panasonic Toughbook MDC's with hewer, lighter, faster GETAC MDC's. The devices provide the Sheriff's Office with increased flexibility and mobility options.

IT initiatives for 2015 include an **emergency back-up generator** at the Administration Building, **VOIP** communications countywide, and upgrading to **PeopleSoft Version 9.2**. The new generator will allow IT resources to remain available during a power outage. Additionally, backup 911 dispatch stations to be located in the Admin Building will also be functional in the event that there is damage to the main 911 dispatch site. The VOIP initiative moves the county away from the unreliable and aging analog PBX system. The new PeopleSoft version adds significant updated functionality including online employee access to HR data and benefits, as well as tightly integrated purchasing, accounting, and budget management.

Officials with oversight for IT:

Budget Director
Frank A. Bishop
Claire Hauge*

Purchasing Manager
Stephen Wargo

H. Matt Hanson*

Central Services Dir.
Donald Tikka
Irene Jeanetta
Dave Little
Chris Nelson

I T Director
David Wallis*

County Commissioners

Jon A. Taylor	Kathleen A. Johnson
Joel R. Rupley	Axel Swanson
Van A. Youngquist	Mike Karnofski*
Bill Lehning	Jim Misner
Jeff Rasmussen	Dennis P. Weber*
George Raiter	Joe Gardner*

Develop Principled Leadership

Leadership development opportunities in Cowlitz County government have only been readily available onsite for the last five years. Cowlitz County has always had a steady offering of classes that address a statutorily mandated learning curriculum like emergency first aid, defensive driving, and workplace safety; but few training opportunities were focused on leadership skills**. In 2010, that trend changed.** Cowlitz County now has a bona fide **Leadership Development Team**, a **Learning Center** with over thirty classes developed by Dr. John Luthy of the Futures Corporation that focus on leadership training and development, and a **cadre of county employee instructors and facilitators** that present this curriculum through live classes and online podcasts. The core of the leadership development team's philosophy is heavily rooted in Stephen Covey's book Principle-Centered Leadership which promotes the concepts of communication through empathetic listening, becoming trustworthy and competent in order to build relationships, and inspiring and leading others to excellence.

In **2012**, Commissioner Jim Misner championed and instituted **Fred Factor personal growth training** in Cowlitz County. The material focuses on how creating passion in your work and life can turn the ordinary into the extraordinary. This important training has been led by Cowlitz County Risk Manager Clyde Carpenter, a long-time instructor and employee at the county. Hundreds of county employees have taken the training and the positive impact in the workplace has been significant.

Job recruitment and testing was transitioned from in-house to Lower Columbia College in 2013. This move provided a more cost-effective testing environment, state-of-the-art tests that more accurately determine candidate skillsets and competencies, and a more efficient delivery environment where testing can be administered to a larger group of candidates.

Leadership Development Team

David Wallis – IT/GIS Director (chair)*	Clyde Carpenter – Risk Manager*
Kent Cash – former Public Works Director	Mike Karnofski – County Commissioner
Jim Zdilar – Personnel Manager*	George Raiter –County Commissioner
Marin Fox-Hight – Jail/Corrections Director*	Dennis Weber – County Commissioner*
Jennifer Leach – WSU Extension*	

*currently serving

Cowlitz County's Vision, Mission & Values

Vision:

Cowlitz County will be a magnet for residents, investors, entrepreneurs, employers, tourists, and industry, because of our high quality of life, economic stability, social opportunities, and environmental stewardship.

Mission Statement:

Serve the people of Cowlitz County by enhancing their health, safety, and well-being.

Guiding Values:

- **Provide quality services in a respectful, timely, responsive, and professional way**
- **Conduct county operations in a legal, ethical, and fiscally responsible manner that is open and accessible.**
- **Achieve operational excellence through innovative, principled leadership with highly motivated, skilled employees**
- **Recognize county employees and volunteers as the foundation upon which operational excellence and services are provided**
- **Create opportunities by encouraging responsible economic growth**
- **Respect the environment and cultural heritage of Cowlitz County**

County Priorities

A. **EXTERNAL CHALLENGES TO GROWTH IN QUALITY OF LIFE, WELL-BEING, & PROSPERITY (Red highlights are BOCC top focus for 2016 Budget)**

1. **Economic Development/Vitality**
   a. Unemployment Too high
   b. Growth Threatens Event Center Operations
   c. Lengthy Building Permit Timelines Increase Development Costs
2. **Environmental Stewardship**
   a. Growing Groundwater Contamination
   b. Inadequate Fleet Operations Facilities Reduce Efficiency & Productivity
   c. Ineffective Code Enforcement
   d. Degraded Water Quality in Silver & Horseshoe Lakes Threaten Public Health & Safety
   e. Sediment Management from Mt. St. Helens Debris Avalanche
3. **Health & Well-being**
   a. Immunization Rates Falling Below Washington State Averages
   b. Rampant Substance Abuse in Cowlitz County
   c. Growing Number of Inmates with Mental Illness
   d. Poverty, Tobacco Use, and Obesity Leading to Chronic Disease and Premature Death
4. **Law and Justice**
   a. Growing Civil Case Backlog Increases Turmoil for Families in Crisis
   b. Growing Demands for Court Services Seriously Compromises & Reduces County Standards
   c. Quality of Justice Diminished by Space Constraints
5. **Public Infrastructure**
   a. Aging and Inadequate Utilities
   b. Declining Road Maintenance
6. **Public Safety & Security**
   a. Inadequate Crime Analysis Resources
   b. Therapeutic Courts Provide Unsafe Environment for Employees and Citizens
   c. Growing Danger within Juvenile Detention Facilities

See Appendix A for staff and community groups' ratings of MCAs

B. INTERNAL CHALLENGES TO FULFILLING DEPARTMENT MISSIONS (Red highlights are BOCC top focus for 2016 Budget)

1. **Community Relations**
   a. Complicated Retrieval Process for Recorded Documents
   b. Therapeutic Courts Threatened by Negative Public Perception
   c. Public Misperceptions about Building & Planning
   d. Limited Channels for Public Access & Discourse

2. **Financial Sustainability**
   a. De-centralized Purchasing Increases County Expenses & Liabilities
   b. Restricted Revenue Growth Due to Property Tax Limitations Inadequate to Meet Service Demands
   c. Unsustainable Cash Reserves Threatens to Lower County Credit Rating & Increase Operating Costs
   d. Inability to Fully Utilize Available Resources

3. **Human Resources**
   a. "Break/Fix" Workplace Culture Increases IT Costs, Delays Efficient Technology Utilization
   b. Ineffective Succession Planning Increases Costs of Supervision, Risk Management, & Finances
   c. Inability to Recruit and Retain Talent Due to Low Salary Scales

4. **Public Facilities**
   a. County Buildings Fail to Meet Public Demand for Service and Safety
   b. Hall of Justice No Longer Supports Timely Resolution of Domestic Cases
   c. County Buildings Inadequate for Modern HVAC/IT Systems, Wasting Resources & Program Delivery
   d. Lack of Physical Housing and Classification Processes Reduces Inmate and Officer Safety
   e. Archaic Filing System Reduces Service & Increases Liability
   f. HOJ Layout Increases County Liability and Threatens Public Health & Safety
   g. Inefficient, Outdated Facility Interferes With Law Enforcement and Threatens Public Safety

5. **Public Policies and Procedures**
   a. Outdated Planning Documents & Ordinances Discourages Development
   b. Inadequate Capital Reserves Waste Resources, Increases Operating Costs
   c. Unfunded Mandates Play Havoc With County Service Deliver

6. **Technology**
   a. County's Incompatible Voice Communications Systems are Costly and Inefficient
   b. Current Financial & Payroll Software Increasingly Incompatible with Newer Technology
   c. Popular Legacy Software is Inefficient, Costly to Maintain, and Increasingly Unreliable
   d. Superior Court's Inadequate, Outdated Technology Limits Efficiency of Proceedings

See Appendix A for staff and community groups' ratings of MCAs

Challenges to Growth
in
Our Quality of Life,
Well-being & Prosperity

A.1 – ECONOMIC DEVELOPMENT/VITALITY

Since 2008 the national economy has been in a severe, protracted recession – the worst since the 1930s. The impact on Cowlitz County has been devastating. The county's unemployment rate runs higher than the national average resulting in too many impoverished families in Cowlitz County. Major barriers to efficient freight mobility along Columbia River industrial areas have been identified. Opportunities also exist to expand retail, healthcare, higher education and senior living communities. But an increasingly complex regulatory environment too often drives up overall project costs and creates unpredictable timelines in permitting. Consequently, the county appears to some developers as too expensive for investing in construction and other job-creating activities. While surrounded by the natural beauty of rivers and lakes, forests and mountains, Cowlitz County is more dependent on tourism than the rest of the state. Nevertheless, we have yet to match the 2007 pre-recession level of tourism employment in the county.

Major Challenge Areas:

✓   **Cowlitz County unemployment too high**
Cowlitz County unemployment is consistently higher than the state average, which contributes to other issues including a high percent of families in poverty (58% higher than the State average), lower health index rating (37th out of 39 Washington Counties), and low household income (25% lower that the state average). Unemployment is the root cause of several countywide challenges that, without serious and active intervention, will reduce long-term economic vitality, hamper growth, limit opportunities for citizens, encourage outmigration and potentially will relegate the County to second tier status in the state of Washington.

Long-term Goals:
− Reduce county-wide unemployment to at least the state average or below
− Maintain BOCC involvement in Cowlitz Economic Development Council and local Chambers of Commerce
− Increase state and federal funding of improvements to SR 432-433 Freight Mobility Corridor
− Increase acreage available for Columbia River Industrial development
− Maintain support for tourism activities
− Maintain support for local workforce training and education programs

Objectives:
- Increase the number of permit approvals for at least two major industrial developments with potential of at least 100 permanent jobs by 12/2015 (BP)
- Maintain progress on SR432/433 Work Program through 12/2016 (PW)
- Increase the number of heads in beds by 4% (Big Idea Board/OFM) by 12/2015
- Increase the number of building permits issued by 10% by 12/2015 (BP)
- Increase participation in workforce training and education programs by 10% by 2015 (HR/BOCC)

Strategies/Actions:
1. Complete planning and engineering tasks for SR 432/433 Freight Mobility Corridor by 12/2016 (PW)
2. BOCC membership on CEDC Board and Kelso-Longview Chamber of Commerce Board
3. BOCC reviews, awards Rural Economic Development Grants
4. Application for CERB grant for feasibility study of developing Barlow Point port properties
5. BOCC attendance at Castle Rock, Kalama, Kelso-Longview and Woodland Chambers' events
6. BOCC participation in SR432/433 Freight Mobility Corridor Executive Committee
7. Public Works oversees management of SR 432/433 planning & engineering
8. BOCC membership on Big Idea Board
9. OFM authorizes disbursement of Big Idea contributions, as per IGA
10. BOCC membership on Workforce Development and Workforce Education and Training Boards

✓ **Event Center Operations Threatened by Growth**

Event Center/Fairgrounds/Tourism –The Conference Center had 495 event days in 2014 compared to 300 event days in 2011. In 2011 there were a total 3 FTE's working as Event Coordinators and now there are 2 FTE's attempting to accommodate service requests and event management. The combination of event growth and insufficient staff has made it nearly impossible to efficiently manage the Center, provide timely response to inquiries or service requests, and compromised quality. Without intervention, the Conference Center could lose its patron base, while experiencing declining income, growing potential for event mishaps, and increasing liability for events improperly scheduled or planned.

Long-term Goal:
− Increase work production/efficiency in stride with increase in events.

Objective:
- To increase event coordinators from 2 to 3 FTE's by 2016.

Strategies/Actions:
1. Increase overall efficiency of staff and caterer.
2. Reduce number of hours associated with events.
3. Cross train all staff to have better coverage.
4. Combine Tourism and Sales to form a Convention and Visitors Bureau.

✓ **Lengthy Building Permit Timelines Increase Costs of Development**

Residential building permit timelines are excessive, between 21 and 28 days without any supplement information requirements, due largely to inadequate staffing levels, incomplete applications, an institutionalized preference for siloed processes and an increasingly complex regulatory environment, which results in increased financial burden to applicants, overall project costs, and unpredictable timelines.

Long-term Goals:

- Maintain optimum staffing levels throughout all key function areas within Department
- Increase first-pass efficiency for all permit categories
- Maintain commitment to continuous process improvement, allowing empowered staff members to implement small changes and initiate significant changes through supportive management team

Strategies/Actions:

1. Complete quarterly forecasting based on anticipated increases in permitting and inspection demand from Code Compliance program; maintain optimum staffing levels of 6 to 8 inspections daily for inspectors; monitor and complete quarterly forecasting for all permit related staffing areas to maintain optimum staffing levels
2. Complete a comprehensive staff consultation process driven by mandatory project criteria; first pass efficiency for single family dwellings will increase to 75% and subdivision submittals to 90%.
3. Implement online payment processing by September 2015.
4. Implement Accela POS for cash handling – decrease demand on administrative staff, transfer cashiering/cash handling at POS to permitting personnel. By April 1, 2015.

Economic Development/Vitality photo credits (pp. 25 – 27): Log exports, Weyerhaeuser; Cowlitz County Conference Center, Cowlitz County Public Facilities District; Paper Files, unidentified

A.2 – ENVIRONMENTAL STEWARDSHIP

The County's environmental stewardship is vital to the public's health and safety. And yet, too many building code violations go unchallenged. Financial support for vigorous parks and recreation programs has declined. And due to the lack of records on septic systems and wells, the County cannot adequately monitor contaminated water that can expose residents to dangerous diseases. Furthermore, preliminary test results indicate unacceptable levels of water pollution at two of the county's premier lakes, leading to Health Department warnings and beach bans being issued. In addition, the County's own Public Works Department has yet to complete costly EPA-mandated fuel-tank removal. Nor does the County have either a salt storage or a truck wash facility, which are mandated to be in compliance with NPDES Stormwater federal rules. Finally, the lingering impacts from the eruption of Mt. St. Helens threaten flood protection and fish recovery efforts in the Cowlitz drainage basin.

Major Challenge Areas:

Unknown Groundwater Contamination

Approximately 30% of the residents in Cowlitz County are being serviced by on-site sewer systems (septic systems). State standards advise that septic systems have a life expectancy of only 20-30 years. Cowlitz County only has reliable records of system locations since 2000 – an estimated 6% of the total. Therefore, the functionality of the remaining residential septic systems in the County is unknown.

It is possible that some systems may be approaching a state of failure, disposing untreated sewage into the ground and potentially contaminating groundwater. Since county records only go back to 2000, private well locations are only known for 2974 wells. Contaminated water can expose residents to several dangers including, but not limited to, fecal-oral diseases like cholera and dysentery, giardia and E-coli, as well as toxic inorganic elements such as arsenic, sulfur, nitrates and multiple others. Undetected or unreported, this could produce short- and long-term health dangers that should all be preventable.

Long-term Goals
 – Reduce the level of risk of exposure to fecal-oral disease found in poorly maintained or deteriorating septic systems.
 – Reduce the number of undocumented, dysfunctional and untested water wells in the County.
 – Reduce the potential for waterborne diseases caused and promoted through contaminated water wells in Cowlitz County.
 – Increase public education on strategies to prevent groundwater contamination.
 – Increase public involvement in addressing how to reduce the number of undocumented wells and septic systems.

Strategies/Actions
 1. Engage public with information about issues caused by groundwater contamination
 2. Engage public with information about how groundwater contamination occurs
 3. Engage public on how to care and maintain septic systems
 4. Implement an OSS and water well data gathering program
 5. Implement an OSS and water well monitoring program
 6. Implement an OSS repair/replacement funding program
 7. Revise OSS code

8. Enhance enforcement section of OSS code for OSS professionals
9. Include RV parks in OSS code to raise sanitary standards for parks that are on either septic or city sewer
10. Evaluate inclusion of mobile home parks into OSS code
11. Develop code/ordinance for applicants interested in sustainable/green/composting methods of sewage disposal
12. Build water code
13. Implement required chemical analysis of water wells and ongoing monitoring of potable water

✓ **Inadequate Fleet Operations Facilities Reduce Efficiency and Productivity**

Fleet Operations is a major public service area requiring sound, efficient, safe, and functional facilities to accommodate escalating workloads (9,286 repairs annually among 6 FTEs in 2014). However, the County fleet operating facilities are outdated, poorly configured, too small, and generally unsafe for the level of work expected. Industry standards typically require three work bays per mechanic, with ample emergency eyewash and treatment stations, equipment storage, employee lockers, break room, and access to critical tools and parts. County facilities have one and a half work stations per mechanic, no isolated and vented welding and fab area, inadequate eyewash stations, cluttered space, limited lockers, and parts are not readily accessible. Salt storage and truck washing facilities are insufficient, which adds cost, reduces efficiency, increases winter storm response time, and reduces productivity while violating federal NPDES rules. Poor conditions have identified with the growing workload and service demands, increasing risk of injury, opening the County to liability claims, slowing production, extending response/ delivery times, and adding operating costs.

Long-term Goals
− Increase productivity, efficiency and safety levels throughout County fleet operations.
− Reduce the level of personal and environmental risk associated with work done in the shops.
− Reduce the amount of unplanned operational cost that old, inadequate fleet operations facilities create for the Department.

Strategies/ Actions
1. Assess current configuration of Central Operations site for future building needs.
2. Evaluate current Central Operations site for existing and future material storage needs including salt storage in proximity to brine mixing area. Begin planning for permanent long-term covered salt storage.
3. Evaluate additional tooling needs and move to acquire or upgrade shop tools as needed to gain efficiency.
4. Conduct a review of physical and environmental problem areas and develop short term alternatives that allow for adaptation and continued operation of current Fleet facilities.
5. Review previously planned vehicle wash station and plan schedule for RFQ and construction by spring of 2016.
6. Continue planning for consolidation and upgrade of Fleet maintenance buildings consisting of the Fleet Maintenance building, the Fleet Annex building (old t. Solo building), and moving most automotive parts out of the Warehouse building, into a new integrated Fleet maintenance facility with construction to start in 2020. New facility to be located on current Central Operations site.
7. Evaluate work operations a variety of job assignments and determine specific needs and deficiencies.
8. Continue to review the cost effectiveness of internal processes vs. external subcontracting of services.
9. Review and evaluate comparable jurisdictions standard programs to provide suitable facilities for fleet operations.

✓ **Ineffective Code Compliance**

As of May 2014 there is a backlog of 110 open violations. Sixty of those open violations have been sent a notice of violation letter giving them ten days' notice to contact the Department and have failed to do so. The lack of effective, consistent and dedicated code compliance efforts nurtures an erosion of public trust and confidence in the Department and County government, and results in inconsistent code compliance as well as continuing threats to public health and safety.

Long-term Goals:
− Decrease the number of "open" violations; increase the rate of voluntary compliance.
− Maintain Code Compliance through 2016/17 budget cycle

Strategies/Actions:
1. Hire, train and equip one Code Compliance Coordinator
2. Transition 75% of currently "open" code violations to voluntary compliance during amnesty period.

✓ **Degraded water quality in Silver & Horseshoe Lakes Threatens Public Health & Safety**

Silver Lake and Horseshoe Lake are two premier recreation and tourism sites with increasing water quality problems that pose a threat to public health and safety. In the last 6 years, the Cowlitz County Health Department has posted warning signs 6 times around Silver Lake for high levels of cyanobacteria, commonly known as Blue-green algae, and E. coli levels that have exceeded safe recreation limits 3 times since 2013. The presence of E. coli is used as an indicator for the possible presence of harmful microbes, such as Cryptosporidium, Giardia, Shigella, and norovirus. Exposure to these types of pathogens can be especially dangerous to vulnerable populations including the elderly, children, and people with existing medical conditions. In 2012 Silver Lake was listed as an impaired waterway with the Washington State Department of Ecology (section 303 (d)). Tissue samples of both carp and largemouth bass were found to have exceeded the National 53s Rule criteria. Silver Lake is also listed for the presence of Brazilian Elodea, an invasive aquatic plant that interferes with swimming, boating, fishing and water skiing, and provides poor habitat for fish. Horseshoe Lake is also experiencing similar water quality issues and is currently being monitored by the Washington Department of Fish and Wildlife. The impaired water quality of Silver Lake and Horseshoe Lake negatively impacts the recreation potential of the area resulting in less tourism and hampering economic growth for this rural area.

Long-Term Goals
− Increase the water quality of Silver Lake and Horseshoe Lake.
− Reduce the exposure of the public to waterborne disease.
− Reduce the public's exposure to contaminated fish.
− Decrease the number of health department warnings and beach closures

Strategies/Actions
1. Apply for Washington Department of Ecology grant to monitor water quality at both lakes
2. Continue regular water testing at Silver Lake and Horseshoe Lake
3. Engage Silver Lake Watershed Advisory Council and Horseshoe Lake Management Committee
4. Coordinate with local community organizations to conduct environmental sampling

5. Engage the public on best management practices to improve water quality
6. Use the data generated from the water quality monitoring project to investigate long-term strategies to improve water quality
7. Develop comprehensive water quality improvement plan for Silver Lake and Horseshoe Lake
8. Revise application for South Silver Lake Community Forest Trust
9. Increase the timberland acreage in public ownership eligible for the Community Forest Trust in an amount acceptable to private owners
10. Maintain water quality of Sucker Creek draining from the Headquarters Landfill
11. Investigate the benefit of creating a lakes district in Cowlitz County

✓ **Sediment Management from Mt. Saint Helens Debris Avalanche**
The 1980 eruption of Mount Saint Helens included a debris avalanche which has introduced a large sediment load to the Toutle and Cowlitz Rivers. This sediment load if allowed to erode by natural processes would be transported

into the Cowlitz River and be deposited as the river gradient decreased. The accumulation of sediments in the Cowlitz River would raise the river bed and increase the flood potential for the surrounding communities. The US Army Corp of Engineers estimates that uncontrolled the sediment could cause over $29 million in flood damage annually and the local jurisdictions could incur over $28 million annually fighting flooding. The US Army Corp of Engineers is currently updating the Mount Saint Helens Long-Term Sediment Management Plan. Without continued active involvement in this effort the County could face long term flooding issues.

Long-range Goals:
– Maintain adequate Federal Government funding of sediment management activities by the US Army Corp of Engineers.
– Maintain adequate State funding of property acquisition necessary for sediment management activities.

Strategies / Actions:
1. Maintain close contact with the Portland District of the US Army Corp of Engineers.
2. Facilitate meetings between the US Army Corp of Engineers and local elected officials.
3. Continue being active in the Corp's effort to update the Mount Saint Helens Long-Term Sediment Management Plan.
4. Including funding requests in lobbying efforts at both the state and federal levels.

A.3 – HEALTH AND WELL BEING

Despite outstanding medical services provided locally, the general health and well-being of county residents have shown worrisome trends during the current recession. Too many new-born infants and children suffer from increased childhood diseases because of reduced vaccination rates and substance abuse by parents. Teen pregnancy and childbearing suffer from serious abuse of tobacco, alcohol, and other addictive chemicals. Adults with developmental disabilities face an extraordinary unemployment rate. Adults throughout Cowlitz County also suffer from excessive tobacco and alcohol use. Obesity threatens all ages. Reports of high rates of substance abuse and untreated mental illness among our adult population are manifested in chronic homelessness, suicide, clinical depression, child abuse, domestic violence, an overburdened criminal justice system, costly healthcare, and worsening poverty. Recent state policy mandates are forcing the revision to our continuum of care in order to integrate Medicaid programs for treating mental illness, chemical dependency, and physical health.

Major Challenge Areas:

✓ **Immunization Rates Falling Below Washington State Averages**

For the 2013-2014 school year, only 83%of kindergarteners had received all immunizations required for school entry; a 2.4% decrease from the previous school year. Most concerning is drops in the Pertussis (whooping cough)

and Measles vaccine rates—2.1% and 1.9%, respectively. Washington State declared a Pertussis epidemic in 2012 and had a Measles outbreak during 2014. Both diseases are very serious and can spread quickly in schools and child care centers. Cowlitz County Health Department responds, on average, to at least three Pertussis outbreaks each year; an unfunded but critical mandate to mitigate spread of disease in the community. The Cowlitz County Health Department is responsible for assessing local vaccine management and conducting provider education and vaccine promotion, but currently only receives funding to support approximately 8 hours per week of staff time for these duties. The risk of vaccine-preventable disease outbreaks increases when community population is un- and under-vaccinated, puts the most health-vulnerable residents at risk for acquiring disease, increases healthcare costs, increases the number of lost school days and increases hardships for many families.

Long-Term Goals

− Increase the number of kindergarteners who have all immunizations required for school entry.
− Reduce the number of outbreaks and overall cases of preventable childhood diseases occurring in school age populations, especially Pertussis and Measles.
− Reduce the number of school days lost due to preventable childhood diseases.
− Reduce the number serious health consequences resulting from complications from preventable childhood diseases.

Strategies/ Actions
1. Collaborate with healthcare providers regarding immunization program needs
   a. Quarterly meetings with local clinical staff (all contracted VFC agencies and hospital)
   b. Coordination with Health Officer regarding outreach to physicians on immunization changes, guidance, questions, education
2. Mobilize school nurses/health staff with quarterly meetings with school nurses/health staff on required and recommended vaccinations, education, trouble-shooting
3. Mobilize parent/community groups with monthly meetings regarding vaccine recommendations, Q&A, education and outreach efforts to assist in peer-education
4. Collaborate with faith-based organizations, WIC, DSHS, DAPC-PPW, licensed daycare providers, pharmacies, etc., on the importance and safety of childhood vaccinations
   a. Attend monthly or quarterly meetings (depending on agency/group) to present on vaccine safety and effectiveness, Q&A, education
5. Educate families on the importance and safety of childhood vaccinations
   a. Implement a childhood vaccinations social media campaign
   b. Provide information to families at "Back-to-School" nights and school open houses
   c. Provide information to parent groups such as "PTO, PTA, etc." on a regular schedule
6. Provide consistent access to community on vaccine safety, recommendations
   a. Be the main point of contact within the department for all vaccine related questions, outreach efforts, presentations
   b. Coordinate with the CD, MCH, NFP, EPI, and Health Officer staff on regular basis

✓ **Rampant Substance Use in Cowlitz County**

The rate of Cowlitz County residents in state-funded drug and alcohol services per 1,000 residents is 92% higher than the State average. Arrest rates for drug law violations are 75% higher than the State for adults and 45% higher for youth, aged 10-17 years old (DSHS, 2014). Substance use contributes directly to crime, homelessness, physical and mental health, family violence, and other public safety problems that burden County governmental systems, cost taxpayers money, and lead to negative health and socio-economic outcomes for individuals, families, and communities. In addition, there is strong correlation between the high prevalence of substance abuse and the County's growing level of property crime (rate of arrest now 57% higher than the state average; rate of abuse & neglect referrals to DSHS is a corresponding 58% higher than the state). These factors not only contribute to serious health issues and promote higher crime rates, they also reduce economic vitality, decrease family and neighborhood stability, lower overall community appeal and inhibit efforts to maintain an acceptable quality of life.

Long-Term Goals
- Reduce the level of crime associated with substance abuse and chemical dependency.
- Reduce the level of countywide homelessness associated with substance abuse and chemical dependency.
- Reduce the negative health and socio-economic outcomes for individuals and families directly and indirectly related to substance abuse and chemical dependency.
- Reduce the level of marijuana, tobacco and alcohol use among youth.
- Increase the number of individuals experiencing recovery
- Increase the utilization of the Adolescent S.A.F.E. Drug Court

Strategies/Actions
1. Provide resources for strategies to prevent past 30-day substance use in Cowlitz County
2. Participate in planning to identify and respond to emerging health issues (e.g. e-cigarettes, medical and recreational marijuana, heroin, and other illicit drug use) in a comprehensive and coordinated manner.
3. Cooperate and coordinate with local agencies and organizations, especially law enforcement, schools and Drug-Free Communities grantees, to prevent and reduce underage drinking among youth and young adults
4. Cooperate and coordinate with local agencies and organizations to prevent and reduce underage marijuana use and its negative consequences among middle and high school students ages 12-17.
5. Support the implementation of social norms campaigns that target middle school students and their parents.
6. Investigate the need for and resources available for an additional youth treatment provider in Cowlitz County including the need for acute and sub-acute detox center for youth.
7. Determine what gaps, if any, exist in the delivery of culturally competent services.
8. Collaborate with others to create healthy communities with relationships and social networks that provide support, friendship, and hope to support recovery.
9. Explore barriers to getting youth into the adolescent drug court, including timing of assessments, length of time to get referred to treatment, and too many ways out for youth.

✓ **Growing Number of Inmates with Mental Illness**

The percentage of inmates with a history of mental illness has increased from 41.6% of the incarcerated population in 2007 to 62.8% of the population in 2013 **(51 % increase).** Suicide assessments alone have increased from 1524 in 2008 to 2309 in 2013 (52% increase). In addition to the number of inmates with mental illness, the

overall number of incidents, and the number of incidents requiring use of force have increased from 82 in 2006 to 169 in 2013 **(106% increase).**

This escalation has continued while staff has been reduced from 96 members in 2006 to 79 members in 2013 **(18% decrease)** causing greater potential for injuries to officers, increasing space costs, adding to the county's exposure to liability claims, increasing medical costs, and reducing the overall impact and efficiency of inmate population management.

Long-term Goals:
− Decrease the number of violent incidents requiring the use of force interventions.
− Decrease the number of injuries to officers directly related to use of force incidents with mentally ill inmates.
− Increase inmate mental health services and contacts.

Strategies/Actions:
1. Request funding through the 1/10th of 1% mental health sales tax to fund full-time mental health counselor who will provide therapeutic case management for inmates with serious mental health issues.
2. Identify training opportunities for staff on dealing with the mentally ill and seek funding to allow as many staff as possible to attend.
3. Review all policies and procedures regarding inmates with mental illness and identify areas for improvement.
4. Identify other jurisdictions with robust mental health programs and arrange for site visits to analyze for improvements to implement in our facility.

✓ **Poverty, Tobacco Use, and Obesity Leading to Chronic Disease and Premature Death**

Poverty, tobacco use, and obesity are significantly higher in the County than in the State as a whole and are major risk factors for the chronic diseases which are killing residents sooner and more rapidly than across the State.

Death due to diabetes, heart disease, respiratory disease, and cancer all occurred at noticeably higher rates per 100,000 in the County than the State in 2013 (30.4 to 22.4 for diabetes, 151.3 to 137.1 for disease of the heart, 68.5 to 39.5 for chronic lower respiratory disease, and 168.4 to 156.3 for cancer). Almost every indicator of socio-economic status shows that Cowlitz County residents are worse off than the state for educational attainment, household income, and likelihood of being in poverty. In addition, more than 65% of County residents are overweight or obese and more than 25% of adults smoke. High rates of chronic disease, caused largely by social determinants of health, lead to increased medical care costs for individuals, families and the health care system; reduce Countywide workforce productivity and vitality; and are associated with negative County image that reduces the appeal for businesses considering relocation.

Long-Term Goals
- Increase the County's overall health status as measured by the state
- Reduce the rate of deaths due to preventable chronic diseases
- Reduce the rate of tobacco use
- Reduce the prevalence of obesity and diseases directly associated with obesity
- Increase overall County workforce productivity, readiness and appeal for employers

Strategies/Actions
1. Accelerate efforts to increase the amount of local policies, systems, and environments that promote healthy habits, increase economic opportunity, and ensure a healthy start to life.
2. Increase the ability of local systems and decision makers to respond to the County's chronic disease burden by providing backbone infrastructure that supports collective impact from local organizations and residents.
3. Maintain or increase CCHHS staffing with the necessary skills to
   a. Guide vision and strategy
   b. Support aligned activities
   c. Establish shared measurement practices
   d. Build public will
   e. Mobilize funding
4. Mobilize policy, systems, and environmental change strategies within Cowlitz County through the CCHHS Community Health Improvement Plan (CHIP).
   a. Increase care coordination among medical and social service providers
   b. Increase linkages between care providers and community members with school based health centers, community health workers, and other strategies
   c. Promote physical activity and healthy nutrition through public planning processes for transportation and land use that include health as a major consideration
   d. Recruit and support local worksites to implement worksite wellness policies and programs

A.4 – LAW & JUSTICE

The Hall of Justice, built in 1975 to serve 30 years, is at the end of its useful life. Its original design failed to anticipate higher volumes of cases filed, the increased use of computers, and advances in recording and presentation equipment. HVAC controls are maintenance nightmares. There are shocking reports of violent interactions between defendants, staff, witnesses, and others. Although newer facilities (i.e. corrections, youth services, therapeutic courts, & public defenders) have been added, growing numbers of inmates and juveniles with severe mental illnesses or gang affiliation also pose unacceptable risks there. With a 22% increase in Superior Court cases filed during this time, the safe storage and easy access of court records cannot be assured. Only 25% of these cases are even settled within 18 months, causing frequent two- to three-year delays in settling domestic, civil cases. Finally, ADA regulations continues to be problematic.

Major Challenge Areas:

✓ **Growing Civil Case Backlog Increases Turmoil for Families in Crisis**

The Superior Court is unable to process civil cases in a timely manner and is experiencing alarming growth it its backlog. In 2013, there were 6,557 cases filed (all case types) in Cowlitz County Superior Court, more closely approximating Clark County's caseload even though that county is roughly four times larger. The domestic relations backlog is also very high and cannot be effectively processed due to a lack of court staff and court facilities. Of the 39 jurisdictions in Washington State, only three other superior courts had a lower percentage of completed cases than Cowlitz County at the end of 18 months. This worsening situation has placed Cowlitz County among the very lowest court performers in Washington, while simultaneously reducing court efficiency, establishing unacceptable performance standards, and promoting a poor image for the County.

Long-term Goals:

‒ Reduce the domestic case backlog.

Strategies/Actions:
1. Seek outside evaluation of current case-flow management system from the National Center for State Courts.
2. Review data/indicators of backlog
3. Train staff and judicial officers on best practice case-flow management principals
4. Form collaborative, stakeholder committees (criminal, domestic, and civil) designed to review, develop, and implement case-flow management plan to include resource recommendations.

5. Modify and update key court rules to support implementation plan.
6. Train Superior Court Staff on case-flow management plan/court rules.
7. Train local bar members on case-flow management plan/court rules.
8. Train Superior Court Clerk's staff on case-flow management plan/court rules.
9. Implement case-flow management plan
10. Work with Board of Commissioners to seek additional funding for judicial and support staff resources to align staffing with workload and needs necessary to fully implementation plan.
11. Establish review/assessment team to monitor success/results/course corrections.

✓ **Growing Demands for Court Services Seriously Compromise & Reduces County Standards**

Over the past five years, the number court cases have increased 3%, are more complex, and are often more voluminous. Converging issues of increasing crime rates, social and economic challenges, and unemployment have significantly increased the County Clerk's workload while staff reductions have reduced capacity and response capability. The ability to efficiently serve the public and provide equal access to court records to all citizens has been seriously compromised due to staff being unable to fully and accurately maintain the judicial record, perform legally mandated duties and effectively train employees to assume new duties. This divergence between growing demand and loss of capacity typically results in permanent flaws in the record, non-compliance fines assessed by the state, loss of public trust and a County with declining standards.

Long-term Goals:
− Increase staff efficiency & knowledge to keep up with growing caseloads
− Increase current staff level to comply with mandated services while providing prompt, efficient, customer service/access to justice
− Increase access to court records

Strategies/Actions:
1. Request adequate funding to recruit and train additional staff
2. Allow current staff time to complete required training
3. Establish training manual to properly train new employees
4. Update policy & procedure manual
5. Increase travel budget to allow staff to attend state sponsored training and recommended seminars
6. Reorganize office to allow additional public space for review of records
7. Update procedure for accessing records currently on microfilm

✓ **Quality of Justice Diminished by Space Constraints**

Although it is the court's responsibility to provide a safe and fair forum for the resolution of court cases, there is no space available on the second floor of the Hall of Justice to separate parties. Potential jurors, defendants, attorneys, witnesses, and adversarial parties in civil and domestic matters all wait in one open area. The potential

for both mistrials and physical altercations is high since all parties are within earshot and are not physically separated in any way. In the recent past there have been several instances of disturbances in the lobby and mistrials due to incidents of inappropriate communication in the lobby. This jeopardizes the integrity of the court system and the safety of employees and the general public doing business on the second floor.

Long-term Goals:

- Increase the safety of all employees and patrons of the Hall of Justice.
- Reduce opportunities for mistrials.
- Reduce the likelihood of juror contamination.
- Increase public perception of the court as a safe accessible facility in which justice can be served in a fair and uniform manner.

Strategies/Actions:

1. Participate in the county facility study to bring light to all existing space issues.
2. Ensure that staff is trained on safety and security procedures for the Hall of Justice.
3. Collaborate with the Sheriff's Department on solutions to specific safety and security concerns.
4. Collaborate with the Superior Court, the Clerk's office, and Facilities Maintenance to best utilize the public areas on the second floor.

A.5 – Public Infrastructure

Cowlitz County Public Works has not been immune to the devastating impact of the current prolonged economic recession. The lack of funding for bridges, roads and highways from both the state and federal governments make planning difficult, at best. Fixed costs for utilities serving relatively small numbers of rural customers forces rates higher than larger, more urban utilities. Stagnant growth in tax revenue and rate-payers' incomes has forced a reordering of priorities (i.e. reduction in the Road Fund Reserves used to match federal and state transportation grants). Deferred maintenance exacerbates the deterioration of aging infrastructure. If unchecked, damaged and unreliable roads, bridges, and utilities will threaten the county's ability to effectively respond to improving economic conditions and lead to more costly repairs in the future. Also complicating budgeting are unpredictable petroleum cost fluctuations. Furthermore, unanticipated operating costs of the new landfill continue to challenge the department.

Major Challenge Areas:

✓ **Aging and Inadequate Utilities**

Approximately 60 percent of the County's 260,000 linear feet of utility gravity and pressure pipeline is aging and deteriorating along with other elements of the water and sewer infrastructure, such as pump stations and outdated wastewater treatment lagoon systems (most County systems were built in the 1970s and 1980s and some elements are now reaching the end of their design life.) Overall piping replacement cost for aging sections within the next 20 years is calculated at $20,000,000, not including the Woodbrook sewer, which is currently allowing underground storm water to infiltrate the piping system and will cost an estimated $2,000,000 to repair. Not having highly reliable utility infrastructure diminishes the County's ability to attract business and industry, increases the probability of serious failures, and can be associated with enormous liability if failures occur. While utility infrastructure is typically taken for granted and 'invisible' to citizens, it is one of local government's major financial burdens when failures occur and when renovation becomes critical (repairing a typical 1" waterline break averages $5,000). Poor or substandard utilities limits options for economic development, inhibits growth, and creates a reputation of being a 'second tier' community.

Long-term Goals

— Increase the average lifespan of the utilities system to, over time, reduce the number of unanticipated failures and repairs.

— Increase utility system reliability so it is a positive factor in attracting business and residents.

— Reduce the number of unbudgeted, unanticipated failures, repairs and replacements costs associated with the aging water and sewer system.

Actions/Strategies

1. Prioritize and advance existing 20-year Capital Improvement Plan for each utility, and track it with the annual budget.
2. Determine various funding sources and identify feasible grant revenues.
3. Identify and document the number, location, age and type of existing utility infrastructure system within the county.

4. Transform the existing utility information into usable digital maps with the use of tools such as, LiDar survey, AutoCAD and county ArcMap systems.
5. Implement the use of ArcMap Mobile in-field based systems as a part of daily operations to reference, view, prioritize and implement the repairs and replacement of each existing utility entity.
6. Identify and create operational and preventative maintenance efficiencies by tracking each utility infrastructure issue, failure, repair and replacement as well as customer complaints.

7. Implement and track operational and system performances of the water plant, water pressure and flow rates, hydrant flushing, sewer plant operation and chemical use.
8. Replace the use of chlorine gas and other toxic chemicals with hydrogen peroxide and other healthier systems.
9. Replace all manual read water meters with auto-reads creating accuracy and efficiency.
10. Research, discover and implement new technologies that advance water plant and sewer plant operational efficiencies while meeting/exceeding EPA, Ecology and state regulations.
11. Further educate staff and implement new innovative ways that advance employee safety and better operational protocols that limit system down time and loss.

✓ **Declining Road Maintenance**

After many years of excellent ratings for County roads, there has been a marked decline in road maintenance and repairs with a corresponding deterioration of road surface quality. Budget reductions have resulted in fewer miles maintained and less preventive maintenance to sustain quality and durability. In 2003, $1.2 million was budgeted for County-wide paving. Today it is $ 700,000. Likewise, the chip seal program covered approximately 70 miles of roadway in 2003. Today it covers less than 65 miles. In addition, available County funds for road repair have decreased by 80% in the last decade ($7,586,000 in 2004 compared to $1,542,500 in 2014). As with all engineered facilities, extended periods of deferred maintenance always increases the number and severity of required repairs and typically adds significant costs far above the cost of regular maintenance. Deteriorating road surface quality reduces County economic vitality, deters business and industrial interest, increases the number of accidents, and reduces the overall quality of life for residents.

Long-Term Goals

− Reduce the number, frequency and severity of required emergency road and road system repairs due to failed road surfaces or structures.
− Reduce the potential for accidents directly related to inadequate and deteriorated roads.
− Reduce the backlog of roads that have extended deferred maintenance resulting in deterioration.
− Reduce avoidable costs associated with deferred road projects that result in major cost escalation over basic maintenance.
− Increase the overall quality, safety and life of the County's road infrastructure.

Strategies/ Actions

1. Continue to implement the use of Mobility based pavement management system to allocate pavement maintenance dollars toward greatest need.
2. Review equipment and material technology looking for more economical and efficient and processes for road structure and pavement maintenance.
3. Review current road maintenance equipment and procedures for efficiency and suitability to the task and make adjustments as needed.
4. Review road maintenance tasks with the goal of optimizing the use of available personnel to accomplish our annual maintenance program and work with the employee bargaining unit to implement these efficiencies.
5. Identify additional external funding sources available in leveraging County road maintenance and repair funds.
6. Develop a prioritized inventory of unfunded road projects critical to the County transportation infrastructure.
7. Evaluate opportunities to increase internal project development efficiencies to increase funds available for maintenance activities.
8. Coordinate with the technical work groups of permitting agencies to identify opportunities to streamline permit processes.
9. Review and evaluate comparable jurisdictions standard approaches to project development and maintenance of county road systems.

A.6 – Public Safety & Security

Despite therapeutic courts and youth services recognized by other agencies as outstanding, both locations have recently experienced an increase of aggressive behaviors, sometimes including gang violence. The 1970s-era Hall of Justice has become an inadequate office complex lacking necessary systems for records and evidence storage, HVAC, electrical service, telecommunications, and safety for employees and members of the public. Plus, it is also out of ADA compliance. Despite experienced, well-trained deputies and civilian support staff, the Cowlitz County Sheriff's Office continues to experience unacceptable response times in emergency situations, in investigating crimes and serving court papers. It faces technology challenges dealing with inadequate compatibility, data-sharing, and compliance issues; labor contracts forcing the misuse of deputies as security scanners; and increasing volumes of records (i.e. since 2011 gun permits +51%; evidence +84%). Furthermore, the lease for the only local in-state firearms training location is set to expire in 2017.

Major Challenge Areas:

✓ **Inadequate Crime Analysis Resources**

Even though there are several law enforcement agencies serving various jurisdictions in Cowlitz County, there crime analysis capabilities are wholly inadequate for a population of over 100,000. Currently, five out of six law enforcement agencies in Cowlitz County are without a professionally credentialed crime analyst and the Longview Police professional analyst has limited time to assist other agencies. The Cowlitz County Sheriff's Office, which serves the entire county has no professionally credentialed analyst or analytical system, so must rely on general annual crime statistics. Even though Sheriff's Offices typically lead analysis and data collection, the Cowlitz County Sheriff is unable to calculate developing trends, provide timely intervention, lead prevention campaigns or speak to County crime status, all of which reduce this Office's effectiveness, productivity and ability to plan for predicted countywide social and cultural challenges before they become large-scale issues.

Long-term Goals
- Increase the Sheriff's Office overall capability and capacity to analyze crime data.
- Increase the County's ability to quickly and accurately identify emerging crime trends.
- Increase the County's ability to effectively allocate county-wide law enforcement resources.
- Reduce the time required to provide timely analysis and interventions that will reduce the impact of emerging criminal activity.
- Increase the ability to recognize, analyze, and define current or emerging crime trends.

Strategies /Actions
1) Fully analyze detriments accruing to the County from not having proper crime analysis and data collection capabilities and develop a full analysis that can be presented to the BoCC.
2) Identify all statistical/analytical needs and develop a needs assessment that can be presented to the BoCC.

3) Fully analyze and develop an organizational plan for an internal crime analysis capability, including space, personnel, equipment and operating budget.
4) Develop a job description for a crime analyst or other personnel that can operate the necessary analysis functions.
5) Develop a plan for data collection, working with the County IT department to analyze data collection and storage/ transmission and retrieval requirements.
6) Develop a recruiting plan for a crime analyst, or, if capable talent emerges from the current staff, develop or identify a professional training program to develop on-site personnel.
7) Create data-driven resource allocation and operating structure that allows this new capability to integrate into the current department structure with the capacity to serve other police departments and sheriff's offices throughout the County.
8) Establish performance standards and appropriate measurements for FTEs and for the entire crime analysis program.
9) Develop a plan for inter-agency Coop for a data analyst.

✓ **Therapeutic Courts Provide Unsafe Environment for Employee and Citizens**

The Therapeutic Courts office is currently in an isolated location that offers no security for employees or clients. Clients and the public are able to enter the office without any security check points or screening. Currently the only safety measures are a panic buttons located under the desk of each staff member. Through experience, it is known that response time, from law enforcement, to the panic button is over 15 minutes, leaving a long period

of time that staff and clients are vulnerable. The Therapeutic Courts office, on average, serves over 100 clients from three different programs. Each client has been charged with drug related felonies including theft, burglary, forgery, ID theft, malicious mischief, and possession charges. Although rapport is strong between staff and most clients, there are multiple clients who have estranged ex significant others, friends, family and other community members who contact our office concerned about their involvement in our program. Over the past three years there have been multiple incidents where people have entered our office and expressed their concern, in an agitated manner, regarding a client's involvement in our programs. We have also had denied clients come in to express their frustration that they were not approved for our programs. There is a feeling of anxiety among staff who frequently talk about

"what if" scenarios involving disgruntled clients or community members. Furthermore, the two agencies that occupied the offices downstairs have moved to a new location, leaving our building empty of other agencies and traffic. If an incident were to occur there would, most likely, be no bystanders to contact law enforcement on our behalf.

Long-range Goal:

– Increase safety and security in the Therapeutic Courts office.

Actions/Strategies:
1. Supply a fire ladder to safely exit the second story if faced with a fire or threat blocking exit down the stairs.
2. Meet with maintenance and County Safety Staff to walk through the building to identify safety improvements that can be made to the building i.e. a key code and/or a buzz through on the front door, surveillance cameras at the front door, or a sliding window open to the office from the hallway so the office door can be kept locked during business hours.
3. Develop a safety plan and train Therapeutic Court staff on safety policies and procedures.
4. Provide safety training to all staff, such as Critical Incident Training (CIT), Defensive Tactics, active shooter, etc.

✓ **Growing Danger within Juvenile Detention Facilities**

Cowlitz County Youth Services Center has experienced a 160% increase of gang activity in the last five years, which includes recruiting, initiations, and organized assaults inside detention. Resident gang members have become more violent with each other, using verbal intimidation threats 84% more than previously, prompting a 230% plus increase in referrals for Mental Health Services. The population of residents has become more violent with staff, leading to a 109% increase in forced cell extractions. However, once the extracted resident has been removed from the cell the facility has neither staff nor a suitable, safe housing area to place violent residents while still providing the required programs and services. Gang activity has created a need for onsite specialized staff to address the psychological trauma of gang violence as well as rehabilitate residents using aggressive tactics for street credibility and recruitment. This rapidly escalating situation has increased risk to officers and inmates, increased operating costs, reduced overall effectiveness, and added a new dimension to the County's exposure to tort claims.

Long-term Goals:

− Increase safety and security for all residents, detention staff, and others in the Detention Center, while addressing the mental health and behavioral needs of a rapidly changing and increasingly complex resident population.

Strategies/Actions:

1. Recruit and train two additional full-time Detention Officers.
2. Contract for and integrate two full-time mental health providers to help assess residents, coordinate and/or provide in-house services, enable access to community-based youth and family services, and/or ensure follow-up on all cases.
3. Create and implement a multi-dimensional assessment protocol for all Detention Center residents.
4. Create a protocol by which staff can identify and accommodate residents' pre-existing issues prior to integrating them into the general population.
5. Create a Behavior Modification Pod in which supervisors can safely house high-risk residents, while ensuring their safety

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Public Safety & Security photo credits (pp. 45 − 47): Sheriff logo, Cowlitz County Sheriff's Office; Award-winning Service, pdxfanews.blogspot.com; Detention Entrance, kion.com

Challenges
to
Fulfilling
County Departments'
Missions

B.1 – COMMUNITY RELATIONS

Support for important county programs and services requires constant attention to public perception of our commitment to customer service. That means active outreach and education. It also means professional development that encourages employees toward continuous quality improvement and a commitment from leadership to provide resources to make the improvements.

Major Challenge Areas:

✓ **Complicated Retrieval Process for Recorded Documents**

There are 2,500,000 recorded documents that are imaged and stored in Laserfiche for the Auditor's office. However, these images are not easily retrievable due to the lack of the indexing information for each record. This requires the public to search for records in archived books and microfilm, a process too complex for the average citizen, which reduces the ability to easily locate historic documents. Staff assistance is an excessive burden on an office already behind in indexing new documents and creates inefficiency, adds to record backlog, and reduces general productivity. Citizens have been referred to title companies to find Auditor records because they are more current with their indexing, which impacts the ability of citizens, private businesses, and government offices to find necessary documents.

Long-term Goals:
- Reduce the number of manual processes associated with records retrieval
- Reduce the number of repositories for recorded documents and reduce the time required locate a recorded document
- Increase the index information in Laserfiche
- Increase searching capabilities and to increase the number of documents available on Washington Digital Archives web site

Strategies/Actions
1. Identify missing images in Laserfiche and fill the gaps
2. Import documents and index information from Laserfiche to EagleRecorder
3. Hire temporary help or contract to add index information into documents in Laserfiche
4. Import documents and index information from EagleRecorder to Washington Digital Archives

✓ **Therapeutic Court Threatened by Negative Public Perception**

Outside perception and awareness regarding Therapeutic Courts is constantly in flux depending on current publicity and perception of policy and practices. In the past two years there have been eight articles in the Daily News that have been about Therapeutic Courts or that have mentioned them. Of those, six were positive while the other two had negative overtones or perceptions from the comments. It has also been reported, by a drug court team member, that some jail staff and outside agencies have questioned Therapeutic Courts use of sanctions

and tolerance to work with clients, specifically the short length of jail sanctions and the court's choice not to terminate clients. If outside perception is negative, it can impact perception from county Commissioners and elected officials such as the Prosecuting Attorney. Without support from the community and elected officials there is risk of losing funding for the Therapeutic Courts and a loss of this resource for the community.

Long-term Goal:

– Increase awareness and perception of the Therapeutic Courts among the community, and county and public agencies.

Actions/Strategies:

1. Hire a Community Service/Activities Coordinator to better engage clients in the community and encourage them to be active and give back to the community.
2. Publish and market the most recent research report from our Adult Drug Court program, conducted by an independent, outside researcher, by posting it on the Cowlitz Superior Court website and through a press release to various media outlets.
3. Present to County agencies such as the Cowlitz County Board of Health, the Sheriff's Office, and the Cowlitz County Jail to keep them informed of the current research findings, to answer questions, and dispel any misconceptions regarding our program and practices.
4. Present to outside agencies, such as Local Police Departments, the Department of Corrections, and local service clubs, regarding the program's purpose, structure, outcomes, and use of incentives and sanctions, and to answer questions, and dispel any misconceptions regarding our program and practices.
5. Encourage training of staff in cooperation with other Law Enforcement agencies such as Critical Incident Training (CIT) and Defensive Tactics in order to increase our visibility among other agencies and to improve training among staff.
6. Keep staff and team members informed of current best practices by circulating current articles regarding Drug Courts and national trends among staff and team members, by encouraging participation in relevant webinars, and attending the State and National Drug Court Conferences in order to keep our Therapeutic Courts up to date in practice with the latest research and national trends. Continued education of staff and team members will allow our agency to better represent our programs to the community and keep our programs in line with national best practices and standards.
7. Keep information current on the Superior Court Website and other social media outlets in order to give the community the most up to date, accurate information regarding our Therapeutic Courts.
8. Institute a marketing campaign to include paid advertisements in the Daily News and other printed media, radio interviews on local talk shows, and appearances on KLTV programs in order to control the information presented to the community regarding our Therapeutic Court programs.

✓ **Public Misperceptions about Building & Planning**

The lack of public awareness, education and outreach about codes results in a perception of the Building & Planning Department as obstructive to development, and results in customer service challenges, and policy direction that is inconsistent with the regulatory framework. The lack of public awareness, education and outreach about codes results in a perception of the Department as obstructive to development, and results in customer service challenges, and policy direction that is inconsistent with the regulatory framework.

Long-term Goals:

– Increase the Department's public outreach and education
– Maintain consistent usage of social media, department blog, speaker's bureau, open house and staff consultations

Strategies/Actions:

1. Partner with community organizations and other agencies to offer at least three public forums or workshops annually
2. Speakers bureau- 12 engagements in 2015 to a cross section of organizations, at least 4 different topic areas, and at least 4 different speakers
3. Host and facilitate technical speakers through the speaker's bureau list with at least 120 people engaged in 2015
4. Host and facilitate at least one fire code presentation during 2015
5. Engage with other departments in our building to expand knowledge of other departments. Host one event for other departments in 2015
6. Legislative updates maintained on website, including links to tools and resources. Complete by April 2015.
7. Contact directory with linkages to job duties for staff members
8. Complete form/brochure wall by June 2015

✓ **Limited Channels for Public Access and Discourse**

A pervasive misconception of the role and value of County government exists throughout the communities that make up Cowlitz County. The public is unable to easily access recorded documents related to their property. Resources, programs and economic vitality are negatively impacted by a lack of public information and outreach. Public meetings and opportunities for discourse are limited or have limited channels for access. Consequently, the County maintains a reactionary role in the media.

Long-term Goals:

– Reduce the wait time for obtaining public records
– Reduce the potential loss of resources and programs
– Reduce the negative impacts of public perceptions on growth and vitality
– Reduce barriers to customer service and growth due to inconsistent regulatory framework

Strategies/Actions:

1. Create a social media presence as well as expanding opportunities for traditional public outreach, workshops, and open houses
2. Prepare and distribute brochure on county services
3. Produce and use of short videos to introduce processes, people, and government functions
4. Use of technology to reach a wider audience for public meetings
5. Dedicate 2 communication positions for coordinated outreach through multiple channels

Community Relations photo credits (pp. 51 – 53): Document Retrieval (1940s), vintage Portland.wordpress.com

B.2 – FINANCIAL SUSTAINABILITY

The ability of Cowlitz County to continue to provide vital services is on a collision course with financial realities due to the lingering impacts of the current recession, levy lids, statutory restrictions on revenue uses, and voter reluctance for special levies. Shifting property taxes from the road fund to the general fund is a short-term solution, at best, while a sluggish economy retards revenue growth from sales tax, development permits, and other taxes and fees. Outdated management practices (i.e. purchasing practices, property policies, grant utilization, and hiring actions) too often result in wasting scarce resources or missing opportunities for revenue growth. Pension, L & I charges, and health insurance (over which the BOCC has little, if any, control) drive increases in personnel expenses so that any financial benefit from 20% reductions in FTEs typically disappear within five years.

Major Challenge Areas:

✓ **De-centralized Purchasing Increases County Expenses & Liabilities**

There is no standardized procurement process and contract review used county-wide. Fourteen years ago the County moved to a de-centralized purchasing model that eliminated standardized processes for procurement, request for proposal and contract review. This change resulted in a disparity of workload among County Departments, a lack of cohesive documentation, limited response to bid requests and increased findings from the State Auditor. It has decreased the County's workflow efficiency as well as responses to publically bid projects. To date this year alone, six bids issued by the Facilities Department have had no response. This has also resulted in increased scrutiny by the State Auditor Office. Neither the vendor list nor small work roster has been underline properly maintained, as required by law and County policy, which has increased the County's liabilities.

Long-term Goals:
– Increase capacity to economically deliver goods and services.
– Reduce the cost of procuring goods and services.
– Reduce the instances of inadvertent violation of bid laws.
– Maintain legal and appropriate expenditures of funds through g o o d internal controls
– Reduce the number of exit comments and/or findings by the State Auditor's Office.
– Reduce costs by increasing the number of vendors bidding on county contracts
– Increase innovation and efficiency; sharing resources when practical

Strategies/Actions:
1. Create a comprehensive approach for controlling and tracking procurement expenditures.
2. Standardize the procurement process.
3. Establish centralized sourcing to realize cost savings.
4. Develop strategic supplier relationships to lower costs.
5. Enhance the Small Works Roster & Vendor List to improve access to goods and services.
6. Pool/share recourses to   prevent buying equipment the County already has available

✓ **Restricted Revenue Growth Due to Property Tax Limitations Inadequate to Meet Service Demands**

Unrestricted revenues in the General Fund, particularly property tax revenues, are inadequate to properly finance general government operations. Voter initiatives and legislative actions (Referendum 47 in 1997, Initiative 722 in 2000 and Initiative 747 in 2001) have severely reduced property tax revenues available to finance general government operations and services. Prior to R47, annual increases in property tax revenues were limited to 6% per year or $1.80/$1,000 of assessed value.   Despite Supreme Court decisions ruling the initiatives unconstitutional, the Washington State Legislature enacted amendments to RCW 84.55.005 restricting annual growth in property tax to 1% or the IPD (implicit price deflator) or $1.80/$1,000 of assessed value, whichever is less. The property tax limitations have resulted in the loss of $9.4 M since 1998 if the maximum amount allowed to be collected had been levied.   Service Emergency Management, state and federal mandates, citizen expectations and general inflation have caused costs to increase. In order to balance the budget, 99 (17%) employees have been eliminated since 1999 and $10.5 million (2005-2014) in taxes were shifted from the Road Fund to the General Fund. In addition $9.3 million has been diverted for law enforcement purposes (2000-2013).

Long-term Goals:

– Increase awareness of the problem among citizens, legislators and public employees.

 Strategies/Actions:
 1. Monitor legislative actions in cooperation with WSAC & WACO

✓ **Unsustainable Cash Reserves Threatens to Lower County Credit Rating & Increase Operating Costs**

The County's ability to meet payroll, bond and contract obligations could be seriously impaired because of inadequate cash reserves. A major taxpayer default in property tax payments, another downturn in the economy, increasing costs due to non-funded mandates, or significant reductions in state- and federally-shared revenues (i.e. legislative actions due to the *McCleary* decision or federal budget balancing) are constant threats to the county's financial security. Best practices for reserve targets according to government finance professionals range from 15% to 18% of general fund expenditures, although County policy requires a minimum of 8.3% which is equivalent to only one month's expenditures. Over the last six years (2008 – 2013), general fund cash reserves have fluctuated between 9.7% and 13.7%. Maintaining a budget with reserves at current levels is not sustainable because it depends on one-time only cuts in expenditures while there has been virtually no increase in tax revenues. The County's credit rating could be impacted if reserves fall lower resulting in higher borrowing costs, possibly as much as 2% in the commercial market. Furthermore, current reserves are inadequate to respond to identified needs in information technology (est. $12.2 million) and facilities (est. $36.1 million). If financed over 20 years, the interest on these two bond issues at an extra 2% interest would cost an average equivalent of 9.4 FTEs each year (more than the size of several county departments).

Long-term Goals:

– Maintain a financial base sufficient to provide a consistent level of County services
– Maintain sound financial practices to meet the goals of the County's strategic plan
– Reduce the cost of government and financial risks
– Maintain expenditures for ongoing operations to equal that of ongoing revenue.
– Increase the use of excess cash balances to pay one-time only costs and pay down debt.
– Maintain sufficient cash reserves for cash flow and contingencies

Strategies/Actions:
 1. Provide realistic information on the County's financial condition on at least a monthly basis
 2. Ensure the legal use of financial resources through effective systems of internal controls
 3. Continue to recommend use of available cash to be used to offset one-time or non-recurring costs.

4. Maximize grant funds but recognize that this source of funding may not be permanent
5. Anticipate long-term impacts if grant funds are reduced or eliminated
6. Establish realistic, accurate replacement reserves for equipment, and technology
7. Establish adequate risk and contingency reserves
8. Provide oversight and management for development of the County's 2016-2017 biannual budget
9. Ensure reserve levels in the General Fund are maintained at 12%
10. Develop recommendations to fund underfund and unmet needs

✓ **Inability to Fully Utilize Available Resources**

The Cowlitz County Health & Human Services Departments has been unable to fully expend contract and grant funding as a result of not having the latitude to hire enough staff and procure program supplies. Federal, state, and private entities frequently allocate unsolicited "special revenue funds" to the Health & Human Services Departments for use in various public health programs. Due to "red tape," and lack of understanding the department's structure and operating latitude is not conducive to full implementation of resources and does not meet best practices for public administration. The Human Services Department is frequently unable to hire staff or procure program supplies before the funds expire. From July 1, 2011 to current the Health & Human Services Departments returned over $500,000 in grant and contract funds to several federal, state, and private entities. During the budget year 2009, Cowlitz County implemented 5% "across the board" salary cuts on all non-labor represented positions as a cost saving measure for the county general fund. Even though the Human Services Department receives absolutely no county general fund dollars, they still suffered a 5% "across the board" salary cut. Rather than saving the County money, this had the reverse effect of lowering revenue by upwards of $50,000.

Long-Term Goals
– Reduce the amount of funding and program support that is turned away due to HHS not having the latitude and support to fully staff and offer needed services in the community.
– To increase the number of programs and services that become available to HHS and have dedicated funding to address issues identified as critical for improving County health status.
– Reduce cost, time and effort expended on unnecessary activities related to making critical business decisions.

Strategies/Actions
1. Conduct analysis of current purchasing requirements that need BOCC approval in comparison to the cost, time and effort required to complete the approval process.
2. Based on results of analysis, make a recommendation to the BOCC to increase the threshold for needing BOCC approval.
3. Make recommendation to BoCC to analyze each Department's budget separately rather than "across the board" when making decisions.
4. Make recommendation to BoCC for review of current procedures/written requirements related to processing contracts, grants, hiring and purchasing.
a. Identify gaps in procedures/written requirements related to processing contracts, grants, hiring and purchasing.
b. Update/create procedures/written requirements to streamline grant applications, contract processing, hiring and purchasing to mitigate delays in processing.
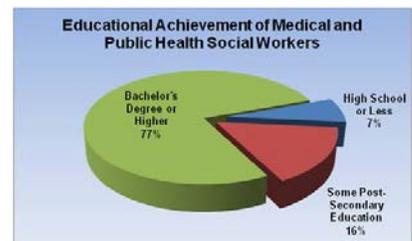
B.3 – Human Resources

With staff reductions of nearly 20% in the past five years, Cowlitz County employees are doing more than ever before. But they need the training and technology to continue to improve customer service and other efficiencies. Expected retirements within the next five years may create a leadership deficit. Furthermore, professional development has been restricted during the current recession and has particularly impacted the offices of the coroner, the prosecuting attorney, health and human services, law enforcement records, 911 communications, building and planning, and county clerk. Staff retention and recruitment has also been impacted by a lack of competitive pay due to current budget restrictions. In fact, hundreds of thousands of dollars in health and human services have been lost due to the inability to attract and retain qualified workers. Inadequate information systems also create costly service delays, unnecessary duplication of effort and increased human error in processing paperwork.

Major Challenge Areas:

✓ "Break/Fix" Workplace Culture Increases IT Costs, Delays Efficient Technology Utilization

While computers have been a workplace fixture for over twenty years and most employees are generally familiar with their basic operations, there remains a 'break/fix' culture that requires constant intervention. Rather than focusing on building sustainable long-term business partnerships based on innovation and progress toward mission fulfillment, too many employees only engage IT when something "breaks". This adds unnecessary time to IT staff workloads, adds cost of service, creates constant delays, requires triage for virtually every call for assistance and reduces the County's operating effectiveness and productivity. Maintaining equipment properly, understanding basic maintenance requirements, and engaging IT sooner in IT-related planning would allow IT staff to offer pro-active solutions that would bring enormous value to all departments. This is a classic *Catch-22*, in that employees must attain a higher level of self-sufficiency and operating skill to reduce reliance on IT intervention for minor issues. However, once this level of self-sufficiency is reached, and once users and departments begin engaging IT in their planning efforts, the County will see immediate gains in overall system compatibility, speed, reliability, cost/time savings, and functionality.

Level 0 — Chaotic: Ad hoc; Undocumented; Unpredictable; Multiple help desks; Minimal IT operations; User call notification

Level 1 — Reactive: Fight fires; Inventory; Desktop software distribution; Initiate problem management process; Alert and event management; Measure component availability (up/down)

Level 2 — Proactive: Analyze trends; Set thresholds; Predict problems; Measure application availability; Automate; Mature problem, configuration, change, asset and performance mgmt. processes

Level 3 — Service: IT as a service provider; Define services, classes, pricing; Understand costs; Guarantee SLAs; Measure and report service availability; Integrate processes; Capacity management

Level 4 — Value: IT as a strategic business partner; IT and business metric linkage; IT/business collaboration improves business process; Real-time infrastructure; Business planning

Tool Leverage; Operational Process Engineering; Service Delivery Process Engineering; Service and Account Management; Manage IT as a Business

Long-term Goals
− Increase the number of purchasing requests from departments that have properly executed business case/ROI analysis attached.
− Reduce the IT hours devoted to avoidable repair, intervention and instruction.
− Increase overall system compatibility and integration through properly researched, analyzed and ordered software and equipment that meets business case and County IT standards.

Strategies/ Actions
1. Provide open communication channels to departments and employees for IT-related planning.
2. Engage with users both one-on-one as appropriate and in the IT training room environment to teach/train on user best practices for hardware/software assets.
3. Provide users and departments clear descriptions of the options and solutions provided by the IT Department.
4. Train departments on how to provide business case and ROI justifications for IT acquisitions.

✓ **Ineffective Succession Planning Increases Costs of Supervision, Risk Management, & Finances**

The County has no formal succession and talent replacement plan, which will soon reduce countywide knowledge and skills, thereby reducing departmental productivity, efficiency, capability and technical 'bandwidth' while increasing cost and time to accomplish required tasks. Because approximately 50% of current department heads and management staff are eligible to retire within the next 5 to 7 years, the corresponding loss of leadership competencies, contact networks, and job knowledge and skills will drastically reduce the foundation of institutional knowledge required by managers. This in turn will limit the County's ability to respond to challenges, add time and cost to organization development, and could very well tip the County into slow decline as a leader among Washington counties. Within five to ten years, at least three long-term employees in the Office of Financial Management and Risk Management will retire from Administrative Services. These employees have a combined 68 years of experience working for Cowlitz County and two have public sector experience in other jurisdictions. These retirements will result in the loss of significant institutional knowledge and functional expertise in critical roles and responsibilities in risk management, employee safety training, accident investigations, insurance, industrial accident, budget, finance, grants, contracts, accounting and programming.

Long-term Goals

- Maintain County government productivity, efficiency and work quality as senior employees retire.
- Maintain the County's high level of management expertise, networking and collaboration among agencies as retirements and succession occurs.
- Increase the number of people eligible for key technical and management positions.
- Increase the amount of institutional knowledge that stays with departments during employee transition.

Strategies/Actions

1. Survey employees for interest in various departments and positions
2. Conduct brown bag presentations for various departments, operations and duties
3. Create an HR initiative that explains succession planning efforts to County personnel
4. Develop Standard Operation Procedures Manuals for departments and positions
5. Provide template resources through the web, e-mail and meeting venues
6. Identify future recruitment needs
7. Develop appropriate marketing and communication strategies to attract qualified and diverse candidate pools
8. Work with departments to develop succession strategies for key positions
9. Develop department specific training programs and cross-training opportunities

✓ **Inability to Recruit and Retain Talent Due to Low Salary Scales**

In 2013, it took in excess of 6 months to recruit qualified public health nurses to fill 3 new grant supported positions due to non-competitive salaries. This delay in hiring resulted in prolonged program implementation, inability to provide services to the highest need populations in the community, and the return of over $200,000 in federal grant funds that could not be utilized. Within 6 months of being hired, 2 of the 3 public health nurses that were hired left the Health Department to accept higher paying jobs elsewhere. This resulted in further delays

in program implementation and further inability to provide services to the community as well as wasted tax payer dollars to retrain and recruit additional staff. Pay scales that are not competitive with other local/regional jobs coupled with the lack of a professional development process wastes departmental resources, reduces employee satisfaction, reduces employee effectiveness, reduces the ability to plan for Leadership succession, and reduces the departments' abilities to provide continuous and improving services.

Long-Term Goals

− Reduce the number of hiring delays attributed to insufficient compensation.

− Reduce the number of programs and projects that are delayed due to insufficient personnel while recruitment languishes.

− Reduce the number of quality employees lost due to the County's lack of properly orchestrated professional development programs.

Strategies/Actions

1. Conduct comparative analysis of current county wage rates to comparable counties and comparable local positions.
a. Create a survey for wage comparisons to include current wage rates, previous wage increases/cuts and narratives regarding recruiting positives and challenges.
b. Survey comparable counties and comparable local positions.
c. Analyze survey results.
d. Submit recommendations to the BoCC based on the results of the analysis and survey to align current wage steps with comparable counties and local comparable positions.
2. Provide rationale to the BoCC to allow each Department the latitude to negotiate starting wages based on their budget/funding availability.
3. Convene a work group to research the impact that rewards for longevity have on staff productivity.
a. Submit recommendations to the BoCC based on the results of the research to possibly include adding steps and/or longevity pay increases to reward employees that remain for many years.
4. Conduct an analysis of cost of living increases over the years compared to cost of living adjustments received by staff.
a. Submit recommendations to the BoCC based on the results of the analysis to ensure staff are making a fair wage to maintain their means of living.
5. Convene a work group to develop professional development guidelines to promote staff growth.
a. Implement professional development guidelines based on work group results.
b. Review results of implementation to ensure staff trainings are promoting staff growth and productivity in the work place.
6. Implement an annual employee productivity survey
a. Share the results with staff
b. Collaborate on ways to improve results.

Human Resources photo credits (pp. 59 – 61): Capacity Maturity Levels, peak-capacity.com; Succession Planning, fminet.com; Nurse's cap, Getty Photo

B.4 – Public Facilities

With well over 50% exceeding their useful lives, county buildings and facilities are generally too costly to maintain, some are unhealthy for employees, and many are inadequate to meet space and record storage needs of the county. HVAC, electrical service, telecommunications and roofing systems frequently interfere with employees' ability to remain fully productive and efficient. There has been an increase in reports of respiratory illness and headaches in several Hall of Justice offices, mold and foul air smell in several other buildings. Even the Coroner is concerned about airborne pathogens and cross-contamination. Insufficient storage and office space is now critical for Law Enforcement Records, Public Defenders, Juvenile Department, and both the Auditor and the Clerk. Finally, our emergency response capacity is severely strained with delays in technology transfers and with no operable back-up system for 911 Communication, whose basement location below flood stage of the Cowlitz River is also problematic.

Major Challenge Areas:

✓ **County Buildings Fail to Meet Public Demand for Service and Safety**

Twenty (20) of the thirty-six (36) County buildings have been in service for more than 40 years without significant renovation to accommodate operating efficiency, safety requirements or growth in public services. Based on Code and accepted structural criteria, the overall rating of facility functional status is poor. Most, if not all of this 2,257,560 square feet of office, lobby and common area space needs renovation; roofs, windows, flooring, walkways, parking lots, and other basic structural elements are in various states of disrepair, which decreases productivity, reduces aesthetic quality and value, creates safety hazards, and add to American Disabilities Act noncompliance, exposing the County to liability and potential legal action. According to the 2008 Facility Needs Assessment, without basic renovation, within a few years, many County buildings will be unable to meet adequate space requirements to provide suitable workspace for employees or citizens seeking services.

Long-Term Goals

- Increase the operational efficiency and functionality of all County facilities.
- Increase the accessibility, visibility and durability of all County facilities.
- Increase the number of buildings and total square footage required to fulfill the Missions of all departments.
- Reduce the County's exposure to liability and lawsuits associated with substandard, unsafe or non-compliant facilities.
- Increase the aesthetics of County buildings and grounds.
- Reduce the number of County facilities that are non-compliant with ADA requirements.

Strategies/Actions
1. Collaborate with Meng Corporation to Finalize Facilities needs survey.
2. Gain agreement among the Elected and Appointed Officials as to the direction the County will take to assure suitable space for the workforce and the citizens seeking services.
3. Develop short- and long-term plans to implement the results of the Facilities needs survey.
4. Establish and agree upon a building design code that captures the need in workspace design but is also affordable.
5. Determine if a single plant (one stop visit) or multi-plant design (two or three stop visit) is best when considering long-term operational cost, citizen mobility and transportation needs.
6. Develop protocols to guide staff to become more customer-focused with the public and internal departments
7. Create interview/ survey processes that all Facilities to better document and understand the present and long-term needs of each organization
8. Utilize the information received during the survey process to recommend the best economical approach that supports the individual departments' needs.
9. Develop a funding approach regarding necessary and suitable expenditures.
10. Build on the current work of the Capital Improvement Plan (CIP) committee

✓ **Hall of Justice No Longer Supports Timely Resolution of Domestic Cases**

Superior Court - As a primary Superior Court venue, the Hall of Justice no longer supports the workload and business needs of Superior Court, 835 domestic relations cases were still actively pending at the end of 2013. Some litigants wait for resolution to their cases upwards of 2-3 years, creating unnecessary strain and emotional stress for the litigants and particularly the children as they wait to know which parent they will reside with. Such backlogs and inefficient operations deny litigants' access to justice.

Long-term Goal:
− Increase the functionality of court facilities

Strategies/Actions:
1. Form stakeholder user groups (external) to identify current facility limitations.
2. Seek internal input from staff and judicial officers as to facility limitations.
3. Seek technical assistance from National Center for State Courts to assist in providing recommendations/input for facilities assessment.
4. Participate in countywide facility assessment.
5. Partner with other elected officials/department heads to develop short and long-term facility plan.
6. Implement facility plan.

✓ **County Buildings Inadequate for Modern HVAC/IT Systems, Wasting Resources & Program Delivery**
Even with significant remodels and renovations, well over 50 percent of County buildings have exceeded their life cycle and are costly, often unhealthy, and inappropriate for meeting the service demands for a progressive County. Some are now at peak capacity for electrical services; ventilation services cannot adequately move air as needed to maintain a basic working environment. Many windows panels are either inadequately Insulated or un-insulated, making the building subject solar heat loading in warmer months and heat loss in cooler months. These factors create inconsistent heating and cooling, resulting in many small fans and under the desk heaters being in common use, increasing power usage already at critical usage. Cowlitz County has 66 roof top units that are either close to their maximum life expectancy, or have exceeded it, and will cost the county approximately $1,200,000 over the

next six years that it does not have in reserves. Consequently, only 28% of the annual budgeted maintenance
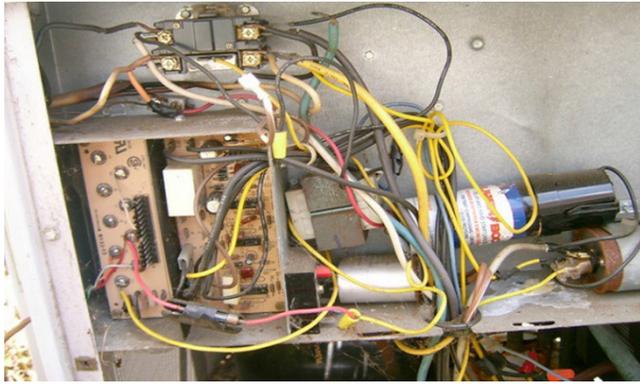
dollars are used for preventive maintenance- with 72% going toward general or emergency repairs. Furthermore, County buildings cannot meet growing department demands for public service and employee functions. In addition to their increased operating cost, under-sized and often unhealthy County buildings hamper economic development, inhibit community vitality, reduce program efficiency, and reduce overall agency efficiency that would be possible through office re-organization & consolidation, modern technology, and increased employee effectiveness.

Long-term Goals

- Increase the County's overall workforce productivity and efficiency associated with the working environment.
- Reduce the County's overall operating costs associated with facilities.
- Reduce the number of emergency incidents requiring HVAC rooftop unit replacement.
- Reduce the level of power usage associated with outdated, inefficient windows.
- Increase the amount of power that can be diverted to other uses.
- Reduce the amount of facility downtime due to electrical motor, refrigeration condenser, and pump failures.
- Increase system-wide HVAC efficiency and control.
- Increase ventilation system efficiency and effectiveness in all County buildings.
- Reduce the use of power-draining small fans and personal space heaters.

Strategies/Actions

1. Identify the HVAC units most prone to failure and replace them as the budget allows.
2. Replace 4 roof top units annually, until all units at life cycle are replaced.
3. Survey and recommend which pumps and electrical motors should be purchased to spare those in service. Locate them in a central controlled warehouse for easy access.
4. Increase the amount of budget dollars going toward preventive maintenance.
5. Develop and track a long-term facility need projection for all Cowlitz County buildings.
6. Address existing facilities and determine future needs in implemental increments of 2, 5, 10, 15 and 20+ years
7. Develop protocols to guide staff to become more customer-focused with the public and internal departments

8. Develop clear funding approaches that balance actual need with cost-effective, long-term and reasonable expenditures; utilize the strategies and action of the strategic plan to win funding to implement the long-term goals.
9. Use the preventive maintenance system to track refrigeration condensing unit failures, to identify replacement frequency.
10. Replace one obsolete control panel a year, and keep the modules, control circuitry for spare arts until all panels have been replaced.
11. Develop a plan to implement Meng Corporation Facilities needs assessment.
12. Purchase spare critical pumps and electrical motors. Locate them in a central controlled warehouse for easy access.
13. Assure 99.5% completion of all preventive and predictive maintenance work orders.
14. Continue tracking long-term capital needs utilizing the annual updated Capital Improvement Process.
15. Complete 2015 building analysis, develop implementation plan to correct identified items of a period of 20 years.
16. Replace two building control panels each year until all eight (8) panels have been replaced.

✓ **Lack of Physical Housing and Classification Processes Reduces Inmate and Officer Safety**

Inmates who have been classified a high security risk (often 20% of inmates) are housed in areas of the jail that share common space with low security risk inmates. Inmates with violent and sociopathic tendencies are increasingly kept in areas grouped together where they can and do conspire to cause problems. A corollary problem is the current inadequate classification system, which results in high security inmates being misclassified and housed with lower security inmates. Consequently, use of force incidents in the jail increased 271% from 2006 to 2013. Injuries to officers have increased 200% since 2007 and injuries to inmates increased 250%. This results in higher rates of violence and injuries, increases the need for constant intervention, reduces safety, reduces jail effectiveness, and increases the County's liability under case law established in *Tabech v. Gunter 1996*.

Long-term Goals:

– Reduce the number of violent incidents within the Jail.

– Reduce the number of injuries to officers and inmates occurring at the Jail.

– Increase the effectiveness of jail classification system.

– Increase the Jail's overall operating efficiency & compliance with state, federal and court mandates

Strategies/Actions:

1. Review the current jail classification tool to identify weaknesses and failures.
2. Identify and implement a validated objective jail classification policy.
3. Identify training opportunities for staff on dealing with inmate violence.
4. Implement a safety committee that will review all use of force incidents
5. Implement safety committee recommendations to improve safety and decrease injuries.
6. Investigate the feasibility of obtaining a body scanner for detecting contraband

✓ **Archaic Filing System Reduces Service & Increases Liability**

The County Clerk's office has seen an increase in cases filed from 5248 in 2008 to 5333 in 2013. This has created two parallel challenges, 1) a growing backlog of files waiting to be scanned or destroyed that goes back to 1994,

and 2) the clerk's office is using needed office work space plus nine additional locations and approximately 2010 square feet within the building to store case files. Due to space and technical gaps, the Office is unable to use available technology to its full potential, so files are only available through totally outdated and labor-intensive means, such as microfilm and handwritten books, in addition to retrieving files in other parts of the building. This archaic system has not only created a huge backlog, it quintuples retrieval time for files that should be accessible through Laserfiche, drastically increases wait times for the public, limits scanning time so cases may be taken to the state office for destruction, and eliminates any potential for efficient, effective or productive workflow. It has reduced public trust, increased error rates, increased the number of lost files and increased the County's liability for records the County Clerk must keep intact forever.

Long-term Goals:

— Reduce volume of inactive court files waiting to be archived

— Reduce public wait times

Strategies/Actions:

1. Focus on scanning old case files
2. Collaborate with IT to maximize use of technology
3. Update procedure for accessing records currently on microfilm
4. Request funds to convert outdated microfilm files to current Laserfiche program

✓ **HOJ Layout Increases County Liability and Threatens Public Health & Safety**

Inadequate space is preventing the Clerk's office from efficiently completing functions required by law and providing space needed for ADA compliance, jury support and storage of exhibits and microfilm. The current building housing Superior Court was built in 1975. Over time, the courts have experienced an increase of 22% in cases filed, and growing public use of the building. Access to all parts of the HOJ used by the public has not been updated to comply with ADA regulations, including access to courtrooms and the Clerk's office. Potential jurors are not segregated from the general public while waiting for trials, and must wait in a general seating area that mixes potential witnesses and defendants- a potentially volatile combination. Currently the Clerk's office is utilizing old jail cells for storing sensitive court records. The County is at great risk for a lawsuit due to non-compliance with regulations, increased risk of injury from poorly maintained public areas, an increased number of mistrials at the taxpayer expense and an increase of staff illness from mold and allergic reactions due to poor storage situations.

Long-term Goals

— Increase the overall efficiency, effectiveness and productivity throughout the Clerk's Office.

— Reduce the County's risk of legal action due to unsafe waiting areas, a poor work environment, regulatory non-compliance, or mistrials caused by avoidable errors.

— Increase accessibility to public areas that are compliant with ADA standards.

— Reduce the amount of square footage required for storage.

Strategies/ Actions

1. Lower customer service windows according to ADA standards.
2. Install handicap accessible front door.
3. Reconfigure front counter for employee safety and efficiency and additional public space.
4. Focus on scanning old case files for availability on Laser fiche.
5. Convert outdated microfilm files to current Laser fiche program.
6. Establish procedure for following retention schedule.
7. Establish one designated area adequate to fulfill all storage needs.

✓ **Inefficient, Outdated Facilities Interferes with Justice and Law Enforcement and Threatens Public Safety**

After decades of use, the current Hall of Justice, first occupied in 1976; the Youth Services Center, opened in 1996, and the County Morgue, opened in 1978, are now inefficient and outdated. This creates difficulties in providing effective and efficient public service, ensuring public and employee safety (ingress and egress), and generates high maintenance costs. In the last 38 years, the County population has almost doubled, the HOJ houses at least twice the number of offices and departments and the capacity for additional phone lines or electrical power has long reached its maximum, the Youth Center's intercom/control panel is beyond repair; and the Morgue has remained basically unchanged. Evidence is inefficiently stored in various locations, including leased spaces. Basic building needs are far below standard; HVAC, electrical, telephone, ADA compliance, office/department location, (EMERGENCY MANAGEMENT and 911 occupy the basement, below the water/flood table) and issues related to inadequate airflow have created a working environment plagued by fears of mold, hazmat storage, poor acoustics, flooding, and poor ambient air quality. The facilities no longer serve the public well, have reduced operating efficiency and effectiveness, and have created declining standards for security, productivity, and citizen access.

Long-term Goals:

– Increase the maintenance staff to more adequate levels.

– Reduce the number of facilities built out of light-duty construction inappropriate for heavy duty county operations

– Reduce water penetration problems and threats

– Reduce the number of locations used for storage of files, documents, and evidence

– Increase the number of courtrooms

– Increase the efficiency and safety of floor space design as well as ingress and egress.

Strategies/Actions:

1. Fill vacant positions in Facilities Maintenance staff according to succession planning.
2. Verify cost estimates provided in Meng Facilities Assessment Report (FM staff).
3. Present priority list of projects identified in Meng report to BOCC (Capital Improvement Committee).
4. Recommend safety-related top priority budget (Capital Improvement Committee).
5. Recommend capital improvement plan, based on Meng Report (Capital Improvement Committee).
6. Recommend Youth Center Intercom/Control Panel replacement (Youth Services staff).
7. Develop plan to move 911 Comm Center & Department of Emergency Management to a safer location above flood stage (911/DEM/Sheriff).
8. Design new county morgue (Coroner).
9. Develop a plan to consolidate evidence storage (Sheriff).
10. Remove hazmat storage at HOJ from close proximity to air intake vents. (Facilities Maintenance).
11. Complete reconfiguration of 911 dispatch stations, as per acoustics plan (Facilities Maintenance).
12. Recommend priority list of facilities improvements outlined in 911 Communications Center Assessment from Presidential Partners (2015).

B.5 – PUBLIC POLICY & PROCESS

An efficient, effective, and responsive county government needs public policies and processes that encourages appropriate economic development; establishes appropriate, responsible financial goals; and informs other governments whenever their policy decisions have a negative impact here.

Major Challenge Areas:

✓ Outdated Planning Documents & Ordinances Discourages Development

The County's Comprehensive Plan, currently being updated is 38 years old; the majority of core regulatory documents require updating to be consistent with revisions in state and local ordinances. Many of the County's land use codes and guiding documents are outdated and do not reflect the current regulatory atmosphere or the current conditions within the County, often resulting in inconsistent land use decisions, the appearance of unfairness, and excessive demand on staff time.

Long-term Goals:

- Maintain a quality long range planning program with dedicated funding source
- Increase awareness and dedication to the policy directions established within the Long Range Workplan
- Increase consistency reviews of local ordinance and planning updates for increased coordination between Departments
- Maintain annual long range planning work

Strategies/Actions:

1. Complete and adopt the Comprehensive Plan Update by November 15, 2015; complete and locally adopt the Shoreline Master Program Update by July 2015; complete and adopt revised Department Policies and Operating Guidelines by May 2015; adopt Vesting Ordinance by July 2015.
2. Implement consistency review program by September 2015, including establishing processes with other County Departments
3. Complete building code update by June 2016. Train all personnel and brief BoCC on updates prior to adoption.
4. Implement fire code operating permits and identify funding source prior to July 2016.
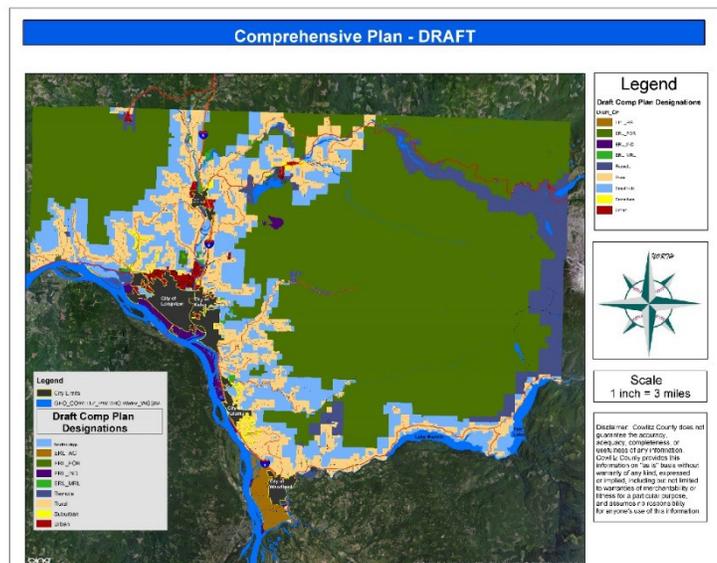
✓ Inadequate Capital Reserves Waste Resources, Increases Operating Costs

County departments generate capital and technology projects that compete for scarce resources. When revenue growth is not adequate, the Capital Improvement Plan (CIP) Committee is inactive, prioritization is lacking and attention to these needs are often delayed. Consequently, when emergencies arise from worn-out facilities and equipment, the immediate solutions are often temporary fixes costing more in the long run. For example, during calendar year 2013 there were 8 emergency repairs or unbudgeted expenditures totaling $175,900. This exceeded normal emergency contingency budget of $100,000 by 75%. Another example: two volunteer-driven projects (Gun Range and Harry Gardner Park) have dominated time and resources of staff without long-range solutions for on-going maintenance and repairs. These problems put pressure on the ending fund balances, force temporary loans, or result in service cutbacks in other programs.

Long-term Goals:

− Maintain sufficient financial liquidity to meet normal operating obligations
− Increase the ability of the County to withstand regional economic variations
− Reduce the cost of government and financial risks
− Maintain sufficient cash reserves for cash flow and contingencies

Strategies/Actions:

1. Review the legal use of financial resources through effective systems of internal controls
2. Recommend use of available carryover balance to offset one-time or non-recurring costs.
3. Establish accurate replacement reserves for equipment, furnishings, and technology
4. Establish reserves sufficient to cover unforeseen events and emergencies
5. Oversee the development of the County's 2016-2017 biannual budget
6. Recommend reserve levels in the General Fund are maintained at 12%

✓ **Unfunded Mandates Play Havoc With County Service Delivery**

Careful, deliberate budgeting and local control of county priorities are minimized by unfunded, or under-funded, mandates from state and federal agencies, courts, the State Legislature, and Congress. Reserve policies for financial, capital, and technology needs are often compromised. And service levels must be pared back. This is best exemplified by the employment figures for the county. Despite a 20% reduction in full time employees since 2008, our projected 2015 labor costs are within 1% of the 2008 expenditures. Shifting road funds for general fund expenditures will be draining transportation reserves. An example of service delivery cutbacks is the transfer to other agencies of 50% of developed county parks.

Long-term Goals:

− Reduce unfunded mandates from state and federal governments
− Increase state shared funding from a variety of sources
− Increase federal shared funding from a variety of sources

Objectives:

▪ Increase the number of contacts with state legislators by 15% (BOCC)
▪ Increase the number of contacts with federal legislators by 20% (BOCC)
▪ Maintain participation in local government lawsuits on unfunded mandates against the state (OPA)

Strategies/Actions:

1. BOCC participation in in WSAC and NACo legislative activities
2. Facilitate regular legislative briefings with state, federal delegations
3. Consider hiring a fulltime lobbyist

B.6 – Technology

Since 2008 there has been a perfect storm created by a 20% reduction in general fund staffing, increasing state and federal mandates and regulatory requirements, growing public demand for rapid and accurate services, and the software industry's built-in obsolescence. Declining staff resources coupled with growing service demands and natural software migration has created serious efficiency, capability, and service capacity gaps. Without more robust IT services, the county faces software collapse and growing service gaps due to aging technology, increased dissatisfaction from the public and staff due to delayed response time, and missed deadlines that reduce county resources (i.e. missed appraisal deadlines, grant opportunities). Older, familiar technology and software may be a comfort to employees but adds unnecessary costs to IT services and leads to less efficient utilization of adopted IT. Telecommunications and audio-visual services are also inadequate and are degrading the quality of justice offered in Cowlitz County.

Major Challenge Areas:

✓ **County's Incompatible Voice Communications Systems are Costly and Inefficient**

There are currently two parallel and incompatible telecommunication systems (Siemens System and Avaya VOIP System) that do not effectively mesh to provide County departments with reliable, seamless voice communication. This has added unnecessary cost, reduced operating efficiency, created disgruntled users, extended and delayed times for work request responses, and negatively impacted employees from accomplishing assigned tasks. It has also introduced access issues for citizens who find it more difficult to contact County agencies, which in turn has created public discontent and image issues for the County.

Long-term Goals:
- Increase voice communication quality and reliability for all departments
- Increase countywide efficiency, effectiveness and productivity
- Reduce the number of citizen issues related to phone access and responsiveness.
- Reduce IT's response times to telecommunications items/issues.
- Increase IT's options for solutions to telecommunication items/issues.
- Reduce reliance on outside vendors and outdated telecommunications hardware.
- Increase the reliability and flexibility of the voice communication network.
- Reduce overall long-term telecommunications costs.

Strategies/Actions
1. Work with OAS (Office of Administrative Services) to create a document detailing the current phone footprint and infrastructure for review.
2. Train IT staff on VOIP communication set-up and protocol.
3. Present a plan to the BOCC to implement VOIP (Voice Over Internet Protocol) technology county-wide in phases over the next 3 years.
4. Select a competent and accessible vendor with VOIP specialization skills to provide telecom support.

✓ **Current Financial & Payroll Software Increasingly Incompatible with Newer Technology**

Cowlitz County's 15-year old financial and payroll software systems are outdated and do not provide integrated processing, reducing the ability to provide accurate and timely financial and payroll information. Workstations cannot be updated with newer operating systems due to the inability of the software to function on newer technology. Software limitations, rapidly increasing complexity of financial reporting and employee payroll and benefit processing cause additional manual processing. Approximately 50% of the System Administrator's time is spent dealing with manual processes related to gathering data, creating specialized reports, and retrieving information. A total of 80+ staff members with access to this software must continue to have an outdated version of Excel installed on their computers in order to have the ability to run reports out of PeopleSoft. Fourteen per cent of those individuals must run manual switching processes in order to move between modules such as from Financials to Payroll and back again. The high level of manual data collection, processing and disseminating of information has reduced productivity, efficiency and overall effectiveness by an estimated 15% to 20%.

Long-term Goals:

- Maintain development of all applicable software modules
- Increase training of all personnel
- Maintain legal and ethical standards of accepted accounting practices as prescribed by federal, state and local laws.

Strategies/Actions:

1. The PeopleSoft System Administrator will provide leadership and operational excellence while being responsive and accessible to all county employees.
2. On-Line processing for Benefit Open Enrollment.
3. Electronic processing for Personnel Action Forms
4. Expansion of Project Costing Module.
5. Continue to streamline the annual report processing
6. Accommodate Compatibility with New Microsoft Operating System

✓ **Popular Legacy Software is Inefficient, Costly to Maintain, and Increasingly Unreliable**

Older legacy software is inhibiting user and system efficiency, reducing employee productivity, contributing to avoidable errors and generally adding operational challenges to many County departments. Older, familiar software may offer a sense of comfort to end-users but also introduces a variety of compatibility, efficiency, licensing, liability, and productivity issues to departments that have not kept pace with upgraded software. While some may argue that known software allows greater productivity and efficiency, it also creates a false sense of status quo that cannot be maintained, especially in a climate of IT growth that will not support legacy applications.

Without thoughtful, organized and *planned migration* to more effective, compatible, and reliable software, County departments cannot operate efficiently. IT department staff has witnessed a significant decline in general system reliability and growing user capacity issues in departments that do not have planned software migration.

Long-term Goals:

- Increase overall County efficiency, effectiveness, quality and productivity.
- Increase system reliability and cost-effectiveness.
- Reduce IT staff time required to intervene due to old, outmoded software.
- Increase the number of provided services and service delivery speed.
- Reduce software upgrade deployment times.

Strategies/Actions

1. Schedule meetings throughout 2014 in at least six (6) targeted departments with which the IT Business Analyst will partner and meet to identify current department software asset status and create outlines of upgrade/migration plans as appropriate.
2. Determine initial software upgrade needs by creating and distributing a countywide IT questionnaire.
3. Engage with the County Strategic Plan Utilize Technology Committee monthly to evaluate software upgrade needs to set priorities and draft related planned migration documentation.
4. Present 2-year, 5-year, 7-year, and 10-year software migration plans (including tentative costs) to the BOCC.

✓   **Superior Court's Inadequate, Outdated Technology Limits Efficiency of Proceedings**

The Court's ten plus year old audio/video, communications and recordkeeping systems are inefficient, unreliable, and wholly inadequate for a modern court facility. In the past 10 years, very little maintenance on these critical systems has occurred. The Cowlitz County Superior Court has 5 courtrooms between the HOJ and juvenile center and two hearings rooms located at the Cowlitz County Jail. The courtrooms use old analog cameras that have poor video quality. Our courtrooms offer limited audio/visual functionality for litigants and observers of court proceedings. By order of the Supreme Court of the State of Washington, Superior Courts cannot be closed during business hours and must be open and accessible to the citizens. People observing court proceedings have reported that they can't hear the proceedings due to poor amplification of the microphones. This escalating situation has reduced system reliability and increased the demand for costly manual interventions that are automated in many other county court venues.

Long-Term Goals

− Increase the efficiency, functionality and reliability of Superior Court operation and the effectiveness of Audio/Video technology system.
− Maintain the performance, productivity and effectiveness of the Superior Court.
− Reduce unplanned costs associated with the Superior Court's failing A-V system.

Strategies/Actions

1. Conduct analysis of existing A/V court system.
2. Collaborate with County Information Technology (IT) Department to assist in review of analysis.
3. Collaborate with the Board of County Commissioners and develop funding strategies that support the technology needs of court as supported by the analysis.
4. Form implementation team consisting of IT, Facilities, Purchasing, Superior Court, Clerk's Office, and District Court.
5. Evaluate the effectiveness of the upgrades in court A/V.
6. Replace ST cameras with HD cameras
7. Maintain Service and Maintenance Agreement
8. Implement Jaymarc Proposal Phase I and Phase II
9. Implement service maintenance agreement.
10. Form an internal technology committee with input from interested court user groups.
11. Conduct analysis of existing Court Business Model/Needs.
12. Examine and research technology options that meet our business model/needs.
13. Collaborate with County Information Technology and Board of County Commissioners.
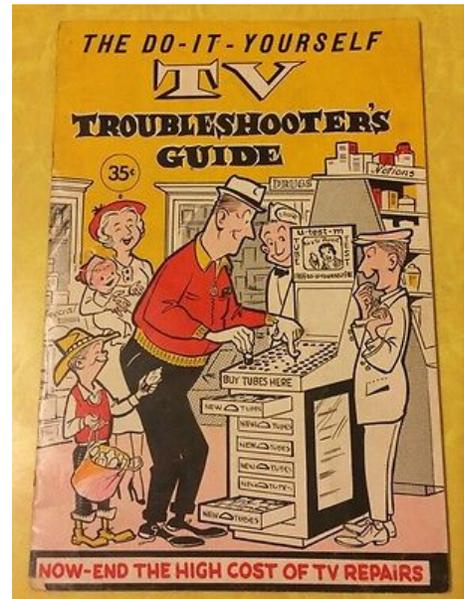
Appendix A:
Significant Road Projects

Year	Road	BMP	EMP	Length
1995	Beacon Hill Drive	0.00	1.24	1.24
1995	Rose Valley Road	0.00	0.61	0.61
1997	Alpha Drive	0.44	1.14	0.70
1997	South Toutle Road	2.60	2.89	0.29
1997	Beacon Hill Drive	1.24	1.35	0.11
1997	Barnes Drive	0.00	4.97	4.97
1997	Pacific Avenue North	1.51	2.28	0.77
1998	Old 99 South	3.11	4.95	1.84
1998	Olympia Way / 48th Avenue	0.00	0.77	0.77
1998	Cloverdale Road	2.41	2.89	0.48
1999	Rose Valley Road	0.95	1.61	0.66
1999	West Kalama River Road	0.00	0.57	0.57
2000	48th Avenue	0.77	0.91	0.14
2000	Old Pacific Hwy North	0.09	2.88	2.79
2000	Pleasant Hill Road	3.21	5.14	1.93
2000	Willow Grove Road	2.86	3.54	0.68
2001	Meeker Drive	0.54	1.44	0.90
2001	International Way	0.00	0.60	0.60
2004	Fish Pond Road	0.42	1.17	0.75
2004	South Silver Lake Road	0.90	2.05	1.15
2004	Willow Grove Road	0.57	2.40	1.83
2005	West Side Hwy	0.50	1.45	0.95
2008	Todd Road	0.00	0.61	0.61
2009	Hall Road	0.00	0.73	0.73
2009	Coal Creek Road	0.27	1.50	1.23
2009	West Side Hwy	0.00	0.50	0.50
2012	South Silver Lake Road	3.00	4.00	1.00
2013	West Side Hwy	1.45	2.72	1.27
2013	Butte Hill Road	1.96	2.84	0.88
2014	Hazel Dell Road	0.00	0.15	0.15
2014	West Side Hwy	0.66	4.23	3.57
2015	Hazel Dell Road	0.15	1.15	1.00

Appendix B:
Bridge Replacements / New Bridges

Year	Road	BMP	EMP
1997	Cameron Creek Bridge	1.27	1.31
1997	Inglewood Drive Bridge	1.59	
2001	Nevada Drive Bridge	1.24	1.30
2001	Wild Horse Creek Bridge	16.09	16.15
2004	Spruce Creek Bridge	0.01	
2005	Abernathy Creek Bridge #1		
2006	Miekler Road Bridge		
2007	Lexington Bridge	0.00	0.22
2008	Mulholland Creek Bridge	11.91	
2009	Whittle Creek Bridge	0.09	

Appendix C – How MCA Priorities Were Ranked by Staff and Public Groups

The List – The issues (MCAs) were listed by title only on a survey form organized by categories with all external issues on the front page and the internal issues on the back. They are the Strategic Plan's forty-four MCAs chosen from among 168 by the Steering Committee because they had met the impact criteria set by Senior Management at their 2014 Retreat. Participants were asked to number the Top Ten issues on each side, twenty preferences in all. The survey instrument was provided to all county staff, of which about 20% responded. The balance of the surveys were presented to a variety of public groups ranging from the Democratic and Republican Central Committees and civic groups like Rotary and Kiwanis. Even an AP Government class of seniors at Kelso High School participated. In all, 188 surveys were received between mid-April and early June of 2015.

Analysis – In reviewing the results from the surveys in this appendix, it is important to consider how many times an issue was selected (count), indicating how much attention has been given to the item by the respondents to the survey. Following the number of times an item was selected, the sum of the rankings indicates how important the item was considered to be by the respondents. The lower the total, in relation to how many times an issue was selected, is a good indication of the higher priority of the issue.

However, this does not tell the entire story. Some issues were selected often, but inherently given a low ranking. Other issues were not selected as often, but when they were selected, the ranking was routinely ranked high. Use of the Weighted Mean results identifies issues not selected as often, but when selected were given a high ranking.

Sorting by Weighted Mean in order of highest to lowest gives the best representation of priorities as selected by staff and the combined public groups. However, it is still important to review how many times an issue was selected. The Top Twenty overall priorities were determined by reviewing the Weighted Mean and also the County, or how many times an issue was selected.

Legend for Following Charts

COUNT – How often an issue was selected to be in the Top Ten

TOTAL – Sum of rankings given to each issue

AVERAGE – TOTAL divided by COUNT

MEDIAN – The middle number among the rankings given to each issue

WEIGHTED MEAN – COUNT added to TOTAL, divided by TOTAL

NOTES (final page) – unedited comments from respondents

COWLITZ COUNTY

ASSESSOR

OPERATIONAL

OVERVIEW

2017-2018

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COWLITZ COUNTY ASSESSOR

OPERATIONAL OVERVIEW

MISSION:

To serve the citizens of Cowlitz County through the fair, accurate and efficient estimation of value for all taxable property in a manner that is highly professional, courteous, informative and responsive to the expectations and needs of every customer.

PURPOSE:

To develop a strong team of appraisers, specialists, technicians and administrators collaborating to produce accurate ad valorem valuations that are researched, tested and applied uniformly to all properties under the Assessor's jurisdiction. To maintain the highest professional standards and ethics in performing our duties, and provide all public record information in a manner that is accurate, efficient, gracious and accommodating to every customer need. We will provide the training and resources necessary to update our skills and knowledge, focusing on continual improvement of processes and systems, promoting creativity and innovative ideas. Create and maintain a cohesive workforce by encouraging and fostering teamwork, open communication and respect for all.

Administration

The Administration duties in the Assessor's office consist of providing customer service and assessment information to the public, coordinating the various exemption and current use programs allowed by statute and calculation of levies for all taxing districts within Cowlitz County. The Administration group is the first impression citizens have when coming to visit the office.

The Assessor calculates and certifies levy rates for most taxing districts, assuring that the limits to the levy rates are not exceeded. The Assessor compiles an assessment roll showing the assessed value of all taxable property and a tax roll indicating the amount of levies that are due from each owner. The Assessor processes applications for the Senior Citizen and Disabled Person Property Tax Exemption Program, Limited Income Deferral Program, Senior Citizen and Disabled Person Deferral Program, and the Current Use Program.

CORE SERVICE: CUSTOMER SERVICE

Provide customer service and assessment information to the public and provide support to the appraisal staff.

KEY ACTIVITIES AND OUTPUTS:

- Understand and explain rules, regulations and guidelines according to the County Assessors Procedures Manual including: public disclosure; duties and powers of the Department of Revenue; applicable WA State codes and laws with respect to real property; mobile homes; current use valuation; all property exemptions; personal property; listing of property; omitted property; destroyed property; tax refunds; reassessment of property; deferral of property taxes; levy of taxes; limitations on property taxes; Board of Equalization appeal procedures; Board of Tax Appeal; and appraisal of property.
- Understand and explain requirements for name changes resulting from Community Property Agreements, Certificates of Death, Superior Court Orders, Probate, etc., without giving legal advice on these matters.   Understand the legal prerequisites of segregation of property or combination of parcels and assist in the preparation of requests for Assessor's office action.
- Identify property ownership and location by reading legal instruments and identifying the description on maps and aerial photographs. Trace chain of title to property by reference to ownership indices.
- Understand and explain basic appraisal methods in order to explain the assessment revaluation cycle, appraisal methods, and tax area codes and levy computations for calculation of property tax.
- Assist in review and preparation of building permits for new construction appraisals in the business and residential appraisal divisions.
- Provide support to the appraisal staff through data entry of sales.
- Perform data entry and update assessor's records; (e.g. address changes, sales document indices).
- Maintain office petty cash fund.

CORE SERVICE: SENIOR AND DISABLED TAX EXEMPTION/DEFERRAL PROGRAM

The administration and implementation of the senior citizen and disabled persons exemption and deferral programs is conducted by the Assessor's office. These programs were created to help senior citizen and disabled persons pay their property taxes.

KEY ACTIVITIES AND OUTPUTS:

- Calculate the qualifying income of applicants when meeting with taxpayers to determine the eligibility under the exemption program.
- Educate the public of the program via valuation notices, tax statements, Internet, etc.
- Ongoing compliance with applicable laws, regulations, policies and procedures.
- Review the necessary internal controls for compliance.
- Notify applicants when a change is made to their exemption status.
- Audit the program on a periodic basis.
- Protect the confidential information acquired from an applicant.
- Process administrative segregations and tax roll changes.

CORE SERVICE: CURRENT USE PROGRAMS

Administration of the farm and agricultural program to maintain, preserve, conserve and otherwise continue in existence adequate open space lands for the production of food, fiber and forest crops, and to assure the use and enjoyment of natural resources and scenic beauty for the economic and social well-being of the state and its citizens. Administration of the designated forest land program for taxation of timber and forest lands to assure the citizens and its future generations the advantages to be derived from the continuous production of timber and forest products from the significant area of privately owned forests.

KEY ACTIVITIES AND OUTPUTS:

- Receive applications for current use programs.
- Review legal description for area intended to be in program.
- Receive and review Timber Management Plans.
- Calculate compensating tax for removal of the current use program.
- Review real estate transactions to determine continuance of a qualifying property.
- Respond to appeals of denial of qualification of current use program.
- Audit of Farm and Agricultural program.

CORE SERVICE: MISCELLANEOUS EXEMPTION AND RELIEF PROGRAMS

Various programs are available for property tax relief that are not as common as the Senior Exemption program or the Current Use program. These include destroyed property, historic property and other less commonly utilized relief programs.

KEY ACTIVITIES AND OUTPUTS:

- Process taxpayer's claim for reduction of assessments - destroyed property:
  - Discover destroyed property via the local media
  - Accept applications from the public regarding destroyed property
- Receive applications for special valuation on improvements to historic property.
- Receive application for exemption for physical improvement to a single family dwelling.

- Process exemption for improvements that benefit fish, wildlife and water.
- Process non-profit, historic property and other miscellaneous exemptions for Department of Revenue.

CORE SERVICE: LEVY CALCULATION

Calculate and certify levy rates for taxing districts that are wholly within Cowlitz County assuring that the statutory levy rates are not exceeded.

KEY ACTIVITIES AND OUTPUTS:

- Produce a preliminary estimate of total district values for each taxing district. (Annually in September)
- Maintain and verify levy elections with the Auditor. (Following General Election each year)
- Certify total assessed valuation for and to each taxing district in the County. (At least twelve working days before November 30th.)
- Receive certified amount of taxes to be levied for each district. (No later than November 30th)
- Coordinate with neighboring counties for joint taxing districts
- Identify any property with a highly valued dispute that exceeds one-quarter of 1 percent in order to remove the difference from the total district value for levy calculations. (Prior to calculating levies)
- Compile a tax roll indicating the amount of levies that are due from each property owner. (To be certified to Treasurer no later than January 15th)
- Identify new annexations. (Annexations to be completed by August 1, October 1st or September 1st depending on district)
- Receive and process TAV tax. Timber is taxed when it is harvested. The state gives some of this harvest tax back to some taxing districts as value to reduce the levy rate.
- Calculate the property tax levy rate necessary to collect amounts of taxes levied for each taxing district
    - Determine highest regular tax to be levied since 1985
    - Determine new construction, increase in state assessed value and annexation change
    - Identify any refund levies
    - Determine highest lawful levy
    - Determine statutory maximums, $5.90 aggregate limit and 1% constitutional limits
    - Prorate levies if necessary

PERFORMANCE MEASURE	METRIC
Calculate levies for 46 districts	No later than Jan 15th
Total # of current use applications	5,400
Ratio of current use apps processed annually to staff	65:1
Calculate compensating and additional tax	Within 15 days of receipt
Ratio of senior exemption account processing to staff	450:1
Ratio of admin segregations to staff	350:1
Deliver tax roll change to Treasurer	<2 weeks
Ratio of visits and calls to staff	25:1

STANDARDS OR BENCHMARKS

- Taxing district budgets received by November 30th (RCW 84.52.020)
- Tax roll delivered to Treasurer by January 15th (RCW 84.52.080)
- Application due date for senior citizen and disabled person property tax exemption due for coming year by December 31st (RCW 84.36.385)
- Current use program applications due for classification in the next assessment year by December 31st (RCW 84.33.130)
  - Compensating and additional tax computations completed within fifteen days of request (WAC 458-30-275[3])
- Taxing district levy computation worksheets due to DOR at end of February
- County Statistics for Comparison Report due at end March
  - Prior year current use farm and agricultural land applications are considered approved unless assessor has notified owner by May 1st (RCW 84.34.035)
  - Prior year applications for designated forest land are considered approved unless assessor has notified owner by July 1st (RCW 84.33.130)
- Certify assessment roll to County Board of Equalization and Department of Revenue by July 15th (RCW 84.40.320)
  - Annual report on revaluation progress due by October 15th (RCW 84.41.130)
- Abstract of Assessed Value Report due to DOR due by October 31st

PLANNED OPERATIONAL IMPROVEMENTS

- Increase accessibility to Assessor's Office (ADA)
- Complete LEAN exercise for processing senior and deferral exemption program
- Improve workflow processes using Laserfiche workflow for processing:
  - Destroyed property applications
  - Real estate excise affidavits/sales
  - Miscellaneous exemption applications
- Training for property segregations and name changes
- Develop online form for reporting new construction, review requests and miscellaneous exemptions

Valuation

The Assessor values real and personal property, in a timely manner, for the purpose of equitable distribution of tax liabilities of property owners for 36 taxing districts and 10 special assessment districts in the County.

CORE SERVICE: RESIDENTIAL VALUATION

The Assessor must complete inspection and valuation of residential real property by May 31st of each year. All properties are to be revalued each year. One sixth of the residential property is inspected on a geographical basis and the rest of the county residential property is statistically updated on an annual basis.

KEY ACTIVITIES AND OUTPUTS:

- Maintain and pursue resources/training necessary for competency and excellence.
- Accreditation of Appraisers through the Department of Revenue.
- Training/Education from Department of Revenue and the International Association of Assessing Officers (IAAO).
- Review sales to update land rates on an annual basis.
- Review sales to update cost rates to factors contributing to value on an annual basis.
- Physically visit, review and update characteristics on assigned areas consisting of one sixth of the county on an annual basis.
- Assist with annual statistical update, interacting with the Property Programmer Analyst.
- Add new construction upon receipt of a building permit.
- Review and process destroyed property applications.
- Process property segregations and combinations.
- Answer questions regarding assessment in the field and in the office.
- Defend values to the Board of Equalization and adjudicative bodies.

CORE SERVICE: COMMERICAL VALUATION

The Assessor must complete inspection and valuation of commercial real property by May 31st of each year. All properties are to be revalued each year. One sixth of the commercial property is inspected on a geographical and/or use code basis and the rest of the county commercial property is statistically updated on an annual basis.

KEY ACTIVITIES AND OUTPUTS:

- Maintain and pursue resources/training necessary for competency and excellence.
- Accreditation of Appraisers through the Department of Revenue.
- Training/Education from Department of Revenue and the International Association of Assessing Officers (IAAO).
- Review sales to update land rates annually.
- Review sales to update cost rates to factors contributing to value on an annual basis.
- Conduct rent, income and cost surveys.
- Physically visit, review and update characteristics on assigned areas consisting of one sixth of the county on an annual basis.
- Adjust cost rates to reflect current market.

- Utilize the cost and income approach along with the sales approach for validation of value conclusion.
- Work closely with the Personal Property Appraiser to avoid overlap of assessment.
- Add new construction upon receipt of a building permit.
- Review and process destroyed property applications.
- Process property segregations and combinations.
- Answer questions regarding assessment in the field and in the office.
- Defend values to the Board of Equalization and other adjudicative bodies.

CORE SERVICE: INDUSTRIAL VALUATION

The Business Division, Industrial section has the responsibility for the appraisal and valuation of all industrial properties in Cowlitz County (generally properties with an improvement value of more than *$2,000,000, and are a manufacturing facility.)* The industrial groups include, but are not limited to, electronic/high tech, wood/paper, food processing, primary and secondary metals, chemical, plastics, and printing.

KEY ACTIVITIES AND OUTPUTS:

- Maintain and pursue resources/training necessary for competency and excellence.
- Accreditation of Appraisers through the Department of Revenue.
- Training/Education from Department of Revenue and the International Association of Assessing Officers (IAAO).

- Prepare and mail, by email and/or hard copy Property listings to Industrial Taxpayers as required by statute.
- Process DOR Trend & Depreciation Tables into County tables.
- Provide data and respond to DOR ratio audits.
- Physically inspect industrial properties.
- Receive and respond to Industrial Taxpayer property tax returns.
- Provide professional, competent, courteous, and responsive service to all users and stakeholders.
- Process property tax returns, determining values for industrial properties using three appraisal approaches (cost, market/sales, and income.)
- Enter values, process segregations, tax roll corrections, edit attributes, etc. in property tax administration (computer) system.
- Run and complete year-end or data verification reports.
- Prepare responses and defend appealed valuation cases through adjudication process.

CORE SERVICE: PERSONAL PROPERTY VALUATION

The Assessor must complete discover, list and value all taxable personal property for fair and equitable distribution of tax liabilities.

KEY ACTIVITIES AND OUTPUTS:

- Accreditation of Appraisers through the Department of Revenue.

- Training/Education from Department of Revenue and the International Association of Assessing Officers (IAAO).
- Maintain and pursue resources/training necessary for competency and excellence.
- Discover and list taxable personal property held in Cowlitz County using DOR business listing, media and other sources.
- Send a personal property listing form to all individuals/businesses known to have taxable personal property in Cowlitz County.
- Assess the value of all personal property as reported by the taxpayer, in a timely manner.
- Audit Personal Property accounts.
- Provide data, respond and interact with DOR Ratio Audits.
- Mail a copy of the Notice of Value to each taxpayer listing personal property.
- Administer the Farm Machinery & Equipment exemption and determine who qualifies for the exemption each year.
- Administer the Head of Household exemption and determine who qualifies for the exemption each year.
- Administer late filing penalties for taxpayers who do not timely file personal property listings, on a uniform and systematic basis.
- Provide personal property account management services to both taxpayers & taxpayer representatives.
- Annually review, modify as needed, and update the Department of Revenue's *Personal and Industrial Property Valuation Guidelines* within Cowlitz County's assessment software.
- Defend personal property valuations in front of the Board of Equalization and other adjudicative bodies.
- Work closely with Commercial Appraiser to avoid any double assessments.

PERFORMANCE MEASURE	METRIC
Ratio of parcels physically appraised per appraiser	1500:1
Ratio of parcels statistically updated per appraiser	6400:1
Ratio of commercial parcels visited annually	900:1
Ratio of personal property parcels processed annually to appraiser	3000:1
Ratio of Industrial accounts processed annually to appraiser	37:1
Ratio of sales reviewed annually to appraiser	445:1
Ratio of new construction permits processed per appraiser	200:1

STANDARDS OR BENCHMARKS

- Personal property listing forms mailed by January 1st (RCW 84.36.005 and RCW 84.40.020)
- Personal property listing forms due to assessor by April 30th (RCW 84.40.020, 040, 060 and 130)
- Complete and list valuation on all property and mail valuation notices by May 31st (RCW 84.40.040)
- New construction entered on rolls by August 31st for assessment date of July 31st (RCW 36.21.080)

- All reviews of property completed prior to mailing valuation notices
- Property to be appraised at 100% of true market value (RCW 84.40.030)

PLANNED OPERATIONAL IMPROVEMENTS

- Complete physical valuations by May 31st
- Complete new construction by August 31st
- Create online enhancements for personal property valuation
- Integrate a functional field device for appraiser
- Streamline the sales analysis process
- Improve the review request process for destroyed property, new construction and miscellaneous review requests
- Improve workflow processes using Laserfiche workflow for processing:
- Destroyed property applications
- Real estate excise affidavits/sales
- Miscellaneous exemption applications
- Develop online form for reporting new construction, review requests and miscellaneous exemptions

INTERDEPARTMENTAL SUPPORT

The Assessor staff supports several other departments for enterprise software applications and also receives support from the Geographic Information Services department.

CORE SERVICE: MAPPING

The Assessor is responsible for creating and maintaining a complete set of maps for the County to reflect conveyances or any other sort of event that changes boundaries of a parcel. The Geographic Information Services Department currently performs these duties for the Assessor via a letter of understanding between the Assessor and the Board of County Commissioners.

KEY ACTIVITIES AND OUTPUTS:

- Review conveyance documents for changes in vesting interest.
- Discover and process subdivisions and changes of property boundaries to include: boundary line adjustments, short and long subdivisions, binding site plans and segregations.
- Update boundary changes to a map.
- Maintain map of taxing district boundaries and annexations.
- Maintain record of ownership and legal description for each parcel of property in the County.

PERFORMANCE MEASURE	METRIC
Ratio of name changes annually to staff	5,000:1
Time to process name changes	<1 week
Time to process subdivisions after submittal	<6 weeks
Ratio of adjustments to property annually	200:1
Ratio of property line reviews annually	150:1

STANDARDS OR BENCHMARKS

- Most taxing district boundaries, including school districts, established for levy collection next year by August 1st (RCW 84.09.030)
- Submit Taxing District Boundary Report (Tax Code Area Changes) to DOR by August 31st (WAC 458-12-140)
- Taxing district annexations or changes must be submitted to DOR within 30 days of receipt (WAC 458-12-140[5])

PLANNED OPERATIONAL IMPROVEMENTS

- Improve workflow processes using Laserfiche workflow for processing real estate excise affidavits/sales
- Training additional staff for property segregations and name changes

The Assessor software is a critical element to the complete assessment process. A key element to successful software is technical support. In addition to building reports and queries to enhance the existing software, technical support staff develops the sales analysis process for the appraiser's to review sales and complete the valuation process. The Assessor recognizes the need for, and supports, utilization of technical staff to improve software for other County departments.

KEY ACTIVITIES AND OUTPUTS:

- Compile reports required for DOR.
- Develop and update sales analysis table for appraisers.
- Respond to queries for public information.
- Develop an understanding of County department software applications.
- Analyze, enhance and support County department software applications.
- Educate staff on the use of County department software applications.

PERFORMANCE MEASURE	METRIC
Total Project Count	>10 and <30
Projects per Technology Project Leader	>10 and <30
# of New Technology Solutions *Implemented*	>5
# of Cross-Departmental Collaborative Projects	@20

STANDARDS OR BENCHMARKS

- Successful LEAN implementations
- Successful implementation of enterprise software applications

PLANNED OPERATIONAL IMPROVEMENTS

- Create software product management policies and procedures for the acquisition, management and support of COTS software products.
- Create product roadmaps for all critical software products to keep abreast of vendor product roadmaps which identify new versions and new features.

COWLITZ COUNTY AUDITOR'S OFFICE OPERATIONS OVERVIEW

FY 2017-2018

Prepared by: Kristina K. Swanson, Auditor

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COWLITZ COUNTY AUDITOR

MISSION STATEMENT

The Cowlitz County Auditor's Office is committed to excellence in public service, fiscal responsibility, easy access to information, and efficient operations in its key services of elections, licensing, recording and accounting services.

OPERATIONS OVERVIEW

The Cowlitz County Auditor oversees four major core service areas; Accounting, Elections, Licensing, and Recording.

CORE SERVICE AREA: ACCOUNTING

The Accounting Division, within the Cowlitz County Auditor's Office, provides accounting services such as accounts payable and payroll services for County offices and departments. The Accounting Division ensures compliance to protect the County's bond rating and borrowing power by avoiding fines, penalties and findings.

SECTION A: ACCOUNTS PAYABLE

The Auditor's Office serves as the "check and balance" organization for the county and ensures that expenditures are limited to the approved annual budget. In the year 2015, 25,641 warrants were issued by the Cowlitz County Auditor.

KEY ACTIVITIES AND OUTPUTS

- Process accounts payables for 27 departments and offices in Cowlitz County as well as special purpose districts.
- Audit all claims chargeable to the County and issue payments weekly for those claims.

- Bid law compliance, ensuring that prevailing wage documents for Public Works projects have been provided and that retainage is withheld from each payment, or that the contractor has issued a bond in lieu of retainage.
- Act as the disbursing officer and maintain warrant registers as required by law for special purpose districts, issuing warrants for approved claims submitted by those districts. Special districts include fire districts, cemetery districts, and diking districts.
- Provide assistance to departments and offices preparing invoices for payment.

SECTION B: PAYROLL

The Auditor's Office processes payroll for over 550 Cowlitz County employees. There are 11 collective bargaining units representing county employees, and payroll staff must be knowledgeable of contractual requirements related to each agreement, including employee benefits and other negotiated items.

KEY ACTIVITIES AND OUTPUTS

- Federal taxes withholding and deductions for retirement contributions, deferred compensation, flexible spending account contributions, union dues, and medical premiums.
- Remittance and reporting of union dues, retirement contributions and garnishments each pay period.
- Quarterly reporting for federal taxes and employment security.
- Issuance of payroll twice a month.
- Provide assistance to Timekeepers in county departments and offices.

SECTION C: FINANCIAL REPORTING

The Auditor's Office maintains accounting records for the County, compiles required annual financial statements and serves as the main point of contact with the State Auditor's Office during their annual audit of Cowlitz County.

KEY ACTIVITIES AND OUTPUTS

- Compile and prepare the comprehensive Annual Single Audit financial report as required by state and federal law. Work closely with the Board of County Commissioners, the State Auditor's Office, and other parties as needed. The annual financial report is also a tool for the public to gauge expenditure of public resources.
- Provide assistance to those offices and departments regarding compliance with accounting standards set by various national, state, and local regulatory agencies.
- Act as a resource for addressing departmental accounting needs and questions.
- Presentation of the County's biennial budget.

PERFORMANCE MEASURES   METRICS

Percentage of vouchers paid within 7 days of cut-off date	100%
Error rate for processing vouchers for payment	<2%
On-time rate for payroll processing	100%
On-time rate for federal tax reports	100%
Error rate for reporting union dues, retirement contributions and garnishments	<1%
On-time rate for filing annual financial report	100%

STANDARDS/BENCHMARKS

- Generally Accepted Accounting Principles (GAAP)
- Government Accounting Standards Board (GASB) Standards
- Washington State Budget Accounting Reporting System (BARS)
- Governmental Accounting, Auditing, and Financial Reporting (GAAFR) rules prescribed by the Government Finance Officers Association (GFOA)
- Federal, State, and local rules and regulations

PLANNED OPERATIONAL IMPROVEMENTS

- Provide adequate training to staff to ensure the most efficient use and highest possible utilization of PeopleSoft 9.2 financial software.
- Hire specialized staff member to act as a PeopleSoft functional expert with the ability to create queries and otherwise manipulate the software to perform as needed.
- Encourage direct deposit to eliminate paper checks.
- Security of sensitive and personal information.

CORE SERVICE AREA: ELECTIONS

The Auditor administers all federal, state, county, municipal and special purpose district elections for approximately 63,500 registered voters in Cowlitz County in accordance with federal and state election laws. In addition to the primary and general election each year, one or more special elections may be conducted in February and in April.

Accurate, secure, transparent, and accessible elections are conducted using the most advanced technology, practices and equipment.

The Auditor and staff promote registration and voting through multiple outreach efforts each year, including voter registration drives during College Civics Week and the Cowlitz County Fair, hosting tours of the elections process, and various promotions such as National Voter Registration Day. In addition, Elections staff educate youth by visiting classrooms throughout the County, conducting mock elections in a fun and interactive format for grades 3 through 6 and conducting ASB elections for middle schools and high schools.

The Cowlitz County Disability Advisory Committee (DAC) was formed in 2006 to improve access to voting. The DAC has met a record 32 times, maintains a consistent, diverse membership, and recently received the Secretary of State's Champion for Voters with Disabilities award for efforts to promote

accessible voting for persons with disabilities. This year, the DAC converted to an Accessible Community Advisory Committee (ACAC). This expansion provides Cowlitz County the opportunity to be eligible for grant funding and resources to support disability access and awareness for more than just voting. The ACAC will work to provide sign language interpreters and other accommodations for meetings; renovation projects such as new sidewalks, disability parking, and wheelchair access to buildings in Cowlitz County; and outreach projects to improve awareness, acceptance, and inclusion for persons with disabilities.

KEY ACTIVITIES AND OUTPUTS

- Attend required trainings to become Certified Election Administrators and monitor continuing education credit hours to maintain certification.
- Monitor changes in statutes governing elections and update procedures as necessary.
- Maintain public relations and collaborate with the political parties, media, elected officials, and interested organizations.
- Ensure the growth of the accessible community advisory committee (ACAC), with a diverse membership of persons with disabilities and local organizations to promote and educate accessibility in the community.
- Search for grant funding opportunities to promote accessibility and update election technology and security.
- Collaborate with the state, other election administrators, and various committees on pending legislation impacting the elections process and suggest, create, promote and testify on WSACA priority bills.
- Schedule and oversee preventative maintenance of election equipment.
- Assure the minimum, required information is provided and voter registration timeline has been met in order to register new voters.
- Update and maintain a current list of all registered voters in the county, including applicable taxing district and precinct codes for each voter and a list in which the individual voted.
- Process ERIC reports from the Secretary of State and report back with the number of in-state/cross-state records updated.
- Ensure the list of county voters is uploaded and matched to the Secretary of State's Statewide Voter Registration Database at all times.
- Collaborate and work closely with the assessor, building and planning, and GIS to ensure precinct lines, levy codes, and voter registration addresses are accurate at all times.
- Manage the elections website and social media site.
- Assure public records are accessible and available for inspection and copying.
- Accept, process, and record declarations of candidacy, oaths of office, annexations, resolutions, petitions, candidate recalls, and voter registration challenges.
- Collaborate with the Chief Civil Deputy Prosecutor on approvals of ballot titles, legal challenges and related issues.
- Maintain and make available to the public, lists of elected officials at the federal, state, and local levels.
- Provide information and education through the junior voter program, ASB elections, county fair, college civics week, county open house, and other group presentations.
- Create election documents such as the sample ballot, local voters' pamphlet, candidate guide, observer guide, and jurisdiction manual to educate the public, jurisdictions, and candidates.

- Organize and conduct annual training of part-time staff, candidates, canvassing board, election observers and political party observers.
- Manage candidate filings by mail, in person, and online ensuring candidates meet the minimum requirements of the office for which they are filing.
- Provide a staffed voting center for holding primaries and elections that issues replacement and provisional ballots.
- Schedule and provide legal notice of open public meetings.
- Maintain and coordinate curbside ballot drop off boxes, including general maintenance of drop boxes, ballot pick up times, staffing, and securing during elections.
- Ensure voting center is accessible and in compliance with the Help America Vote Act, American Disabilities Act and other federal/state laws.
- Promote accessible voting through audio recordings of the local voters' pamphlet and accessible voting units for those that may not be able to mark a ballot in the usual way.
- Design ballots, determine quantities of ballots needed for each election, and coordinate orders with ballot printer.
- Program and test adjudication and tabulation of election software.
- Coordinate and oversee inserting and mailing of official ballots.
- Oversee daily processing and reconciliation of ballots during elections.
- Encourage voter participation through Facebook campaigns, issuing press releases with information and reminders, hosting elections open house, and emailing reminders to voters that have yet to return a ballot.
- Tabulate and publish election results.
- Coordinate canvassing board meetings and prepare documents for certification of elections.
- Monitor election results and conduct mandatory recounts.
- Work cooperatively with census officials to define precinct boundary lines to assist with the redistricting and assignment of voters to their appropriate congressional, legislative and special purpose districts.
- Organize, archive, and index secure storage of all election ballots and materials.
- Calculate election and voter registration costs and bill jurisdictions for their allocated share of expenses.
- Prepare the elections budget and oversee annual expenditures and revenues.
- Using input from various stakeholders, staff work collaboratively toward long-term improvements in performance, processes, procedures, and technology.

PERFORMANCE MEASURES   METRICS

Response time to public requests for information and election data	<1 day
Percent of deadlines met re: posting required public notices	100%
Timeline: fulfill and mail replacement ballot requests	<1 day
Timeline: fulfillment of in-person replacement ballot requests	<8 min
Time to complete registration: updates and adds submitted w/in election deadlines	<1 day
Timeline: complete 'on hold' registration updates and adds submitted after election deadlines	<10 days
Timeline for completion of state ERIC reports	<2 days

- Federal Law – Voting Rights Act (VRA), Help America Vote Act (HAVA), National Voter Registration Act (NVRA), Americans with Disabilities Act (ADA), and the Military and Overseas Voting Empowerment Act (MOVE)
- Revised Code of Washington – RCW Title 29A
- Washington Administrative Code – WAC 434
- Cowlitz County Policies
- Cowlitz County Elections Policies and Procedures
- Election Review with the Office of the Secretary of State – every 5 years

PLANNED OPERATIONAL IMPROVEMENTS

- Update ballot design and tabulation software to ensure the security and integrity of the election process.
- Recruit and maintain a pool of highly-skilled, trained part-time election workers.
- Seek and secure more advanced election technology to process incoming ballots to reduce staff time and provide a higher level of ballot security.
- Provide higher wages to employees to promote consistency and effectiveness in elections by reducing staff turnover.

CORE SERVICE AREA: LICENSING

The Auditor issues several types of licenses, including: marriage, vehicle, vessel, and process server. The Auditor also oversees three vehicle/vessel licensing subagents that can perform licensing transactions for the same cost as the Auditor. The Auditor's Office receives a portion of fees from transactions performed by a subagent.

SECTION A: MARRIAGE

The Auditor issues marriage licenses to applicants in-person or through the mail.

KEY ACTIVITIES AND OUTPUTS

- Review all marriage applications.
- Collect appropriate fees and disburse fees accordingly.
- Inform applicants of pertinent rules and timelines for proper execution of the license.
- Once the application is processed, the auditor provides a marriage license, marriage certificate, keepsake certificate, family law handbook summary and information on submitting the completed marriage certificate.

SECTION B: VEHICLE/VESSEL

As an agent for the Washington State Department of Licensing (DOL), the Auditor and appointed licensing subagents are responsible for the issuance of vehicle and vessel licenses and titles. This encompasses the processing of a wide variety of titles and registrations, thereby safeguarding citizens and ensuring safety of vehicles on the road.

KEY ACTIVITIES AND OUTPUTS

- Collect license fees.
- Issue license plates, tab renewals, and quick titles.
- Act as an agent for the Department of Revenue in collecting sales and use tax when transfer of ownership for vehicles and vessels are processed.
- Contract manager for subagents.
- New employees must pass a comprehensive 100 question test and work 1,800 hours in order to become certified operators.
- Certified operators must complete 10 hours of continued education each year in order to maintain certification.

SECTION C: PROCESS SERVER

A person who serves legal process for a fee in the state of Washington must register with the Auditor of the county in which the process server resides or operates his or her principle place of business.

KEY ACTIVITIES AND OUTPUTS

- Receive initial applications.
- Process annual renewals.
- Accept the applicable fees.

PERFORMANCE MEASURES   METRICS

Accuracy rate of marriage license filing	100%
Accuracy rate of vehicle and vessel transactions	>95%
Lobby wait time	<10 minutes
Percentage of time phone is answered by third ring	>95%
Length of time caller placed on hold	<5 minutes
Timeline: fulfillment of online tab renewals	<2 days
Timeline: fulfillment of quote requests	<1 day

STANDARDS/BENCHMARKS

- Washington State Department of Licensing Rules and Regulations
- Washington State Department of Licensing Agent and Subagent Contracts
- Washington State Department of Revenue Rules and Regulations

PLANNED OPERATIONAL IMPROVEMENTS

- Create a licensing/recording manager position to provide oversight of staff operations within the Auditor's Office and to ensure subagent compliance with contract.
- Increase wages for cashiers to promote consistency and effectiveness by reducing staff turnover.

- Greater presence at subagent offices to ensure efficiency and highest level of customer service.

CORE SERVICE AREA: RECORDING

As the County Recorder, the Auditor's duties include capturing and preserving our county's history and recording documents in perpetuity for future generations.

KEY ACTIVITIES AND OUTPUTS

- Real property records such as deeds, real estate contracts, liens, and other written instruments are presented to the Auditor to be placed in the official public record and serve as an official notice to all interested parties.
- E-Recording.
- Assign date, time of receipt and a unique Auditor's file number to each document presented.
- Capture an image of each document and create and index for preservation so that present and future generations may access and retrieve each recorded document.
- Record surveys, plats, veteran's discharge papers, name changes, marriage certificates, and oaths of office for county officials.
- Issue and retain permanent copies of marriage licenses and certificates and provide the records to the Washington State Department of Health.
- Collect recording fees and distribute both at the local and state levels.

PERFORMANCE MEASURES   METRICS

Percentage of documents indexed within month of recording	90%
Percentage of documents verified within month of indexing	25%
Timeline: fulfillment of requests for copies of documents	<1 day
Lobby wait time	<10 minutes
Documents available online for public access	To 1986

STANDARDS/BENCHMARKS

- Office of the Secretary of State / Washington State Archives / Digital Archives
- Washington State Association of County Auditors (WSACA) Recording Manual
- Applicable Revised Code of Washington (RCW) and Washington Administrative Code (WAC)

PLANNED OPERATIONAL IMPROVEMENTS

- Create a licensing/recording manager position to provide oversight of staff operations within the Auditor's Office and to ensure subagent compliance with contract.
- Increase wages for cashiers to promote consistency and effectiveness by reducing staff turnover.
- Identify missing images in Laserfiche document repository and rectify the gaps.
- Import documents and index information from Laserfiche into Eagle Recorder.
- Add index information to documents in Laserfiche to make them easier to search.

- Import documents and index information from Eagle Recorder to Washington Digital Archives.
- Hire additional staff to keep indexing and verifying current.

Cowlitz County Treasurer's
Operational Overview

TABLE OF CONTENTS

CORE SERVICES

Under Washington State law, the Treasurer's Office serves the citizens of Cowlitz County by managing and protecting public funds through honest, courteous, and diligent customer service that preserves the public trust. The office aspires to provide the best assistance possible through innovation and protects the County's assets by applying prudent and ethical banking and investment practices.

ADMINISTRATION

Establish, implement and evaluate procedures to ensure that all duties with which the Treasurer is charged are carried out; this will include the overseeing of the interface between the new Assessor's system and the new Treasurer's tax collection system as well as the additional interfaces. (Example: PeopleSoft, Investment System, LaserFiche or other General Ledger Systems)

Attend conferences, committee meetings, legislative discussions and training classes offered by the Washington State Association of County Treasurers.

Provide training and opportunity for growth to staff and administrative staff by sending them to available training that will improve their jobs and performance.

Core Service: TAX AND DEPOSIT RECEIPTING

KEY ACTIVITIES / OUTPUTS:

- Provides exceptional customer services to Cowlitz County citizens and various customers in person, electronically and by telephone.

- Handles tax payments for the citizens of Cowlitz County in person and by mail.

- Process deposits from county departments, cities, school districts, cemetery districts, fire districts, library districts, EMS districts along with many assessment districts.

- Answers an average of 10,000 telephone calls annually (conservative).

- Process and receipt in Real Estate Excise Tax documents that are brought in from Title Companies, Taxpayers or electronically.

- Balances all transactions, checks, electronic payments, deposits and cash daily.

- Delivers monthly reports to the State Department of Revenue regarding information on Real Estate Excise Tax collections.

Core Service: TAX ADJUSTMENTS / LENDER REPORTING

KEY ACTIVITIES / OUTPUTS:

- Provides exceptional customer services to Cowlitz County citizens and various customers in person, electronically and by telephone.

- Handles tax payments for the citizens of Cowlitz County in person and by mail.

- Handles large tax payment files from major banks and businesses by importing the information into the tax system and balancing the funds sent.

- Process adjustments made to tax parcels for senior exemptions that are granted or lost, adjusting payments and re-billing if needed.

- Process refunds when an overpayment is created due to an adjustment to an account, checking payment detail.

- Manually adjusts accounts when necessary for destroyed property (per RCW rules). Refunds the taxpayer when necessary, checking payment detail.

- Backups the Cashiers in the deposits and cashing duties when necessary.

- Process segregations, adjusting and moving payments when necessary.

- Process advance tax payments.

- Balances bank statements monthly.

- Processes payroll for the Treasurer Office employees.

Core Service: FORECLOSURE   and DISTRAINT PROCESSES

KEY ACTIVITIES/OUTPUTS:

- Provides exceptional customer services to Cowlitz County citizens and various customers in person, electronically and by telephone.

- Handles tax payments for the citizens of Cowlitz County in person and by mail.

- Notes all foreclosure accounts, adding processing fees to accounts and follows the law for processing the tax foreclosure sale.

- Notes all delinquent personal property accounts, adding processing fees and re-billing if necessary. Creates payment plans for personal property accounts that qualify, maintaining these accounts for payments and accuracy.

- Follows distraint laws that pertain to Personal Property accounts.

- Handles Mobile Home sales and distraint when necessary to tax collection.
- Backups the Cashiers in the deposits and cashing duties when necessary.

KEY ACTIVITIES/OUTPUTS:

- Provides exceptional customer services to Cowlitz County citizens and various customers in person, electronically and by telephone.

- Auditing receipts for accuracy and corrects errors when necessary.

- Makes sure all funds are deposited into the correct BARS accounting numbers and correcting if an error is made.

- Receive funds from the State of Washington and apply to correct county accounts for receipting.

- Balance miscellaneous receipts to the cashier totals, dual controls.

- Sets up new accounts with the correct accounting BARS numbers.

- Redeems warrants that have been cashed and balances the reports to the tax systems totals.

KEY ACTIVITIES/OUTPUTS:

- Maintain and balance Cashbook and Cash Blotter, this is daily balancing of warrants redeemed, check remittances, tax receipts, miscellaneous receipts, investment purchases and sales and checkbook balances.

- Perform bank transfers to cover redeemed warrants along with balancing records of interest bearing warrants.

- Books long/short term bond debt obligations for principal/interest on the Treasurer's system, prepares checks and remittances for bond debt. Maintaining records of payments and outstanding balances on debt service funds.

- Enters and posts general ledger journal entries and transfers.

- Backs up the Investment Officer with bank wire, transfers, investments and transmitting funds to Federal, Social Security and Medicare withholding.

- Daily balancing of the taxes the cashiers collected the previous day.

- Run a variety of reports and maintain excel spreadsheets to balance excise tax.

- Audit and review bank activity and accounting reports.

KEY ACTIVITIES/OUTPUTS:

- This position directs the investments of funds in securities selected to provide the maximum yield consistent with state laws and future availability requirements.

- Manages investments averaging $165 million representing approximately 185 separate funds is a major function of this position.

- Analysis of current market conditions, available yields, safety of capital and length of time the funds will be available for investment.

- Maintains the Investment Program showing all purchases and maturities, balancing with the Treasurer's system.

- Works cooperatively with bookkeepers, accountants and officers of districts whose funds are invested, providing them with accurate reports on investments, cash on hand, receipts and warrant status.

- Supervises two full time employees in the accounting department of the office.

- Assures monthly and annual reports are accurate and timely for all funds.

- Transmits payroll withholdings for Federal, Social Security and Medicare for Ports, Schools, and Cowlitz County to the Internal Revenue Service.

- Responsible for the accurate cash account in the vault along with safe transportation of monies to the bank for deposit and securities for investment purposes.

- Interviews, trains, reviews and evaluates performance of staff. Creates new and maintains job procedures for the accounting functions of the office.

PERFORMANCE MEASURES and METRICS

MEASURE	METRIC
Meet deadline for real estate tax transaction remitted to state yearly	11
Number of complaints yearly	<10
Number of days unbalanced	14
How long customers are on hold when calling (seconds)	5
Percentage of foreclosure deadlines met	100%
Response deadline to public disclosure requests	100%
Daily auditing and recording of records by noon	95%
Daily balancing and banking by noon	95%

STANDARDS & BENCHMARKS   (WAC Chapter 458-61A and Chapter 162-26)

- Compliance with Department of Revenue standards for processing Excise Tax Affidavits.

- Americans with Disability Act (ADA)

- Yearly education in the form of an Open House

PLANNED OPERATIONAL IMPROVEMENTS

- Staff has a lean attitude and yellow belt training.

- New Software to reduce error rates and increase efficiency

- Prepare and implement a cross training program for all staff in specific knowledge and technical skill areas: develop a core curriculum for developing staff to be better equipped for office functions and vacations.

- Develop and implement a protocol that promotes deeper integration and greater work flow and communication with other county departments and internal agencies.

Cowlitz County
Office of the County Clerk

Operational Overview

Note: Review measures/ metrics for each area; I edited many and added some for your review…check carefully- once edits are accepted/ made & absent sections added, this is done. Great activities/ outputs!-- JL

Mission

Protect the integrity and efficiently maintain the accuracy of the judicial records of the Cowlitz County Superior Court while serving the public, courts, and legal community in a courteous, professional, and expedient manner.

Purpose

The Cowlitz County Clerk's Office is the administrator of case records and the fiscal officer of the Superior Court. The office is responsible for carrying out mandated state laws and local and state court rules as it relates to the Superior Court. The Clerk's Office must permanently maintain all case records on a State Archivist approved medium while complying with required entry of the data on all cases, documents and hearings on a statewide database. The Office is the major portal by which the public can access information or get assistance regarding cases heard in Superior Court. Among other major activities, this Office collects and disburses money for restitution, court costs, fines, bail, support and funds in civil cases while maintaining a trust account. A clerk must attend all hearings in court, record the proceedings and carry out any orders of the court. Additionally, the Clerk's Office manages the jury system for both District and Superior Court. Edited for flow-keep if you like-- JL

Core Service Areas

Core Service: Administration
Coordinate and manage the daily activities of the office to facilitate completion of key activities in all core service areas.

Key Activities and Outputs
- Plan, review and monitor the department's annual operating budget.
- Oversee the daily operations of the office.
- Assist staff with special circumstances relating to customer service.
- Sort and process mail daily, logging in all checks received by mail in compliance with State Auditors recommendation.
- Return non-compliant pleadings received by mail with instructions for corrections.
- Audit daily reports prepared by bookkeeping in compliance with State Auditors recommendation.
- Monthly bank statement reconciliation.
- Monitor annual Laserfiche subscriptions.
- Attend all conferences organized by the statewide county clerk's association, county officials association and administrator for the courts of Washington to glean valuable education and information which has a direct correlation with the work done by county clerks.

- Serve on various committees as a representative of The Washington State Association of County Clerk's; testify at the legislature on behalf of The Washington State Association of County Clerk's.
- Communicate with Superior Court Administration concerning policies, court rules and court schedules.
- Purchase subscriptions to RCW's and Washington Court Rules to ensure the office has current laws and rules to refer to. Dues are paid to WSACC and WACO.
- Maintain job descriptions and update as necessary, review applications, interview and hire personnel. Supervise 16 full time staff and 1 part time staff including;
    o Monitor and approve all absences and vacation request.
    o Process FMLA requests.
    o Process and approve payroll.
    o Assist in training new employees.
    o Perform functions to help in absence of employees.
    o Perform employee assessments.
    o Conduct monthly staff meetings.
    o Schedule required staff training and maintain compliance with County policy.
    o Maintain and distribute information concerning County programs.
- Monitor retention of exhibits.
- Oversee record retention.
- Monitor and order office supplies.
- Submit work orders for building/office maintenance.
- Submit work orders for computer/technology assistance.
- Maintain website.
- Research and comply with all public disclosure requests according to the Public Records Act.
- Compile data and bill mental health provider for reimbursement of judicial costs.

PERFORMANCE MEASURES   METRIC

Process mail w/in 2 hours of receipt or… Process mail within established timelines	100% <2 hrs.
Accuracy of balance & monthly bank reconciliation w/ no adjustments	98%
Percent compliance re: public disclosure requests w/in allotted time	100%
Submit approved payroll to Auditor by deadline	100%

Core Service: Accounting

Perform bookkeeping functions in compliance with court orders as guided by BARS, RCW's and Court rules with receipts in excess of $3,889,512.26 annually. Maintain current and accurate records of all monies received, disbursed and deposited. Currently monitor over 23,000 open accounts payable.

Key Activities and Outputs   I edited out unnecessary prepositions- JL
- Issue all checks from clerk's trust.
- End of day register reconciliation with cashiers.
- Prepare bank deposits.

- Maintain petty cash funds.
- Review all new judgments entered.
- Create all felony accounts receivables.
- Enter victim information for restitution disbursement.
- Monitor monthly DSHS reimbursements.
- Monitor and invoice outstanding administrative accounts receivables.
- Process witness abstracts for filing and submission to the auditor for payment.
- Process accounts payable for submission to the auditor for payment.
- Maintain records for all credit card payments received.
- Prepare daily, weekly, monthly and annual reports.
- Process Title 26 GAL payments on behalf of Superior Court.
- Utilize armored car service 3x per week to and from bank.
- Compile data and provide statistical information regarding revenue and expenses.
  - Research statistics and prepare DSHS grant reimbursement.
  - Complete grant worksheets and revenue accruals for auditor.
  - Assist with queries for statistical information.

- Attend training provided by the Administrative Office of the Courts on the required standards for entry of all information in the courts statewide database.

PERFORMANCE MEASURES   METRIC

Percent of daily bank deposit completed by 4:00pm deadline	100%
Percent of transactions requiring corrections	<2%
Timeliness of accounts payables submitted after receipt	<48 hrs.
Percent of un-named restitution recipients	< %

Core Service: Collections

Assist Superior Court in assuring orders are followed in regard to payment of court ordered legal financial obligations.

Key Activities and Outputs
- Monitor over two thousand convicted felons' legal financial obligations ordered by the court.
- Monitor approximately 250 cases ordered for supervision on the monthly Pay or Appear docket.
- Review the daily LFO payments report to verify defendant's payment is applied to priority cases first.
- Work with defendants, the Prosecuting Attorney's Office, Department of Corrections, and the Judges to establish payment agreements.
- Provide recommendations to defendants for the most expedient and effective way for debt payoff to the County that also includes making victims a priority.
- Assist defendants with motions to modify the non-restitution interest portion of their LFO's and present them to the court for review and ruling.

- Assist defendants with submitting an order to the court to convert their LFO's to community service hours and create a structured plan for completion.
- Assist defendants with any and all requests to manage their cases and fulfill the requirements of their Judgment and Sentence.
- Prepare and mail payment reminders and Demand for Payment letters for delinquent cases.
- Maintain correspondence concerning LFO's which includes providing requested balance information of fines and presenting to the court ex-parte motions mailed to us by those in confinement.
- Enter Change of Authority statements filed by the Department of Corrections.
- Process mail returns which includes updating address information and researching undeliverable addresses.
- Enter the bi-monthly payments on LFO's submitted by the Department of Corrections.
- Work the monthly LFO payoff report by researching each case for total fulfillment of Judgment and Sentence requirements for issuance of a Certificate and Order of Discharge.
- Create and prepare weekly, a payment monitoring report for all Drug Court cases and submit to appropriate Drug Court personnel. Also update payment start dates when Drug Court participants phase up to a new level.
- Evaluate potential Drug Court graduates to ensure that the required fines are fully paid and that payment arrangements and the appropriate orders are signed for their remaining cases.
- Assess and recall bench warrants to keep them compliant with Washington State RCW codes.
- Check older case jurisdiction status for purpose of issuing an Order Extending Jurisdiction and for keeping collection action compliant with Washington State RCW codes for cases past jurisdiction.
- Appropriately update cases for deceased defendants and attempt attainment of paperwork for filing a notice of death for each case.
- Select and processes delinquent cases for assignment to the contracted collection agency. Work with the collection agency by providing all requested information and assistance needed for debt collection and accuracy of payment records.
- PERFORMANCE MEASURES   METRIC

Timely updates for deceased defendant cases	<1 week
Satisfaction level with Clerk's Office among all collection agencies	>90%
Percent of drug Court graduates who have all fines fully paid or payment arrangements made	100%
Timeline for completing Change of Authority statements	<4 business days
Percent accuracy of the LFO payment report to verify defendant's payment is applied to priority cases OR you could put time to complete- <2 days	100%

Core Service: Jury Management

Summons, process and maintain records for potential jurors for Cowlitz County Superior and District Court cases.

Key Activities and Outputs
- Maintain prospective juror lists for two-week jury terms by sending out 20,000 jury summonses per year.
    o Assist with download of jury source update.
    o Enter returned summonses and update system with confirmed and/or disqualified jurors and enter deferred terms.

- Mail postcard reminders to unconfirmed summonses.
- Update system with undeliverable information.

- Provide jury panels for over 200 trials annually working closely with prospective jurors to accommodate attendance requests.
    - Submit request for excusal or deferral to Superior Court for review and provide response to requestor.
    - Transfer specific jury pools to District Court for lower court trials.
    - Generate potential juror list and prepare copies of profiles for trial attorneys.
    - Create prospective juror list and attend jurors the morning of trial.
    - Provide verification of service/attendance to juror employers.
    - Provide a list of juror addresses to court administration for appreciation notes.

- Maintain website with up to date reporting information.
- Answer designated jury phone line and email questions as well as walk in inquiries.
- Compile and submit data for juror payment to County Auditor.
- Provide reports to Human Resources for juror L&I insurance coverage.
- Maintain all payment records for six years.

PERFORMANCE MEASURES   METRIC

Percent of calls returned by end of business day	>95%
Timeliness of Process requests	<48 hrs.
Percent of time website & jury recording updated by 4:30pm daily	100%
Percent of time juror list provided to Superior Court by 8:45am	100%

Core Service: Civil/Domestic Docketing
Manage all civil and domestic case filings and attend all court hearings to maintain a permanent record of all proceedings.

Key Activities and Outputs
- Provide four full time staff to schedule/attend court.
- Note minutes for permanent record on nine civil/domestic calendars per week.
- Provide service to public, court and legal community by assisting in procedures relating to civil/domestic cases.
- Monitor cases for dismissal due to lack of action.
- Prepare documents for civil cases on appeal to higher court.
- Attend training provided by the Administrative Office of the Courts on the required standards for entry of information in the courts statewide database.

Timeliness of appeal transmittals	<48 hrs.
Accuracy standards for all Clerk's minutes	100%
Percent of cases dismissed w/in 14 months of inactivity	100%
Percent of domestic cases resolved w/in 18 months	100%
Percent of civil cases resolved w/in 24 months	100%

Core Service: Criminal Docketing

Manage all Superior Court felony case filings from initial arrest to completion of case. Attend all court hearings to maintain a permanent record of proceedings.

Key Activities and Outputs

- Provide two full time staff to schedule/attend court.
    - Correspond with defense counsel and prosecuting attorneys to schedule court hearings.
    - Prepare preliminary docket and verify all cases are scheduled appropriately.
    - Review jail roster for in custody defendants to confirm appropriate hearing time.
    - Check for pleadings that require entry into the court file prior to court, enter and scan.
    - Prepare final docket and email to stakeholders.
    - Print minute sheets for each case.
    - Transfer docket information to lobby monitor.
- Note minutes for permanent record on daily felony criminal calendars.
    - Record minutes in written form for over 11,000 hearings annually.
    - Fingerprint convicted defendants at sentencing.
    - Review all paperwork received while in court to ensure accuracy.
    - Process all paperwork received in court.
        - Scan all Judgment & Sentence documents and email to stakeholders.
        - Copy all no contact orders and forward to law enforcement for entry.
        - Type warrants ordered during court.
        - Forward recalled warrants to law enforcement.
        - Distribute various documents to proper agencies.
    - Update each case in SCOMIS including future hearing dates and all relevant information from court hearing.
    - Enter judgment for all court costs ordered.
    - Scan minute sheets into Laserfiche.
- Monitor cases for statutory time requirements to assist the court and prosecutor.
    - Enter charging information as received to ensure timely filing.
- Provide service to public, court and legal community by assisting in procedures relating to criminal cases.
- Prepare warrants of arrest, summons for first appearance and warrant of commitment for incarceration with Department of Corrections.
- Enter all paperwork involving warrants when received in order to maintain accurate warrant status and avoid unauthorized arrest.
- Maintain correspondence and work closely with jail staff regarding schedules.

- Prepare documents for criminal cases on appeal to higher court.
- Attend training provided by the Administrative Office of the Courts on the required standards for entry of information in the courts statewide database.

PERFORMANCE MEASURES   METRIC

Accuracy standard for Clerk's minutes	100%
Timeliness of first appearance docket after receipt of list	<1 hr.
Standards for computer entry completion of court hearing with 100% accuracy	<3 hrs.
Timeliness of appeal transmittal processing after entry	<48 hrs.
Percent accuracy on all documents prepared	100%

Core Service: Drug Court Program

Manage all cases accepted into drug court program to maintain a permanent records of all proceedings.

Key Activities and Outputs
- Provide clerk's services for one day per week to organize the weekly drug court docket.
- Attend and record minutes for the permanent record for over 70 cases per week.
- Work closely with Drug Court Coordinator, Office of Public Defense, Prosecutor and Judge to monitor compliance with program.

PERFORMANCE MEASURES   METRIC

Standard timeline to enter all docket changes after request	<1 hr.
Percent accuracy on all documents prepared	100%

Core Service: Trial

Attend all court proceedings and assist with jury selection.

Key Activities and Outputs
- Take minutes for permanent record for over 200 trials annually.
- Control custody of evidence presented during trial; monitor requirements for disposal/return of evidence.
- Administer oaths to jurors and assist court bailiff with juror accommodations.
- Prepare necessary documents to maintain record of jurors selected to serve on trial.
- Assist jury clerk with daily attendance records for all jurors.

Percent accuracy on all documents prepared	100%
Standard timeline for completion of Jury information	<30 minutes
Timeline for exhibits destroyed or returned after case completion	<45 days

Core Service: Counter Services

Support Superior Court by receiving and processing court documents, receipting fees and fines and assisting the public.

Key Activities and Outputs

- Three full time staff assist the public and legal community with filing over 3,400 civil/domestic cases annually.
    - Review all pleadings filed to ensure compliance with format requirements established by court rules.
    - Review documents prior to intake to ensure that necessary documents are included.
    - Assign case number, clock in pleadings and receipt payment of filing fee if applicable.
- Provide access to public for review of case files and assist with copies of court records.
    - Locate historical cases on microfilm and assist customer in retrieving documents.
    - Pull or request case files for review and copy requested documents.
    - Research phone and email requests for case information. Correspond with requestor to provide payment instructions and complete transaction.
    - Issue certified copies if requested.
    - Receipt funds for copies and mail or email documents to customer.
- Schedule appointments with Courthouse Facilitator.
    - Enter appointment into outlook calendar.
    - Complete appointment notice.
    - Receipt payment.
    - Explain procedures and requirements for proceeding with appointment.
- Receipt payments of legal financial obligations.
- Receipt payment of court ordered Child Support.
- Issue writs of garnishment, writs of restitution and letters testamentary.
- Process payments for clerk services requested via mail and log all transactions on payment spreadsheet.
- Present orders for ex parte docket.
    - Review documents for submission to court.
    - Receipt payment for presentation fee.
    - Pull case file and submit to Superior Court.
- Process ex parte documents received from Superior Court.
    - File all original documents.
    - Conform copies, include date filed and stamp judges signature on orders.
    - Perform any clerk services required (ie: issue writ, certify copies, etc.)
    - Distribute copies of orders to local attorneys and pro se litigants using designated mailboxes.

- o Mail copies and receipt to requestor.

Process protective orders issued by Superior Court.
- o Forward protection orders to law enforcement for service and entry into database.
- o Validate list of current protective orders and update expiration dates as necessary.
- Maintain and update forms available from state website for sale in the office.
- Answer phones and assist callers.
- File and maintain all correspondence.
- Attend training provided by the Administrative Office of the Courts for all new court staff.

PERFORMANCE MEASURES   METRIC

PERFORMANCE MEASURES	METRIC
Standard timeline to process protection order validations	<24 hrs.
Standard timeline to respond to search requests	<2 hrs.
Standard timeline to provide copy requests after payment received	<24 hrs.
Percent of register transactions that are properly balanced	100%

Core Service: Family Law/GAL Facilitator

Assist pro se litigants in navigating the court system by providing forms, procedural information and referrals to community resources. Support Superior Court in maintaining a registry for all Guardian ad Litem appointments.

Key Activities and Outputs

- Assist pro se litigants in family law cases with information on basic court procedures and requirements for service, filing, scheduling hearings and complying with local procedures.
  - o Assist front counter with scheduling appointments.
  - o Reschedule appointments when necessary.
  - o Pull case file and review for required pleadings.
- Review completed forms to insure parties are ready to present to court for signature.
  - o Review each paragraph with litigant ensuring consistency throughout proposed and final pleadings.
  - o Determine whether pleadings are ready for judicial review.
  - o Determine and provide additional forms that may be required to proceed.
  - o Explain court procedures/courtroom etiquette.
  - o Determine if litigants need information re: domestic violence or parenting class information and provide referral when necessary.
  - o Complete Certificate of Courthouse Facilitator, apprising the judicial officer of any inconsistencies/concerns and status of case.
- Oversee and coordinate the RCW Title 26 guardian ad litem registry.
  - o Maintain list of all active Guardian ad Litems.
  - o Maintain appointment rotation for assignment of GALs.
  - o Provide 3 names from rotation for case assignment.
  - o Maintain spreadsheet of active GAL cases including;
    - ▪ Case number & names
    - ▪ Three name choices given to parties

- Indicate which names were eliminated by which party.
- The GAL assigned to the case.
- The date the order is signed.
- Whether it's a County Pay case or a Private Pay case.
- When GAL was notified of appointment.
- Reimbursement obligations.
- Payments received.

- Verify correct GAL is named in order of appointment.
- Contact parties regarding incorrect or incomplete orders with instructions for corrections.
- Provide referral information for new assignments to GAL.
- Maintain close contact with GALs regarding deadlines, review hearings and status of investigations.
- Track progress of Motion and Order for Compensation submitted for court review.
- Correspond with GALs regarding mandatory training requirements and any information from Superior Court.
- Advise attorneys or pro se litigants of the GAL complaint process.

PERFORMANCE MEASURES   METRIC

Percent of cases ready for finalization after appointment	>85%
Timeline for GAL appointment notification	<1 business day
Percentage of facilitator appointments rescheduled	<15%

Core Service: Document Indexing
Enter all pleadings filed in the Superior Court case management system.

Key Activities and Outputs
- Daily update computer case summaries by entering over 100,000 documents filed annually with Superior Court on a statewide database as required by law.
- Keep electronic records of criminal sentences and judgments.
- Enter monetary civil judgments against parties as ordered by the court.
- Maintain accurate electronic records of protective orders.
- Review documents for subsequent procedures that need to be completed.
    - Forward orders pertaining to gun rights to Department of Licensing.
    - Mail Certificate of Purchase to buyer or buyers counsel.
- Send bills and reports to state agencies on a monthly basis.
- Maintain daily reports of all cases entered or updated and review for accuracy.
- Maintain daily report of all judgments entered and provide to local title companies.
- Maintain and update list of all bail bond agencies approved by court.
- Attend training provided by the Administrative Office of the Courts on the required entry of all information in the courts statewide database.

PERFORMANCE MEASURES   METRIC

Timeline for entering all documents entered @100% accuracy	<24 hrs.
Percent of monthly reports prepared by 5th of month	>95%
Percent of judgments entered by end of business day w/ 100% accuracy	100%
Percent of new case/judgment information transmitted to title companies by 10:00am daily	>90%

Core Service: Records Management

Scan and file all documents received in Superior Court cases to maintain a permanent record.

Key Activities and Outputs

- Permanently maintain all records filed with Cowlitz County Superior Court in accordance with mandated state laws.
- Manage over 5000 cases filed yearly along with over 100,000 legal documents.
    - Create case file for each new case received.
    - Scan all pleadings and clerks minutes into Laserfiche.
    - File scanned documents into individual case files.
- Organize and sort pleadings filed by case number each morning.
- Apply case labels to new cases and any updated cases daily.
- Provide access to records for the public, title companies, media and the legal community on an ongoing basis.
    - Pull case files from storage locations outside the immediate office.
    - Assist front counter staff with research on archived files.
- Coordinate scanning of old case files to prepare for destruction according to Washington State Archives Retention Schedule.
    - Prepare files for scanning by removing pleadings from file brackets, removing staples and ensuring document order.
    - Maintain spreadsheet of file locations.
    - Verify accuracy of images prior to destruction.
    - Prepare files for transport to State Archives.
    - Prepare order of destruction for cases to be destroyed.
    - Oversee shredding of verified case files.
- Participate in Lower Columbia River Laserfiche Users Group to network with other laserfiche users and garner information regarding best practices in utilizing laserfiche.

PERFORMANCE MEASURES   METRIC

Timeliness of all documents scanned and filed after receipt	<48 hrs.
Percent of scanning completed/ archived monthly	100%
Verified accuracy of produced images	>98%
Compliance level re: state requirements for records destruction	100%

There are two sections missing:

Standards and Benchmarks—mostly just statutory citations under which the Office works

Planned Operational Improvements – any improvements that will increase efficiency, effectiveness, productivity, service quality or reduce/ moderate cost

COWLITZ COUNTY
CORONER'S OFFICE

OPERATIONAL
OVERVIEW
2017-2018

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COWLITZ COUNTY CORONER'S OFFICE
OPERATIONAL OVERVIEW

The Cowlitz County Coroner's Office encompasses diverse disciplines united by a focus on the investigation of death scenes. These investigations are conducted in two echelons. The scene investigation is essential in all aspects of forensic practice that includes trained observations and evidence collection. The remaining aspect of the office is the application of scientific tenets to identify remains, to look for natural disease, and to analyze and document injury. By combining the information concerning identity, disease, and injury with analyses from other disciplines; e.g., analytical chemistry, toxicology, and radiology the Cowlitz County Coroner's Office is able to determine the identity of remains and the cause, manner, and mechanism of death.

VISION

The Cowlitz County Coroner's Office is committed to providing quality service in the investigation and certification of deaths falling within the jurisdiction of the office. The office will constantly strive to adopt new scientific methods that will increase quality and efficiency; while decreasing costs and time necessary to accomplish our mission. We will maintain excellent relations with the public and members of the Criminal Justice and Medical Systems.

MISSION

The mission of the Cowlitz County Coroner's Office is to serve and protect the interests of the community. This is achieved by determining the cause, manner, and mechanism of sudden or unexplained deaths, and by identifying deceased persons and notifying their next of kin, regardless of where they may live in the world, while ensuring the deceased and their property are treated with the utmost respect and dignity. We accomplish our mission with an internationally accredited facility, certified medicolegal investigators, board certified forensic pathologists, and other scientific methods of inquiry. We serve as an independent finder of fact in our search for the truth. The Coroner's investigation and conclusions strive to provide a balance to the scales of justice and seek resolution to medical mysteries.

CORE SERVICES

CORE SERVICE: ADMINISTRATIVE SERVICES

Cowlitz County Coroner's Office provides expert medicolegal evaluation and extensive services related to the investigation of deaths that are of concern to the health, safety, and welfare of the community. The office serves the community by investigating sudden, unexpected, violent, suspicious, and unnatural deaths. Coroner Office staff recognize the tragedy surrounding an untimely death and perform investigations, in part, to assist the grieving family. A complete forensic investigation provides for the quick settling of estates and insurance claims, as well as for implementing civil and criminal actions. Questions that seem irrelevant in the initial hours after death can become significant in the following

months. The surviving family, friends, and general public can have the assurance that the Coroner conducted a comprehensive forensic investigation.

KEY ACTIVITIES/OUTPUTS

- Maintain a 24/7 operation that requires community contact around the clock not only for investigative purposes but also for public inquiry and outreach.
- The office must remain manned 24/7 to provide real time notification of death for those immediate deaths that occur within the Coroner's jurisdiction and those that occur outside the county jurisdiction.
- Coroner staff also play an important role and first line contact for the mental health of the surviving family from specific questions to having a knowledgeable person to speak to about the loss of a loved one.
- Interact/ interface between the surviving families and funeral homes to ensure a timely return of decedents to their families.
- Timely scheduling of post-mortem examinations, organ and tissue procurement, certification of death, and the 24/7 release of decedent remains.
- Research and locating medical histories from health care providers not only in the local area but also statewide or beyond.

PERFORMANCE MEASURES   **METRICS**

Accessibility Standards	24 / 7 /365
Accessible to investigative stakeholders	24 / 7 /365
Agency national accreditation currency	100%
Practitioner national board certification currency	100%
Response for completed case files	< 48 hrs.
Investigative case files completion timeline	< 90 days
Investigative case files exceeding 90 days	< 10%
Percentage of completed case file with quality assurance review	100%
Certification of death completed timeline	< 12 hrs.
Certification of death completed in more than 12 hours	< 20%

CORE SERVICE: INVESIGATIVE SERVICES

Medicolegal death investigation officers are charged by statute to investigate deaths deemed to be in the public interest--serving both the criminal justice, civil justice and public health systems. These officials must investigate cooperatively with, but independent from, law enforcement and prosecutors. The parallel investigation promotes neutral and objective medical assessment of the cause and manner of death.

Investigators shall issue a written report for all death investigations. The written reports may include but are not limited to, data from measuring devices, diagrams, evidence and body labeling, interviews,

psychological and social histories, medical histories and consultation with physicians, autopsy, fingerprints, radiology, odontology, or DNA profiles or any other method necessary to determine the cause and manner of death.

- KEY ACTIVITIES/OUTPUTS

- Assume jurisdiction of deaths occurring in Cowlitz County that include both Cowlitz County residents and nonresidents.

- Coroner's Office conducts a medicolegal investigation into more than 80% of all deaths that occur within the county.

- Conduct comprehensive medicolegal investigations, involves a review of a decedent's life style, medical history, events leading up to death, processing of the death scene, identifying post-mortem changes, forensic examination, microscopic examination, serology and toxicology testing to identify the cause, manner, and mechanism of death.

- Findings compared to the corresponding law enforcement investigation to establish factual information for civil and criminal litigation.

- Research of ante-mortem history on a decedent. A primary source of this information comes from the decedent's family or friends.

- Contact and notifying the legal next-of-kin

PERFORMANCE MEASURES   **METRICS**

Investigative staff available on scene timeline	< 30 minutes
Complete SUIDI Form for submission timeline	< 90 days
Notification of legal-next-of kin timeline	< 12 hrs.
Provide legal next-of-kin comprehensive time lines	< 12 hrs.
Scientific identification of decedents timeline	< 24 hrs.
Objective investigation without undue influence from law enforcement agencies and prosecutors.	100%
Investigative staff availability/operations	7 / 24 /365
Ensure that the investigative staff is limited to 16-hour shifts	<90%

CORE SERVICE: FORENSIC SERVICES

Medicolegal death investigation officers are to safeguard the public interest. Deaths by criminal violence, deaths of infants and children, and deaths in the custody of law enforcement agencies or governmental institutions-- can arouse public interest, raise questions, or engender mistrust of authority. Further, there are specific types of circumstances in which a forensic autopsy provides the best opportunity for competent investigation, including those needing identification of the deceased and cases involving bodies in water, charred or skeletonized bodies, intoxicants or poisonings, electrocutions, and fatal workplace injuries. Performing autopsies protects the public interest and provides the information necessary to address legal, public health, and public safety issues in each case. For categories other than those listed below, the decision to perform an autopsy involves professional

discretion or is dictated by local guidelines. For the categories listed below, the public interest is so compelling that one must always assume that questions will arise that require information obtainable only by forensic autopsy.

Performance of a forensic autopsy is the practice of medicine. Forensic autopsy performance includes the discretion to determine the need for additional dissection and laboratory tests. A forensic autopsy must be conducted by a licensed physician who is a forensic pathologist or by a physician who is a forensic pathologist-in-training (resident/fellow).* Responsibility for forensic autopsy quality must rest with the forensic pathologist, who must directly supervise support staff. Allowing non-forensic pathologists to conduct forensic autopsy procedures without direct supervision and guidance is fraught with the potential for serious errors and omissions.

KEY ACTIVITIES/OUTPUTS

- Medicolegal death investigation is required if death is known or suspected to have been caused by apparent criminal violence
- Medicolegal death investigation is required if death is unexpected and unexplained in an infant or child
- Medicolegal death investigation is required if death is associated with police action
- Medicolegal death investigation is required if death is apparently non-natural and in custody of a local, state, or federal institution
- Medicolegal death investigation is required if death is due to acute workplace injury
- Medicolegal death investigation is required if death is caused by apparent electrocution
- Medicolegal death investigation is required if death is by apparent intoxication by alcohol, drugs, or poison, unless a significant interval has passed, and the medical findings and absence of trauma are well documented
- Medicolegal death investigation is required if death is caused by unwitnessed or suspected drowning
- Medicolegal death investigation is required if death is unidentified and the autopsy may aid in identification
- Medicolegal death investigation is required if the remains are skeletonized
- Medicolegal death investigation is required if the remains are charred
- Medicolegal death investigation is required if the Coroner/Forensic pathologist deems a forensic autopsy is necessary to determine cause or manner of death, or document injuries/disease, or collect evidence
- Medicolegal death investigation is required if the death involved a motor vehicle incident and an autopsy is necessary to document injuries and/or determine the cause of death

Percentage of Post-mortem examinations following national guidelines	100%
Percentage of evidence collection following national guidelines	100%
Percentage of evidence, tissue, and specimen disposition, and destruction will follow national guidelines	100%
Percentage of fingerprints/DNA card retained from forensic post-mortem examinations	< 85%
Percentage of unidentified remains/required documentation uploaded into NAMUS	100%
Percentage of forensic port-mortem examination conducted on suspected homicides	100%
Percentage of sexual assault kits collected on suspected sexual assaults	100%
Percentage of laboratory analysis conducted by accredited laboratories	100%
Toxicology analysis completion timeline	< 60 days
Toxicology analysis completion timeline exceeding 60 days	< 10%
Autopsy reports completion timeline	< 60 days
Autopsy reports completion timeline exceeding 60 days	< 10%
Annual autopsy limiter per pathologist	< 250 cases

CORE SERVICE: ORGAN PROCUREMENT

The Cowlitz County Coroner's Office shall work cooperatively with the Washington State organ procurement agencies through established prospective agreements, protocols, or memoranda of understanding to ensure that both parties get what is needed and that procurement of organs and/or tissues from cases falling under Coroner jurisdiction can be maximized. This office recognizes that "one size" does not necessarily "fit all"; therefore, this office does not endorse or promote any specific procurement protocols.

KEY ACTIVITIES/OUTPUTS

- Assist in facilitating organ and tissue procurement in the interest of public health.
- Requires open communication with the surviving family, the criminal justice system, local health care providers, and the procurement organizations.
- This is done with the upmost confidence that the family's desires are fulfilled to the fullest while maintaining the value of forensic evidence.
- Ensuring forensic value while meeting the public interest the Cowlitz County Coroner's Office has contracted with procurement agencies to allow organ and tissue procurement occur at the county morgue.
- Ensures an oversight into the procedure.
- Reducing the time element in that the decedent is returned to the family.

Investigators will notify the organ procurement organization of possible candidates	< 2 hrs.
Accessibility to morgue for recovery	7 / 24 /356
Percentage of referral of possible donor candidate	100%
Cornea/organ/tissue procurement timeline	< 24 hrs.
Release of decedent to family/funeral home	< 48 hrs.

CORE SERVICE: MASS CASUALTY MANAGMENT

The Cowlitz County Coroner retains control of, and responsibility for, handling the deceased in mass casualty incident. All assets activated to assist with casualty management operate under the direction of the Cowlitz County Coroner. Once requested assets arrive, the Coroner has the responsibility to coordinate, integrate, and manage those assets.

KEY ACTIVITIES/OUTPUTS

- Maintain a proactive role in planning for mass fatality incident response.
- Ensuring there is active communication between all stake holders into who has what responsibility during such an incident, supply lines, and that a proper and comprehensive medicolegal investigation is completed.
- Ensuring forensic identification is completed in real-time, returning decedents to their respective families.
- Establishing factual and comprehensive data for civil and criminal litigation.
- Documentation must occur early in the process, whether the death occurs in a healthcare facility or outside of a healthcare facility.
- Consideration of the families informational and bereavement needs by identifying a dedicated family assistance center.
- Community communication is essential as families will need to understand the principles behind decisions made by local authorities.
- Temporary interment and the family's option to disinter when the community recovers from the event, these services can take from days to years to complete dependent on the characteristics of the incident and the condition of the remains that are recovered.

PERFORMANCE MEASURES   METRICS

Participate with interagency planning exercises	100%
Establish operational staffing levels timeline	< 2 hrs.
Initial scene response timeline	<30 minutes
Asset requests timeline	< 2 hrs.
Investigative timeline	< 2 hrs.
Morgue operations	< 4 hrs.
Initial scientific identification process	< 4 hrs.
Communication channel timeline	< 2 hrs.

The Cowlitz County Coroner's Office will partner with local educational system to promote forensic knowledge within the community. This is accomplished through annual training opportunities with local high schools and college classes. This relationship is extended to both local law enforcement and fire/EMS services to steward a successful and knowledgeable working affiliation.

KEY ACTIVITIES/OUTPUTS

- Make the office and staff members readily available for community activities to provide educational programs and information to local educators and public service groups.
- Make the office and staff members readily available for the Lower Columbia College Criminal Justice and Nursing programs to provide guest speaking services on specific topics related to degree and public service programs.
- Collaborate with the Kelso High School Nursing Program to provide annually scheduled tours of the morgue and discussions related to post-mortem examinations.
- Assist organ and tissue procurement agencies in educating local health care providers and the community about organ and tissue donation.

PERFORMANCE MEASURES   METRICS

Percentage of educational requests fulfilled for local healthcare and civic stakeholders	100%
Percentage of educational instruction to local law enforcement and fire agencies fulfilled	100%
Percentage of historic (research purposes) public information requests fulfilled	100%

STANDARDS/BENCHMARKS

- Federal Law
- Revised Code of Washington (RCW 36.24, RCW 68.50)
- Washington Administrative Codes (Title 246)
- International Association of Coroners and Medical Examiners Accreditation Standards
- National Association of Medical Examiners Accreditation Standards
- National Association of Medical Examiners Autopsy Standards
- American Board of Death Investigators Certification Standards
- National Institute of Standards and Technology / Organization of Scientific Area Committees for Forensic Science Crime Scene/Death Investigation guidelines and standards
- Cowlitz County Coroner's Office Policy and Procedures
- Cowlitz County Policies

PLANNED OPERATIONAL IMPROVEMENTS

- Construction of a new county morgue per identified county infrastructure needs
- Conduct study to ascertain proper ratio between investigative staff to the annual case load; determine proper workforce size/makeup/hours worked to promote operational efficiency/productivity/value.
- Conduct study to ascertain proper ratio between forensic pathologist and support staff to the annual number of examinations; determine proper workforce size/makeup/hours worked to promote operational efficiency/productivity/value.
- Infant death awareness/prevention programs
- Increase in advanced forensic training for investigative staff
- Public education on role of the Coroner's Office

911 Emergency Communications Center Operational Overview

Prepared by the Cowlitz County 911 Staff

OPERATIONAL OVERVIEW

FY 2017 - 2018

COWLITZ COUNTY

911 EMERGENCY COMMUNICATION CENTER

OPERATIONAL

OVERVIEW

2017 - 2018

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CORE SERVICES

COWLITZ COUNTY 911 COMMUNICATIONS

OPERATIONS OVERVIEW

MISSION To provide a professional, efficient and consolidated public safety communications center for processing 911 emergency and non-emergency calls for emergency response agencies serving the citizens and visitors of Cowlitz County.

PURPOSE Cowlitz County 911, also known as the Communications Center, is a consolidated Public Safety Answering Point founded in 1991. The Cowlitz Communications Center (CCC) is designed to receive and transmit information through telephone, radio, and computer (electronic) means, serving the needs of the general public, as well as fire, police, medical emergency and other governmental services throughout the county.

CCC services enable a single "911" call to be made for any perceived emergency need from any location throughout the county. It also enables all emergency and governmental agencies to receive prompt notifications of emergency situations, details regarding the nature of such situations, the locations and the quickest routes to those locations. It also efficiently dispatches the appropriate emergency and non-emergency police, fire, and medical agency response of personnel.

Cowlitz County 911 is governed by a twelve-member 911 Council and E-Board, representing twelve emergency service agencies within the County who are members of an inter-local agreement.

The 911 system serves a population of 102,000 citizens within 40,000 households. The staff of twenty-one dispatchers process approximately 240,000 incoming and outgoing police, fire and medical calls annually. Cowlitz County emergency responders and 911 dispatchers transmit 1.9 million radio transmissions a year, about 5,400 a day.

The 911 Center has been located in the basement of the Kelso, WA Hall of Justice for over 27 years, and has an annual operating budget that wavers at $3 million dollars, derived from a variety of sources, including E-911 excise tax, sales tax, grants, and user fees. The excise tax covers approximately 36% of the operating expenses, and the remainder is shared between member funding and grants.

Core Services: 911 Emergency Services

The Cowlitz County 911 Center is the hub of public safety, receiving emergency and non-emergency calls for service throughout Cowlitz County, enabling all emergency and governmental agencies to receive prompt notifications, and providing responders with the event details of the nature and location of problem while efficiently dispatching and managing emergency resources for police, fire, and medical agency response personnel.

KEY ACTIVITIES/OUTPUTS

- Answer all 911 emergency and non-emergency police, fire and medical calls in Cowlitz County.

- Dispatch and manage emergency resources in Cowlitz County for all police, fire and medical responders.

- Monitor emergency responder radio traffic, provide incident updates to responders, maintain a lifeline to the responders, and provide administrative and support services.

- Coordinate with numerous county, municipalities, and private agencies and provide high quality customer service and user agency support services.

- Provide accurate data management of computer records and digital audio of all phone calls and radio traffic.

- Operate, manage and maintain a computer aided dispatch system.

- Operate, manage and maintain a VHF county wide radio infrastructure.

- Operate, manage and maintain a digital audio recording system, and related public disclosures requests, FOIA, related to the audio files.

- Work collaboratively with stakeholders and officials to identify and obtain alternative funding sources.

- Develop and maintain minimum training standards, competency, and certifications of emergency communications technology, legal concepts, quality assurance, communications officer roles and responsibilities, policies and procedures, 911 call processing, radio communications and other related public safety national standard.

- Meet national standards of quality assurance in call receiving and dispatch processing and management of emergency calls.

- Provide medical triage, entry, and pre-arrival lifesaving medical instructions per approved medical program.

- Collaborate with private companies, non-emergency government, and utilities departments on a regular bases.

- Continuously monitor legislative actions related to enhanced 911, participate in industry wide next generation, and technical development.

- Participate on a regular basis both voluntary and mandatory training, workshops, forums and conferences with 38 Washington State 911 Coordinators, and other PSAP industry professionals.

- Ensure citizens receive a consistent level of 911 services when communicating with Cowlitz County public safety answering point, 911.

- Take measures to mitigate any systems security breaches, cyber security threats, and harmful attacks to emergency service equipment, 911 phone system, VHF radio equipment and facilities, CAD, and 911 facility.

- Manage and maintain operability and technical updates of CAD, MDT, and desktop dispatch applications.

- Ensure the safety of emergency dispatch staff from hazards, and other natural or manmade environmental or psychological threats.

- Knowledgeable, ethical and disciplined in following local, state, and federal laws, policies and procedures.

- Educate the public, user agencies, and public officials about 911 technology, security, liabilities and emergency communication standards.

- Participate in countywide planning, development, and implementation of operations related to public safety telecommunications.

- Ongoing education to the public about emergency services, when to call, what is information is needed during 911 calls, and what to do in an event of an emergency.

PERFORMANCE MEASURES   **METRIC**

Answer 911 emergency calls in < 11 seconds	90% of calls
Triage medical calls with 95% accuracy per established medical protocol	90% of calls
Meets EMDQA criteria	>85%
Respond to customer complaints with a disposition < 4 days	90% of the time
Percent of 911 staff w/required certification	98% of the time
Percent of 911 staff trained/certified within 1 year of employment	90% of the time
Percent of FOIA responded <6 business days.	100% of the time
Level of user satisfaction	>95%
Level of user reliability re: radio services	>95%
Level of public/ community satisfaction	>95%

STANDARDS OR BENCHMARKS

- International Academies of Emergency Dispatch (IAED) Priority Dispatch (NAEMD)
- National Incident Management Systems (NIMS)
- National Crime Information Center (NCIC)
- ACCESS (A Central Computerized Enforcement Service System)
- CJIS (Criminal Justice Information Services)
- National Law Enforcement Telecommunications Systems (NLET)
- National Emergency Number Association Professionals (NENA)
- Association of Public-Safety Communications Officials International (APCO)
- Legislative mandates and best practices recommendations per the State 911 Office and Advisory Board

PLANNED OPERATIONAL IMPROVEMENTS

Over the next budget cycle, there are opportunities to utilize efficient 'Next Generation' technology, such as an upgraded phone system, Text-to-911, improved user technical experiences, increased leadership staffing, improved public communications, strategic plans for radio and operations, increased training opportunities for staff, a fully functioning back-up site, and improved collaboration with user customers. Specifically, the following are included in operational improvement plans:

– Replace aging and failing VHF public safety radio system equipment over the next five years, repeaters, voters, site repairs.
– Construct a new tower site in Woodland and relocate other equipment from the Castle Rock site, to the Beebe Mt. Site.

- Replace end of life radio consoles in the 911 Center
- Relocate the Emergency 911 Center above flood plain, in an updated facility with proper accommodations for 24 hour operations, security, and temperature control, multiple access points, co-located with Department of Emergency Management.
- Increase staffing levels from 20 to 24 fully trained dispatchers
- Increase supervisor staffing from 3 to 5
- Schedule supervisor leadership 24/7/365 on the dispatch floor
- Increase professional development opportunities for all staff
- Develop a stronger succession planning program
- Implement operational quality assurance programs

COWLITZ COUNTY

DISTRICT COURT

OPERATIONAL

OVERVIEW

COWLITZ COUNTY DISTRICT COURT

OPERATIONAL OVERVIEW

MISSION:

To carry out the mandate of Article 1, Section 10 of the Washington State Constitution by administering justice openly without unnecessary delay.

OPERATING PHILOSOPHY:

The District Court is committed to providing a forum for fair resolution of civil and criminal cases in an accessible and respectful environment through:

- Prompt, courteous, fair, uniform, predictable customer service;

-Fair dispensation of justice;

-Accurate record keeping through case and document management;

-Monitoring the enforcement of judgments;

-Safe accessible facilities;

-Responsible stewardship of public funds.

CORE SERVICES- CASHIERING

District Court Cashiers are responsible for receipting approximately 4 million dollars a year. These receipts include filing fees, bail payments, and fines and costs imposed on civil infractions and criminal convictions.

KEY ACTIVITIES AND OUTPUTS

- Review all filings over the counter to ensure compliance with court rules and procedures.
- Conform copies requested at the counter.
- Receipt fine, bail and filing fee payments received over the counter and in the mail.
- Update JIS (court case management system) according to established court procedures.
- Reconcile end of day cash and check balances with the account clerk.
- Secure cash and checks in locked cash drawers during the work day and locking safe overnight between bank deposits per prescribed AOC accounting procedures.

CORE SERVICES – CITATION ENTRY

Citation/Charging document entry is the starting point of data entry on every criminal, parking, and infraction case filed. Each of the over 20,000 charging documents filed in District Court must be entered accurately into the state case management system.

KEY ACTIVITIES AND OUTPUTS

- Receive and file all incoming charging documents from all jurisdictions.
- Coordinate with the in custody clerk to make sure all newly booked defendants are added to the daily in custody dockets.
- Enter all citations and schedule hearings in JIS.
- Scan all citations and probable cause statements into OnBase and Laserfiche.
- Provide customer service with attorneys and prosecutors regarding morning docket information.
- Print calendars for morning dockets.

CORE SERVICES – CALENDAR PREPARATION

In order for court to proceed in an organized, orderly fashion, the judge and courtroom clerks count on the calendar clerk to ensure every file is scheduled correctly.

KEY ACTIVITIES AND OUTPUTS

- Print daily dockets in advance and ensure that dockets are accurate.
- Give all appropriate paper files to the judge and ensure electronic dockets contain all files.
- Load calendar data into the online docket program.
- Check the online docket program for in custody matters and reschedule them to appropriate dockets in JIS.
- Print and distribute final calendars to the courtroom clerks.
- Record and take appropriate minutes for all courtroom proceedings using FTR court recording software.
- Provide clerical support to the Judge before, during, and after court sessions.
- Act as a liaison between the Judge and all parties to cases.
- Correspond with the Mental Health Court regarding dockets.
- Mark all exhibits during hearings and trials.
- Perform bailiff duties during jury trials.
- Prepare courtrooms and jury rooms for daily dockets and trials. Keep all supplies well stocked.
- Collaborate with jail court officers in preparing daily in custody dockets. Transmit bail and release information to jail staff after in custody dockets.

CORE SERVICES – RELICENSING COUR (DWLS PROGRAM)

District court has special dockets designed to help suspended drivers get relicensed.

KEY ACTIVITIES AND OUTPUTS

- Provide customer service regarding DWLS program procedures.
- Coordinate with the collection agency on cases eligible for Collection Agreements.

- Prepare Payment Agreements that include all unpaid fines that have holds on individual's driver licenses.
- Analyze driving records to ensure eligibility for the program.
- Notify the department of licensing of all hold releases.
- Receive lists of defaults from the collection agency and update JIS accordingly

CORE SERVICES – AFTER COURT WORK

Every court docket results in dispositions that must be entered into various systems and documents that must be processed and routed to other agencies.

KEY ACTIVITES AND OUTPUTS

- Update each case in JIS with all relevant information from the court proceedings.
- Scan all paperwork from court into Laserfiche and/or Onbase.
- Send copies of all no contact orders to law enforcement for entry or termination.
- Prepare warrant recalls and send to law enforcement.
- Send copies of appropriate court orders to offender services, the jail and probation.
- Provide customer service to the public and attorneys regarding court proceedings.
- Submit Abstracts of Court Records to the Department of Licensing for dispositions on all traffic related convictions.

CORE SERVICES – JURY MANAGEMENT

District Court Coordinates with the Superior Court Clerk's office to provide adequate pools of jurors for civil and criminal jury trials.

KEY ACTIVITIES AND OUTPUTS

- Coordinate with the Clerk's office Jury Management Clerk to receive juror profiles for District and Municipal Court jury groups.
- Check in all potential jurors for jury trials.
- Utilize the Jury Management Software to update juror information.
- Provide jurors with proof of service.
- Transmit juror information to the County Auditor's office for payment.
- Prepare books of juror profiles for the judges and attorneys.

CORE SERVICES – RECORDS CHECKS AND DATA DISSEMINATION

All District Court case records are public and subject to release according to General Court Rule 31 and 31.1

KEY ACTIVITIES AND OUTPUTS

- Receive all requests for copies of court documents and printouts of court case information.
- Respond to and provide all requested information within time frames set by GR31.
- Maintain a record of all requests per the retention schedule.

- Manage and fulfill requests for copies of recording of court proceedings using FTR recording software.

CORE SERVICES – PASSPORTS

District Court is one of three passport acceptance agencies in Cowlitz County.

KEY ACTIVITIES AND OUTPUTS

- Provide Customer services to the public regarding passport services
- Transmit all passport applications to the Department of State the following business day after acceptance.
- Participate in and pass yearly audit by the Department of State.
- Track all mailings of applications through USPS tracking.   Notify the Department of State of any undelivered applications.
- Pass yearly training and testing from the Department of State.

CORE SERVICES – RECORDS AND FILE MANAGEMENT

Since the Judicial Information System case management system is the permanent record for courts of limited jurisdiction, paper case files can be destroyed according to court rule and the Secretary of State Records Retention Schedule.

KEY ACTIVITIES AND OUTPUTS

- Destroy archived case files according to the retention schedule for courts of limited jurisdiction.
- Maintain lists of destroyed files based on the retention schedule.
- Coordinate with IT to destroy scanned records from electronic storage according to the retention schedule.

CORE SERVICES – ACCOUNTING

The Account Clerk is responsible for day to day custody of payments, deposits and for maintaining all financial records for the court.

KEY ACTIVITIES AND OUTPUTS

- Verify end of day balances with each cashier and perform cut off duties.
- Prepare bank deposits, including updating JIS with deposit information.
- Receive and account for all bail money and bail bonds daily.
- Gather all information and prepare refund, civil and restitution checks.
- Prepare and mail bail and bond exonerations, notices to sureties, and forfeiture orders.
- Prepare and audit accounting reports such as month end reports to the Treasurer and monthly reports to the cities.
- Remit unclaimed property to the State.
- Reconcile monthly bank statements.

- Update and maintain DCXT tables for new laws and cost fee codes.

CORE SERVICES – COLLECTIONS

The collections clerk works closely with the court's collection and payment agency to exchange information about delinquencies, payments, and balances.

KEY ACTIVITIES AND OUTPUTS

- Order and review JIS reports relating to delinquent fines. Update JIS as needed to maintain data accuracy.
- Notify the Department of Licensing of issuances and adjudications of license holds.
- Transmit eligible fines to the collection agency.
- Receive daily updates from collection and payment agencies regarding payments, program failures and completions, and stale cases eligible for write off.
- Receive and update bankruptcy filings and discharges on court cases from individuals and the collection agency.

CORE SERVICES – SEARCH WARRANTS

All search warrants and related documents that are signed by District Court Judges are filed in the District Court Office.

KEY ACTIVITIES AND OUTPUTS

- File and index all search warrants and affidavits signed by district court Judges.
- Provide access and prepare copies of search warrant files.

CORE SERVICES – INFRACTION AND CRIMINAL SCHEDULING

KEY ACTIVITIES AND OUTPUTS

- Enter requests for contested and mitigation hearings into the case management system.
- Schedule hearings according to speedy trial rules.
- Receive requests for discovery and prepare and mail discovery to defendants and attorneys.
- Receive requests for and prepare and mail subpoenas to defendants.
- Print and mail hearing notices.
- Maintain Speed Measuring Device records.
- Scan and send disposition information to DOL on committed traffic violations.
- Receive and process Notices of Appearances filed by attorneys in criminal cases.
- Reset criminal readiness hearings and jury trials as needed on JIS.

CORE SERVICES – INTERPRETER COORDINATION

KEY ACTIVITIES AND OUTPUTS

- Maintain contact information with state certified and qualified interpreters
- Coordinate with courtroom clerks to ensure accurate data on which individuals need interpreters.
- Arrange and schedule interpreters for all appropriate court proceedings.

CORE SERVICES - PRO TEM JUDGE COORDINATION

KEY ACTIVITIES AND OUTPUTS

- Maintain Schedule of District Court Judges vacation and sick days. Update Judge Schedule in Outlook.
- Maintain list of active Pro Tem judges.
- Schedule Pro Tem judges.
- Prepare oaths of offices for Pro Tem judges to sign.

CORE SERVICES – WEDDING SCHEDULING

KEY ACTIVITIES AND OUTPUTS

- Schedule wedding ceremonies to be performed by District Court Judges.
- Provide customer service to the public regarding wedding ceremony procedures.
- Receipt payments for wedding ceremonies

CORE SERVICES – APPEALS

KEY ACTIVITES AND OUTPUTS

- Copy documents from appealed files.
- Copy recordings of proceedings from FTR recording software.
- File documents, discs, and exhibits with the Superior Court Clerk's Office within 14 days of receiving the notice of appeal.
- Transmit payment of appeal fees to Superior Court with appeal filing.
- Transmit appeal information to the Department of Licensing on traffic cases if an appeal bond has been posted.
- Update disposition information when order on appeal and mandate are received from Superior Court.

CORE SERVICES – CIVIL AND SMALL CLAIMS

KEY ACTIVITES AND OUTPUTS

- Enter civil and small claim filings, answers, etc. into JIS case management system.
- Receipt filing fees for civil and small claim filings.
- Receipt judgment payments (on certain cases).
- Scan and index new civil and small claim filings into the Onbase document management system.
- Provide customer service to attorneys and the public regarding small claims and civil cases and procedures.
- Schedule civil and small claims trials. Prepare, print, and mail notices to parties.

CORE SERVICES – EXHIBITS

KEY ACTIVITES AND OUTPUTS

- Secure all exhibits from court proceedings in a locked cabinet.
- Return all exhibits after thirty days to the appropriate parties (on all cases in which no appeal has been filed).

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CORE SERVICES – ANTI-HARASSMENT AND STALKING ORDERS

KEY ACTIVITIES AND OUTPUTS

- Provide customer service to the public regarding anti-harassment/stalking order procedures.
- Receive all filings for anti-harassment cases and maintain case files.
- Prepare all necessary paperwork for court proceedings.
- Enter all order information into JIS
- Transmit copies of orders to law enforcement for entry into appropriate databases.
- Scan all documents into Onbase.

CORE SERVICES – CORRESPONDENCE

KEY ACTIVITIES AND OUTPUTS

- Receive and file all incoming correspondence via standard mail, email, fax, or over the counter.
- Review correspondence for appropriate distribution to judges or direct responses from the clerk.
- Forward motions to judges for review.
- Mail, email, or fax answers and responses to the correspondence in a timely manner.
- Update JIS accordingly.
- Scan incoming and outgoing correspondence into Onbase.
- Maintain the District Court Email inbox and sent items.

CORE SERVICES – SENTENCE AND CONDITION COMPLIANCE MONITORING

KEY ACTIVITIES AND OUTPUTS

- Receive status reports from offender services regarding completion and failure to complete work crew and community service.
- Receive status reports and hearing requests from Probation regarding completion and failure to complete probation and deferred prosecution.
- Update JIS with information from status reports.
- Print and mail notices for probation hearings.
- Forward files to the judge for review.
- Correspond with and provide customer service to the public and the offender services regarding cases.
- File documents in case files and/or scan them into Laserfiche or Onbase.

CORE SERVICES – CUSTOMER SERVICE

KEY ACTIVITIES AND OUTPUTS

- Answer incoming phone calls from the public and other agencies regarding court procedures and specific case information.
- Provide customer service at the counter on court procedures.
- Maintain a list of contact information of other agencies to provide to the public.

CORE SERVICES – ADMINISTRATIVE DUTIES

KEY ACTIVITIES AND OUTPUTS

- Prepare Yearly budget and monitor expenditures.
- Prepare and review audit reports generated from JIS. These include daily lists of receipt adjustments, accounts receivable adjustments, non-cash credits, overpayments, and deleted cases.
- Order supplies for courtrooms, offices, and judge's chambers.
- Maintain current versions of court forms and ensure the courtrooms and office remain adequately stocked.
- Act as ADA coordinator for the court.
- Testify in court proceedings when ordered by subpoena (in county and out of county) as keeper of the court record.
- Manage JABS (judicial access browser system) logins for attorneys in the County Prosecuting attorney's office, Office of Public defense, and all the city prosecutors and contract public defenders.
- Maintain JIS user ID's for all court employees.
- Review monthly bank statements.
- Maintain subscriptions to legal resources (RCW's, Court Rules).
- Attend conferences organized by AOC, DMCMA, and the National Institute for State Courts.
- Maintain statistical data and prepare all mandated and requested reports.
- Prepare payroll for submission to the auditor.
- Oversee staff compliance with personnel rules
- Maintain and update equipment inventory for the auditor.
- Coordinate vacation schedules for the department.
- Work with representatives of other agencies on procedural matters, policies, and rules adopted by the Court.
- Maintain and update local municipal codes in the JIS system.
- Assign tasks to employees and establish work schedules.
- Open courtrooms and ensure court recording equipment is tested and in working order.

CORE SERVICES – JUDICIAL DUTIES

KEY ACTIVITIES AND OUTPUTS

- Preside over court hearings for the District and Municipal Courts of Cowlitz County.
- Review and rule on ex parte requests and motions.
- Delegate administrative functions of the courts to the court administrator and court staff.
- Complete state mandated continuing legal education and attended conferences as needed.
- Review and sign search warrants and emergency no contact orders after court hours as requested by law enforcement.
- Review and determine bail on after hours probable cause statements requested by the jail.

Performance Measure	Metric
All incoming charging documents to be: filed, entered in Judicial Information System, and created in OnBase	<2 days
Determine eligibility and prepare payment agreements for all DWLS program defendants	<3 days
Notify department of licensing of all hold releases	By end of day
Submit abstract of court records to Department of Licensing to meet Federal reporting requirements	<5 days
Submit all passport applications to Department of State	By end of day
Verify and process daily bank deposits	By end of day
Remit unclaimed property to State Department of Revenue	Annually
File and index all search warrants	<2 days
Schedule infraction hearing requests within speedy trial rules	<10 days
Transmit appealed cases to Superior Court	<14 days
All incoming civil filings to be: filed, entered in Judicial Information System, and created in OnBase	<3 days
Process and send all Protection, No Contact, and Anti-Harassment to appropriate jurisdictions	By end of day
Process all incoming correspondence by making proper notes and pulling appropriate forms and give to Judge	<1 day
Process responses to correspondence by making proper notes, scanning documents, and sending response given by Judge	<2 days
Review daily audit reports	<5 days
Process payables for each jurisdiction (County, Longview, Kelso, Kalama, Woodland, and Castle Rock)	<7 days

STANDARDS/BENCHMAKS

- Federal Law
- Article1, Section 10 of the Washington State Constitution
- Revised Codes of Washington – Title 3, Title 46
- Washington State Court Rules
- Cowlitz County District Court Rules

PLANNED OPERATIONAL IMPROVEMENTS

- Fully implement OnBase and install upgrades to system
- Enhance availability of mental health services
- Create a "continuity of courts" emergency plan
- Create a security plan to meet GR 36

COWLITZ COUNTY

DEPARTMENT OF EMERGENCY MANAGEMENT
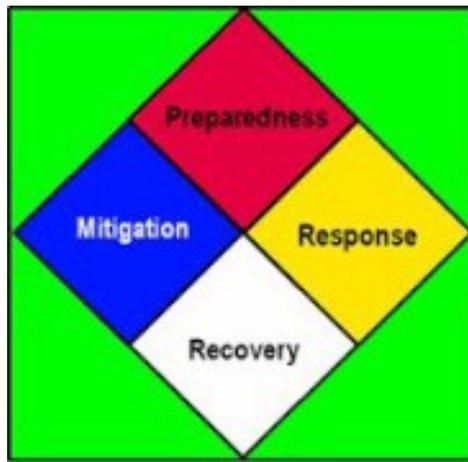
**Cowlitz County Department
of Emergency Management**

OPERATIONS OVERVIEW

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Cowlitz County Department of Emergency Management

Operational Overview

OVERALL MISSION To provide quality service in law enforcement, civil process, and emergency management, bringing a sense of peace, safety and security to all citizens of Cowlitz County.

PURPOSE The Department of Emergency Services works in a collaborative and cooperative partnership with first responder agencies, emergency services organizations, and miscellaneous partners and stakeholders - following the "Whole Community" Emergency Management concept -

- To provide guidance and motivation to Cowlitz County citizens for preparedness, protection, and mitigation against known and identified hazards and associated risks.
- To assist incidents response agencies as well as partners in emergency response and involved or affected stakeholders through coordination and support regarding information management and logistical provision of needed resources.
- To coordinate an effective and expeditious recovery effort to enable Cowlitz County as a "Whole Community" to achieve the return to a "sense of normalcy" as best and as soon as possible after an emergency or disaster.

The Department of Emergency Services operates in two Divisions to accomplish the above. Division I focuses its services toward first responder agencies and their response partners and stakeholders. Division II dedicates its services to citizens, business, and community groups and organizations.

I. Coordination and Support for Responder Agencies, Response Partners, and stakeholders

MISSION:

The Department of Emergency Management (DEM) engages with all potential response partners and others affected by emergencies and/or disasters during all five "Phases of Emergency Management," i.e., protection, preparedness, mitigation, response, and recovery. The Department's focus is on coordination and support of efforts in order to substantially assist in the expeditious, comprehensive, effective, efficient, and successful management of larger incidents and/or disasters.

CORE SERVICE: Protection, Preparedness, Mitigation, Response, Recovery, and Volunteer Services

- The Department of Emergency Management (DEM) participates in the development of comprehensive Protection-Plans for public infrastructure and resources relative to natural as well as man-made threats and hazards.
- DEM facilitates planning, organizing, equipping, training, and exercise activities before an incident, event, or disaster occurs. This will enable a necessary response to be executed according to prepared plans and protocols and enable responders to be successful more quickly and completely. The Department also assists in all efforts that reduce the severity and seriousness of an incident or emergency when it occurs, and/or that prevents the incident or emergency from occurring in the first place.
- The Department of Emergency Management provides expeditious and effective support and coordination to the Incident Command System "in the field" and interfaces with Policy Groups, Elected Officials, Mutual Aid partners, State and Federal partners/stakeholders, NGOs, and Emergency Services volunteer groups.
- The Department assists in the execution of Recovery Plans using local resources and coordinates and supports the recovery assistance efforts of private (NGO) and State/Federal partners.
- DEM manages Emergency Services volunteer groups and their members to ensure that their critical complementary support as "Force Multipliers" is effective, safely rendered, documented, and well-appreciated.

KEY ACTIVITIES AND OUTPUTS:

Protection/Mitigation
- Assist in the development of security plans and emergency action plans for public facilities.
- Assist in the research and possible acquisition of protection measures, e.g., camera equipment.
- Assist with the development and conduct of training and drills to test protective measures and actions.

Preparedness
- Develop Emergency Action Plans (EAP) and Emergency Response Protocols (ERP) for hazards identified in the Hazard Identification and Vulnerability Analysis (HIVA).
- Assist in ensuring that pre-event Incident Management Team (IMT) staff is identified as accurately as possible and that this roster is kept up to date.
- Help facilitate the development and conduct of training for all possibly involved response agencies and their personnel to ensure knowledge of relevant plans, procedures, and protocols.
- Assist in planning and implementation of exercises to test response plans, procedures, and protocols with the purpose to confirm, adjust, and improve same.

Response
- Provide 24/7/365 Emergency Management Duty Officer coverage outside regular office hours to provide emergency response as needed and/or necessary.
- Activate and operate/manage the Emergency Operations Center (EOC) to Level 2 or 1 during emergencies or other significant events as needed.
- Provide expeditious notification and warning of the public using the Emergency Community Notification System (ECNS) (aka "Reverse Calling").
- Assist with evacuation plans, procedures, and protocols and coordinate with non-governmental resources for venue selection and shelter staffing.
- Coordinate support and assistance from within and outside the County provided by business and industry, Mutual Aid partners, State and Federal partners, NGOs, and volunteer groups.
- Assist in short-, medium-, and long-term needs planning for public and significant/critical private infrastructure, and critical business and industry components.
- Ensure expeditious collection of comprehensive damage assessment data (including valuation estimates) regarding public and other critical infrastructure post incident.

Recovery
- Coordinate and support assistance efforts from State, Federal, and NGO resources.
- Manage the volunteer applicants' application process together with the respective volunteer groups' leadership.

Volunteer Services
- Issue Emergency Worker cards as needed/appropriate.
- Facilitate and coordinate the Cowlitz County SAR Council consisting of representatives of five volunteer groups (Cowlitz SAR, Auxiliary Communications Support, Dive/Swiftwater Rescue Team, Civil Air Patrol, and U.S. Coast Guard Auxiliary).
- Represent Emergency Services volunteer groups at the philanthropic RIZAD Foundation.
- Plan and conduct periodic exercises for Emergency Services volunteer groups.
- Ensure protection of the registered volunteers by arranging for State mission numbers.
- Track mission deployments through good and thorough documentation.

PERFORMANCE MEASURES	METRICS
Elapsed time to issue in-house emergency alerts using ALERTUS	<15 minutes
Elapsed time to re-transmit NWS Weather Alerts to responder agencies (email)	< 1 hour
Elapsed time to activate the Emergency Operations Center to Level 1	< 2 hours (day) < 4 hours (night)
Elapsed time to respond to Command request (24/7/365)	< 10 minutes
Percentage of DEM Staff and EM volunteers compliant with NIMS/ICS	100%
Percentage of weekly radio communications checks accomplished satisfactorily	>96%
Percentage of Emergency Services volunteers participating in exercises	>80%
Percentage of completed Federal grant reports submitted on time	100%
Percentage of Federal grant awards completely spent down IAW grant guidance	100%

STANDARDS / BENCHMARKS

➢ Compliance with Washington State (EMPG) standards for Emergency Management Agencies

➢ Compliance with Department of Homeland Security and FEMA grant performance requirements

➢ Compliance with Emergency Management Plans' update cycles to ensure grant eligibility for miscellaneous County departments and other County agencies

➢ 24/7/365-available Emergency Community Notification Systems (ECNS – aka "Reverse Calling") and County Employee Emergency Notification (ALERTUS)

PLANNED OPERATIONAL IMPROVEMENTS

- To better communicate emergency situations internally and externally further develop GIS Integration into the Planning Section of the Emergency Operations Center (EOC) for projection in the EOC and dissemination into "the field," and as appropriate to the public

- Enhance visual representation of situational awareness and common operating picture in the EOC using smart-board or flat-screen technology and WebEOC software

- To prepare for a possible evacuation, select and establish a viable Alternate EOC (appropriately equipped) out of the floodplain

- Implement a new and improved landline telephone system to improve communications capabilities

- When activating the EOC, obtain a laptop for each "key" Command & General staff position in the EOC from the County's IT Department

- Research and resolve the EOC printer issue providing wireless (Bluetooth) printer(s)

- As a back-up communications resource, re-establish Satellite-Telephone capability for DEM/EOC and for mobile use

- During CY 2017, conduct at least four response exercises (three tabletop and one full-scale exercise)

- During CY 2017, conduct one ICS-300 and one ICS-400 course; one ICS/EOC Interface class, and one Continuity Of Operations seminar/workshop

- During CY 2017, finalize the comprehensive Joint Information System/Center (JIS/JIC) Plan and exercise

- During CY 2017, complete the updating process for the Comprehensive Emergency Management Plan (CEMP) ESF#10 Hazardous Materials Annex for Bakken Oil Incidents and exercise

- In CY 2017, apply for grant funds to update the County's Hazard Mitigation Plan

- In CY 2017, start the updating process for the County's Comprehensive Emergency Management Plan (CEMP)

II.   Coordination and Support for private citizens, business and industry, community groups, and other organizations

MISSION:

The Department of Emergency Management engages with all non-government and non-public entities in regards to Emergency Management and these entities include residents, tourists and other non-residents, business and industry, non-governmental support organizations (NGO), and other community groups and organizations. This engagement happens in three of the five "Phases of Emergency Management." The DEM especially engages in Preparedness, Response, and Recovery, because both "Protection" and "Mitigation" are already wrapped up in "Preparedness" for these contact engagements.

CORE SERVICE: Personal Preparedness

- The Department of Emergency Management emphasizes in its outreach and public education the vital necessity of having a two-week Emergency Preparedness Kit for the family at home, and also kits in the car, and at work. Furthermore, DEM stresses the importance of protecting the home and mitigating against any hazards or threats, developing a family emergency communications plan, and practicing/exercising through family emergency drills.
- The Department connects with business, industry and other organizations in regards to Emergency Management and these entities include large as well as small businesses as well as other organizations such as the Faith Community, NGOs, and other organizations whose preparedness is critical in the "Whole Community" concept.
- DEM ensures that private residents, business/industry, and other organizations receive expeditious emergency information and other support during the acute response phase of an emergency.
- The Department of Emergency Management provides support for and coordination of services supporting the recovery of residents, businesses, and other organizations.

KEY ACTIVITIES AND OUTPUTS:

- Develop and manage production of relevant and appropriate personal/family preparedness educational materials in English and Spanish.
- Ensure appropriate and effective use and dissemination of these educational materials.
- Participate in community events - e.g., street fairs, County Fair, trade shows, etc. - to promote and teach personal and family preparedness.
- Provide DEM staff as guest/keynote speakers at schools, other educational organizations, service and other clubs, associations, and (volunteer) organizations.
- Sustain existing and further seek new contacts with business and industry and other organizations to promote, establish, and sustain organizational preparedness.

- Actively engage and participate in these organizations' safety meetings, stand-downs, and conferences carrying the message that their preparedness is vitally important for the well-being of the "Whole Community."
- Include these organizations in training and exercises to ensure these vital relationships will be beneficial and effective during a successful emergency response when needed.
- Implement prompt emergency notification during emergencies using the Emergency Community Notification System - ECNS (aka "Reverse Calling") - e.g., evacuations, shelter-in-place, active shooter, etc.
- Coordinate support for evacuation of citizens and provision of short-, as well as long-term shelters and provisions.
- Coordinate support of businesses' special emergency needs as much as possible, for instance during evacuations.
- Maintain open communications with citizens and organizations using all means of media, including (and increasingly significant) Social Media.
- Assist in location selection and set-up of short-, medium-, and long-term sheltering.
- Appropriately manage outside recovery assistance available through Federal (FEMA and others) support, Red Cross and other NGOs, and faith-based organizations.
- Assist in establishing and staffing volunteer coordination centers.
- Together with other assisting organizations establish and operate donation centers.

PERFORMANCE MEASURES   METRICS

PERFORMANCE MEASURE	METRIC
Elapsed time to issue a public warning per Command request - using the ECNS	<30 minutes
Elapsed time to issue a public warning - using the Emergency Alert System (EAS)	<30 minutes
Elapsed time to re-transmit NWS Weather Alerts using social media	< 1 hour
Percentage of citizens' inquiries about emergency preparedness answered to	100%
Elapsed time to answer citizens' inquiries about emergency preparedness	<2 days
Increase the number of residents signing up their cell-phones to receive ECNS notifications	30%

STANDARDS / BENCHMARKS

➢ Compliance with Washington State (EMPG) standards for Emergency Management Agencies

➢ 24/7/365-available Emergency Community Notification Systems (ECNS – aka "Reverse-911") and County Employee Emergency Notification (ALERTUS)

PLANNED OPERATIONAL IMPROVEMENTS

• Significantly enhance Public Education and Outreach programs at all levels (public and private) utilizing assistance from volunteer personnel and/or AMERICORPS

• Aggressively enhance the "Map Your Neighborhood" campaign with public engagement, quality outreach training materials and community meetings

• Assess public (citizens, volunteer groups, schools, etc.) interest and then possibly re-start the Community Emergency Response Teams (CERT) program together with C2F&R and LFD to engage business, other organizations, and private citizens

• Increase outreach efforts for residents to sign up their cellphones to receive ECNS messages by voice and text in English and Spanish.

• Establish a reliable and efficient badging system credentialing volunteer emergency workers

COWLITZ COUNTY

SUPERIOR COURT

OPERATIONAL

OVERVIEW

2017-2018

COWLITZ COUNTY SUPERIOR COURT

OPERATIONAL OVERVIEW

MISSION:

To uphold the sworn duty to support the Constitution of the United States and the Constitution of the State of Washington. To provide an impartial, safe, and accessible forum for the fair, open, and expeditious resolution of legal matters. To provide expanded and responsive services to better meet the needs of court users and the community.

CORE SERVICES-SUPERIOR COURT

The Superior Court is an independent branch of government and has state-wide jurisdiction. Cowlitz County Superior Court processes and hears serious criminal matters (felonies), civil cases including cases involving real property, domestic relations (family law) matters, appeals from lower courts (district and municipal courts), and appeals from state administrative agencies. Superior Court also has jurisdiction in adoption, probate and competency cases.

There are four full-time elected Judges who hear all matters and numerous Superior Court Commissioners who hear family law, dependency, domestic violence, various civil and juvenile cases. In 2006 the Washington State Legislature authorized a 5th elected judicial position.

KEY ACTIVITIES AND OUTPUTS

- Assign judicial officers to preside over all civil, domestic, criminal, pro se, support enforcement, domestic violence, drug court, mental health, adoption, trial assignments, and drug court proceedings.
- Schedule all criminal, domestic, and civil jury and non-jury trial proceedings.
- Appoint legal counsel for all indigent criminal defendants.
- Manage and coordinate the interpreter program.
- Provide language and ASL interpreters for all litigants that require interpreter services.
- Develop, maintain and manage the Courts' Language Access Plan (LAP).
- Collaborate with partners to assure that courtrooms, technology and processes are accessible.
- Collaborate with partners to assure facilities are accessible to entire community and meet the operational needs of the Superior Court.
- Provide reasonable accommodations.
- Manage the Cowlitz County Law Library.
- Manage, coordinate, and schedule Mandatory Settlement Conference (MSC) for litigants with a pending domestic case.
- Manage and Coordinate Mandatory Arbitration program for litigants with a pending civil case not exceeding $50,000 in cash value.
- Collaborate with local hospital and other key stakeholders to assure mental hearings are conducted to provide quality standard of care for those pending mental hearings.
- Work collaboratively with local bar and other key stakeholders to promote the effective and efficient administration of justice.
- Oversee the jury process.
- Manage jury selection process and provide oversight of jurors during the selection process, trial and deliberation phase of jury trials.

- Manage the Ex Parte docket.
- Manage courtroom technology needs.
- Develop, maintain, and update all local court rules.
- Assure local court rules are accessible and available to the community.
- Respond to General Rule (GR) 31.1 records requests.
- Provide video copies of hearings to community upon request.
- Manage and oversee the Title 11 Guardian Ad Litem (GAL) registry for guardianship matters.
- Manage and oversee the Title 26 GAL registry for domestic relation matters.
- Provide leadership to the legal community.
- Provide education to the community through school presentations, youth and government, reader commentaries, KLTV-"community matters", and county open house.
- Collaborate with other counties via judicial officer trades.
- Manage and oversee the approved transcriptionists list for appeal cases.
- Collaborate with Sheriff and other stakeholders to ensure court facilities promote a safe/secure environment.
- Work with community partners to provide on-going analysis of gaps in existing resources and infrastructure need to provide for the effective and efficient administration of justice and the delivery of court services.
- Train administrative staff and judicial officers in best practices related to case-processing.
- Manage the case flow of all cases filed in Cowlitz County Superior Court.
- Work with court partners to develop facilities plan.
- Work with court partners to develop and implemented court technology plan.
- Coordinate and manage the access to justice committee.
- Manage superior court website, social media site and reader board.
- Prepare and process information for appeals.
- Train administrative staff and judicial officers on current best practices in dealing with mental health, substance abuse, evidence-based programs and service delivery models.

PERFORMANCE MEASURES   METRICS

Percent of criminal cases resolved w/in 9 months	100%
Baseline criminal case backlog ratio	<.60
Percent of civil cases resolved w/in 24 months	100%
Baseline civil case backlog ratio	<.50
Percent of domestic cases resolved w/in 18 months	100%
Baseline domestic case backlog ratio	<1.00
# of civil and domestic cases bumped annual not to exceed	10
Percent of domestic dockets that are capped/closed	<20%

STANDARDS/BENCHMAKS

- Federal Law
- Revised Codes of Washington
- Washington State Court Rules
- Cowlitz County Local Rules
- Cowlitz County Superior Court Policies
- Cowlitz County Polices
- Court Best Practices Standards

PLANNED OPERATIONAL IMPROVEMENTS

- Develop mechanism to more effectively track performance measures.
- Create training plan for Superior Court administrative staff and judges.
- Seek funding for 5th judicial position and administrative staff position.
- Create a "continuity of courts" emergency plan.
- Implement Odyssey case management system.

Cowlitz County Therapeutic Courts

Operational Overview/Plan

MISSION:

Provide effective chemical dependency treatment combined with the oversite and accountability of the courts to eligible offenders in order to reduce crime, reunite families, and improve the quality of life in our community.

CORE SERVICES-ADULT DRUG COURT

The County's Adult Drug Court program was established in August of 1999 and offers the opportunity for eligible offenders to seek chemical dependency treatment while working with the courts to overcome addiction and stop the "revolving door" of addiction and criminal justice. If successful, drug court participant's charges are dismissed when they complete the program.

KEY ACTIVITIES AND OUTPUTS:

Court

- Case Aides work with the Cowlitz County Clerk's office to track client for court and prep the docket with notes for the judge.
- Team members, including the Judge, Drug Court staff, a representative from the Prosecuting Attorney's office, the Office of Public Defense, and treatment attend a pre-docket meeting to discuss each client prior to court.
- Case Aides track court notes, and incentives and sanction during court and enter the data into the Drug Court Case Management (DCCM) System.

Monitoring / Supervising Clients

- Case Aides track court sanction and monitor alcohol bracelets when required.
- Counsel clients on requirements of the program
- Assists clients in making community connections and makes referrals to community resources when needed.
- Meets with clients on a regular bases to assess compliance and ensure the client's needs are being met.

Intake

- Tracking referrals from Defense Attorneys.
- Administer court assessments.
- Set up chemical dependency assessments with treatment providers.
- Contact victims for approval and restitution information when necessary.
- Process court paperwork when clients are ready to opt into the program.

CORE SERVICES-FAMILY DEPENDENCY COURT (HOPE COURT)

HOPE (Helping Our Parents Excel) Court was established in February 2006 and offers the opportunity for parents who have had their children removed from their home due to substance abuse to seek chemical dependency treatment while working with the Department and the courts to overcome addiction and

reunite them with their families. If successful, HOPE Court participant's children are returned home and their open dependency case is dismissed.

KEY ACTIVITIES AND OUTPUTS:

Court

- The Case Aide tracks clients for court and prep the docket with notes from treatment and CPS for the judge.
- Team members, including the Judge, HOPE Court staff, a representative from the Attorney General's office, CPS, CASA, the Office of Public Defense, Parents advocacy, and treatment attend a pre-docket meeting to discuss each client prior to court.
- The Case Aide tracks court notes, and incentives and sanctions during court and enter the data into the Drug Court Case Management (DCCM) System.

Monitoring / Supervising Clients

- The Case Aide works with the Department/CPS to track court sanctions.
- Councils clients on requirements of the program
- Assists clients in making community connections and makes referrals to community resources when needed.
- Meets with clients on a regular bases to assess compliance and ensure the client's needs are being met.

Intake

- Tracking referrals from the Department/CPC.
- Administer court assessments
- Set up chemical dependency assessments with treatment provider
- Process court paperwork when the clients are ready to opt into the program.

CORE SERVICES-JUVENILE DRUG COURT (SAFE COURT)

SAFE (Safe Addiction Free Environment) Court was established in June 2001 and offers the opportunity for eligible juvenile offenders to seek chemical dependency treatment while working with the courts and juvenile probation to overcome addiction. SAFE Court offers structure and accountability for youth affected by substance abuse. If successful, SAFE court participant's charges are dismissed when they complete the program.

KEY ACTIVITIES AND OUTPUTS:

Court

- The Case Aide tracks clients for court and preps the docket with notes from treatment and probation for the judge.
- Team members, including the Judge, SAFE Court staff, a representative from the Prosecuting Attorney's office, the Office of Public Defense, Juvenile Probation, and treatment attend a pre-docket meeting to discuss each client prior to court.
- The Case Aide tracks court notes, and incentives and sanctions during court and enter the data into the Drug Court Case Management (DCCM) System.

Monitoring / Supervising Clients

- The Case Aide works with Juvenile Probation to track court sanctions.
- Conduct home and school visits.

- Visit clients in detention when necessary.
- Council clients on requirements of the program.
- Assist clients in making community connections and makes referrals to community resources when needed.
- The Case Aide also works with the families of our juveniles and refers them to services such as Functional Family Therapy (FFT), ongoing personal and family counseling, and other social service agencies depending on need.

Intake

- Tracking referrals from Defense Attorneys.
- Meet with the juvenile and their family to administer court assessments.
- Conduct a Chemical Dependency Disposition Alternative (CDDA) Evaluation.
- Set up chemical dependency assessments with a treatment provider.
- Set up a mental health and physical evaluation.
- When all evaluations are completed, the Case Aide processes court paperwork and works with the prosecution to set up their entry into the program.

CORE SERVICES-GENERAL SUPPORT

In support of the therapeutic courts it is important to collect and maintain a variety of data and information for the purpose of research and to ensure proper measurement and adherence to the Key Components and Best Practices of each therapeutic court. It is also important to provide opportunities for our clients to engage in community service activities in order to give back to the community, and to take part in a variety of pro-social activities with their peers and families to strengthen supportive relationships throughout the community.

Data Collection

- All Therapeutic Courts collect data for continued research on program effectiveness and recidivism rates.

Community Service

- The AmeriCorps Member works with clients to assist them in connecting with local non-profit agencies to complete required and voluntary community service hours as well as organizing various community service projects for all of our therapeutic courts throughout the year.

Pro-Social Activities

- The AmeriCorps Member and Case Aides work together to organize various social activities for our clients and their families throughout the year to encourage positive interactions with peers

PERFORMANCE MEASURES   METRICS

Average time required to complete intake processing	<30 days
Percent of Adult Drug Court dismissals	>60%
Percent of HOPE Court reunification with children	>85%

Percent of SAFE Court dismissals	>50%
Recidivism rates: (% of clients re-offending within 3 years completing the program)	
• Overall	<25%
• Graduates	<20%
• Terminated/opted out	<40%

STANDARDS/BENCHMARKS

- National Recidivism data
- National and State graduation rate data
- National Standards for Drug Courts
- 13 Key components of Drug Courts
- 10 Best Practices of Drug Courts
- 16 Strategies of Juvenile Drug Courts

PLANNED OPERATIONAL IMPROVEMENTS

- Update program policies and procedures for each therapeutic court.
- Develop client handbooks for each therapeutic court.
- Create training manual and program for therapeutic court staff
- Institute a client satisfaction survey to complete upon exit from the program
- Foster program growth for HOPE and SAFE Court

Cowlitz County Youth Services Center
Juvenile Detention
Operations Overview/Plan

MISSION

We are committed to enhancing public safety, youth accountability, and youth development by providing effective education, preventive and rehabilitative services to youth and families of Cowlitz County.

CORE SERVICES-JUVENILE DETENTION INTAKE (ADMISSION/RELEASE)
The Cowlitz County Youth Services Center (Detention) on average admits 1099 juveniles per year. The facility will admit juveniles to detention for the following reason(s): Warrant Service, Probable Cause established by a police department, Probation Offenses established by their Probation Officer, and Court Ordered Detention. Juvenile Detention also services seven contract counties to include Wahkiakum Co. WA., Pacific Co. WA., Skamania Co. WA., Columbia Co. OR., Clatsop Co. OR., Squaxin Indian Tribe and ICE (US Immigration and Customs Enforcement). It takes numerous skilled staff to complete all the core functions to admit or release a juvenile and to verify that all protocols for admission and release are followed to mitigate county liability and the juvenile's constitutional rights.

KEY ACTIVITIES AND OUTPUTS

- Complete Parent Notification
- Complete inventory of all personal property
- Assign court date/time
- Notify prosecutors, defense and the courts of juveniles court appearance
- Provide shower and clothing exchange for all new admissions
- Launder juveniles person property and stores until release
- Check all juveniles entering facility for contraband
- Answer questions from parents/guardians concerning admission/court process
- Complete a Risk Assessment on all juveniles
- Medical Screening performed on all juveniles
- Mental Health and Medical Assessment by Columbia Wellness given to all juveniles in detention
- Generate Mandatory Report when needed
- Gather Gang / Human Trafficking Information
- Review Resident Records for Placement
- Provide Safe Environment for all juveniles
- Screening for Living Unit decision completed
- Coordination of Release with parents/guardians
- Provide hygiene for all admittance
- Update JCS (state) system for current admission
- Provide Probation and Contract notifications
- Begin any coordination of services that are identified
- Release juveniles at direction of court and probation

- Verify all personal property has been released to juvenile
- Release medications for juveniles to parent/guardian
- Complete required data entry for all releases
- Obtain all required signatures required for releases
- Sign juveniles up for w/c that has been ordered by court/probation
- Complete medication inventory for admission and release of medications
- Coordinate services with other providers/agencies
- Compile medical history and releases from parents
- Pick up meals for juveniles at jail
- Gather fingerprints as ordered by the court
- Collect DNA samples as ordered by the court
- Collect UA samples as ordered by court/probation
- Complete NCIC checks on juvenile for runaway status
- Complete JRA form when court orders commitments
- Close referrals for contract billing

PERFORMANCE MEASURES   METRICS

Accuracy level for all data entry	100%
Percent of court notification completed w/in 72 hours	100%
Percent of coordinated services initiated w/in 48 hours	100%
Level of environmental/facility	>95%
Percent of audited files deemed complete/accurate	>98%
Percent of youth assessed for medical issues	>95%
Percent of youth assessed for mental health issues	>95%
Percent of youth connected to a medical home	>95%

CORE SERVICES-JUVENILE DETENTION PODS/LIVING UNITS

The living units are where the daily interactions and programs take place during the juveniles stay at detention. Most interaction with other juveniles and adults takes place in the living units. The living units provide an atmosphere for youth accountability, a place to provide youth development in social settings and at all educational skill levels. The living units also provide for the juveniles basic needs as follows; his/her safety and security, large muscle exercise, hygiene, laundry, education and appropriate social interactions with other juveniles.

KEY ACTIVITIES AND OUTPUTS

- Provide a safe, secure and structured environment that fosters proper hygiene and an environment to learn social / life skills
- Provide proper diet per state standards
- Provide materials for Religious Practices
- Observe medication delivery
- Complete Pod Checks for Safety and Security of residents
- Provide a Clean living Environment for all juveniles
- Mandatory Report when incidents are brought their attention
- Provide ways for Behavior Modification / Alter Negative Behavior

- Help Identify and Contact Services for the residents needs
- Provide Direct Management / Supervision of all Juveniles
- Provide daily activities for juveniles
- Provide large muscle exercise to all juveniles
- Monitor juveniles daily progress
- Document juveniles daily progress, concerns
- Make on the spot corrections to juvenile behavior
- Provide parent contact through phone/letters
- Provide contact slips to juveniles for contact counselors, attorneys, probation
- Review rules/expectations with all juveniles
- Provide showers and hygiene for all juveniles daily
- Deliver hot and cold meals to all juveniles
- Provide clean linen when needed
- Coordinate proper cleaning of living units
- Give/Offer emotional support to juveniles in our care

PERFORMANCE MEASURES   METRICS

Percent enrolled in school services	100%
Percent participating in pod activities	>98%
Average number of serious incidents	<8 annually
Percent of juvenile with documented progress	>90%
Average on-site incident response time	<3 minutes

CORE SERVICES-COURT SPECIFIC SUPPORT

Detention officers provide specific services to the Superior Court. All services are provided to residents housed in detention during their appointed court time. Detention also provides immediate security based on situations occurring in court.

KEY ACTIVITIES AND OUTPUTS

- Provide physical presence in court room
- Provide transport of juveniles for court processes
- Verbal and written communication between court and detention
- Staging of juveniles for in-house court appearances
- Monitor contract courts via phone as needed
- Coordinate paperwork/forms for court
- Coordinate communication with juveniles PO and lawyers
- Provide incident response
- Provide clerk notifications as needed

PERFORMANCE MEASURES   METRICS

On-site response capacity and readiness	100%
Skill/personnel capability; personnel skill level	100%
Average on-site incident response time	<2 minutes
Operating accuracy: staging, communication, paperwork	>98%

CORE SERVICES-WORK CREW

Detention officers oversee juvenile work crew. Juveniles are assigned to work crew by the courts as part of their sentence or by probation officers to provide a place to complete juvenile's community service requirements. Detention Officers monitor, coach and provide mentoring for up to fifteen juveniles on any given Saturday. Detention Officers teach and guide juveniles through their assigned activities giving them a sense of accomplishment when their day is complete. Detention officers are there to enforce the rules and consequences of work crew and report back to the probation officers, truancy officers and court all positive outcomes and problematic behavior presented from the juveniles.

KEY ACTIVITIES AND OUTPUTS

- Direct supervision of juveniles for all work activities
- Provide responsibility to the juvenile
- Teach each how to use tools/equipment properly
- Teach juveniles equipment safety of all equipment
- Provide feedback to PO's, and Court on performance during work hours
- Identify areas and Coordinates ground maintenance to be completed around the facility
- Supervise cleaning of assigned county parks
- Supervise juveniles during community projects
- Provide ability to work off community service hours
- Provide an alternative to detention
- Enforce specific w/c rules
- Model respectful and professional community interactions
- Instruct juveniles on work-place norms

PERFORMANCE MEASURES   METRICS

Participant completion rate	100%
Completion of crew assigned tasks (parks, community)	>95%
Incidents interrupting workflow	<2 monthly
Percent juveniles fired for cause	<5%

STANDARDS/BENCHMARKS
- Revised Code of Washington (RCW)
- Washington Administrative Code (WAC)
- American Correctional Association (ACA)
- State and County Health Department Standards
- Office of Superintendent of Public Instruction Child Nutrition Services (OSPI – CNS)

PLANNED OPERATIONAL IMPROVEMENTS
- Develop procedures to track more accurate metrics for improvement
- Increase the continuum of education/training for detention staff.
- Integrate and hire three new officers.
- Implement Federal Prison Rape Elimination Act (PREA).
- Conduct comprehensive Review of Policy and Procedure manual
- Conduct Emergency Management Planning and Drills.
- Develop and Implement employee evaluation system.

JUVENILE COURT/PROBATION

OPERATIONS OVERVIEW

The Juvenile Court/Probation Department is committed to enhancing public safety, youth accountability, and youth development by providing education and preventive and rehabilitative services to youth and families in Cowlitz County.

CORE SERVICE-JUVENILE OFFENDER SERVICES

The probation unit provides services to youth between the ages of 8 and 18 who have been accused or found guilty of breaking the law. The goal of these services is to build youth skills and competencies, hold the youth accountable for their actions, and promote public safety.

KEY ACTIVITIES AND OUTPUTS

Diversion: Services for low level, first time offenders.

- Process approximately 200 to 220 referrals per year in a timely manner.
- Meet with youth and parents/guardian, provide information and assess youth's needs.
- Enter into an agreement and refer youth and family to services and/or sanctions.
- Monitor compliance to the contract and refer to prosecutor/court if necessary.

Court Services: Services for youth who have reoffended or are accused of a felony.

- Intake processing for approximately 330 court filings per year in a timely manner.
- Interview youth and parent/guardian, provide information and perform screening assessment.
- Develop and present recommendations to the court for rehabilitation, sanctions and public safety concerning the youth.
- Insure that all mandated or court actions are completed at disposition.
- Process post-dispositional filings for past cases such as record seals.

Supervision-Rehabilitation: Services that focus on the rehabilitative needs of the youth.

- Supervise approximately 100 to 120 youth on probation per month.
- In a timely manner perform a comprehensive risk/needs assessment (PACT) via interviews with youth/family and develop a case plan.
- Refer youth and family to "in house" services such as the Aggression Replacement Training (ART), Functional Family Therapy (FFT) and Coordination of Services (COS) evidence based programs and the mental health coordinators, medical coordinators, and education advocates.
- Refer youth and family to "outside" programs such as substance abuse evaluation and treatment, education, employment and counseling.
- Provide case management to the youth to determine progress and follow-through with referrals in the case plan.
- Have regular contact, personal and by other means with youth and collaterals.
- Maintain records and document all activities in the correct data bases.

<u>Supervision-Accountability/Restorative: Services that focus on holding the youth accountable to the community.</u>

- Monitoring approximately 110 youth per month for their compliance of their court order which includes urinalysis, polygraph exams, attendance reports, restitution payments and collateral contacts.
- Youth are contacted according to department supervision standards.
- Youth are referred to perform community service (approximately 1500 hours a year) and work-crew days (approximately 1600 hours a year).
- Refer and process youth in court who are out of compliance with their court order and coordinate sanctions such as detention or work-crew if given.
- Case management to coordinate referrals and monitoring of compliance.
- Maintain records and document all activities in the correct data base.

<u>Community: Services that maintain relationships with community partners.</u>

- Communicating and collaborating with youth serving entities in the community on issues affecting individual cases.
- Membership on local issue related groups.

PERFORMANCE MEASURES   METRICS

Percent of Diversion Case Resolved in 60 days	80%
Percent of Diversion cases Resolved in 90 days	90%
Percent of Court Cases Resolved in 4 months	90%
Percent of Diversion Prescreens completed	90%
Percent of Probation Full Screens completed in 45 days	90%
# of FFT cases started	=/>16
# of ART cases started	=/>37
# of COS cases started	=/>34
Percent of FFT cases successfully completed	>80%
Percent of ART cases successfully completed	>80%
Percent of COS cases successfully completed	>90%
Increase Community Services Hours at community sites	>75%

PERFORMANCE STANDARS/BENCHMARKS

RCW Title 13
WAC
Washington Court Rules
PACT Quality Assurance Plan
Diversion Policy
Department supervision standards
State grant targets

PLANNED OPERATIONAL IMPROVEMENTS

- Implement processes that collect and analysis data in order to evaluate progress.
- Apply for an AmeriCorps position to coordinate community restitution program.

CORE SERVICES-JUVENILE NONOFFENDER SERVICES

Our probation unit and court services also provide services to youth, children and families who have not committed a criminal offense but none the less are in need of court related interventions to resolve dangerous, self-destructive behaviors and prevent penetration into the juvenile justice system. The court services also provide a legal forum for other agencies to exercise their legal processes and mandates.

KEY ACTIVITIES AND OUTPUTS

At Risk Youth (ARY) – Process petitions initiated by parents when their child or children are in severe conflict with the parents or who are displaying harmful, high risk behaviors.

- In a timely manner, process approximately 60 petitions per year.
- Interview and assess family needs and present results and recommendations to the court.
- Refer the youth and family to services and assist parents with case management.
- Assist the parents with processing contempt filings for youth who are not in compliance and coordinate sanctions when ordered.
- Meet with the parents and youth to support the parties and to monitor progress.
- Maintain records and document all activities in the correct data base.
- Refer youth and families to appropriate evidence based programs.

Children in Need of Services (CHINS). Youth and/or parents occasionally file a petition asking the court to provide their youth/parents with services, namely out of home placement.

- Process petitions when filed in a timely manner as well as ongoing court hearings.
- Coordinate efforts with the Division of Children and Services.

Truancy: The County's six school districts file a truancy petition when a student reaches a certain number of absences in a month/year.

- Process approximately 400 petitions per year.
- Assist the parties in the ongoing review and contempt hearings.
- Coordinate efforts of the involved parties for day to day activities, planning and sanctions if given.
- Oversee the truancy project (assessment, case management, truancy boards).

Emancipation: These services are provided by the juvenile court when a youth files a petition to be emancipated from his parents/guardian's care.

- Process the petition.
- Assess the youth and his/her situation and present a report with recommendations to the court.

Dependency: Petitions are filed in juvenile court when a child is suspected of being abused, neglected or abandoned by their parent or guardian.

- In a timely manner process approximately 94 petitions and 13 termination petitions per year.
- Coordinate the day to day efforts and planning with the involved parties.
- Support local CASA program.

PERFORMANCE MEASURES   METRICS

Average time to process (filing to dispo.) emancipation petitions	30 days
Average time to process (filing to fact finding) dependency petitions	75 days
Average time to process (filing to fact finding) ARY petitions	10 days
Average time to process (filing to fact finding) CHINS petitions	10 days
Percent of ART cases successfully completed	>80%
Percent of FFT cases successfully completed	>80%
Percent of youth assigned a CASA or Staff GAL	100%

PERFORMANCE STANDARDS/BENCH MARKS

RCW Title 13
Washington State Rules
WAC
Policy ARY
Department Policy

PLANNED OPERATIONAL IMPROVEMENTS

- Implement processes that collect and analysis data in order to evaluate progress.

CORE SERVICES-JUVENILE COURT SERVICES

As a separate division of the Superior Court, the Juvenile Court has exclusive jurisdiction over Juvenile offender and civil matters. Juvenile court services provide a forum where these cases can be heard.

KEY ACTIVITIES AND OUTPUTS

Provide an infra-structure and facility that is separate from the adult court that is accessible, clean, secure and safe for the public and staff.

- Collaborating with the Sheriff's Department, Emergency Management and other departments/stakeholders to promote a safe and secure work environment.
- Collaborate with IT to insure that technology is commiserate with the recording, storing, transmitting and receiving legal information in a secure manner.

Process legal filings, referrals and requests from beginning to end in an accurate and timely manner.

- Forward all requests and filings to the correct person/entities.

- File documents, schedule, manage docket and provide all parties with legal notice and distribute legal documents and information.
- Coordinate scheduling with involved parties and special parties such as interpreters.
- Be present in court, insuring that all the proceedings are being accurately recorded electronically and in the legal file.
- Assist the judge and other parties involved with the process as needed.
- Process post-disposition filings such as petitions to seal records and sex offender registration relief.
- Process Appeal cases and trial exhibits/evidence.

The court is obligated to collect and manage a tremendous amount of legal and often times sensitive information. Being a court, this data is expected to be accurate and is depended on by numerous private and public entities.

- Collect and enter data into SCOMIS, JIS, JCS, Laser Fiche, Assessments.Com electronic data systems and departmental spreadsheets as well as hard copy data such as legal files, social files.
- Manage and store data both received and transmitted.
- Process requests for information such as public disclosure requests, criminal history request, research organizations.
- Retain, store and destroy records.

PERFORMANCE MEASURES   METRICS

Number of safety/risk events or issues occurring annually	<3
Percent of offender cases resolved within 9 months	100%
Resolution of civil case processing according to standards	95%

PERFORMANCE STANDARDS/BENCH MARKS

RCW Title 13
Court Rules, Juvenile Court
GR31.1
HIIPA
Department Policy

PLANNED OPERATIONAL IMPROVEMENTS

- Implement processes that collect and analysis data in order to evaluate progress.
- Request funds to implement Odyssey Superior Court Case Management System.
- Form a workgroup to focus on building and field safety.

CORE SERIVCES-STRATEGIC SUPPORT

Core Services: This service facilitates and maximizes delivery of all departmental core services. General services include a variety of internal administrative, financial, training and operational support activities that provide both foundation and framework for more specific mission-driven community services.

Administration:

- Process payroll and monitor time management for 31detention staff and 15 Juvenile Services staff.
- Hiring competent staff capable of working with youth in a court setting.
- Ongoing vetting of employees from contract agencies and volunteers.
- Formulate and update policies and procedures and strategic planning.
- Write, administer, oversee and manage grants worth approximately $725,000.00
- Create, update and monitor contracts and MOUs with service providers and agency partners.
- Provide analysis and the foundation for the annual budget.

Financial management:

- Process approximately 50 bills a month.
- Manage approximate revenues of $787,500.00
- Issuance and monitoring of 33 employee/agency P-Cards and processing of employees expenses.
- Reconciliation of funds and secure handling of cash.
- Develop and oversee the annual operating budget, making reports, providing analysis, tracking expenses and recording transactions as required.

Training:

- Insure that staff is in compliance with state certification requirements and mandatory training such as Service Academy, county trainings, CMAP training, counselor certification etc.
- Insure that staff has access to job specific training such as changes in the law, new operating systems, payroll systems etc.
- Insure that staff has access to training for specific services and professional development such as drug court practices, youth suicide, sex trafficking etc.
- Train new staff.

Relationships: In order to be effective in administering the core functions of the department, relationships with local and state, private and public entities must be cultivated and maintained.
- Active involvement with community partners at all levels, from the individual case level to county and state level.
- Maintain and seek partnerships with other County Departments
- Engage the public by providing a website, program brochures, and by participating in community events.
- Engage each visitor to building by providing helpful and informative information and address complaints in a timely manner.

General operations: To insure that the department is a safe setting that is conducive towards a productive work environment for serving the public.

- Manage the office supplies and equipment for 14 employees and at times for other professionals who perform work in our building.
- Monitor the building and grounds for issues of disrepair/malfunction/cleanliness or safety and report to the proper authority.
- Monitor preventive maintenance for the department's four vehicles.

PERFORMANCE MEASURES   METRICS

Level of compliance with state certification requirements	100%
Percent of staff who complete core skill training	100%
Percent of staff who complete mandatory state training	100%
Percent of staff who complete mandatory county training	100%
Customer satisfaction level	>80%

PERFORMANCE STANDARDS/BENCH MARKS

Risk Management Expectations
WAC for juvenile court workers
Quality assurance plan, State of Washington PACT/CMAP
RCW Title 13
Cowlitz County Policy

PLANNED OPERATIONAL IMPROVEMENTS

- Implement processes that collect and analysis data in order to evaluate progress.
- Develop customer satisfaction surveys.

OFFICE OF ADMINISTRATIVE SERVICES
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2017-2018 OPERATIONAL OVERVIEW

OFFICE OF FINANCIAL MANAGEMENT
RISK MANAGEMENT OFFICE
CITIZEN LIAISON OFFICE

Mission

To provide superior, quality-driven service in support of external and internal customers utilizing the professional knowledge and expertise of staff in finance, accounting, risk management and procurement.

OFFICE OF FINANCIAL MANAGEMENT
The mission of the Office of Financial Management is to protect and maintain the fiscal integrity and financial solvency of Cowlitz County government through development and implementation of fiscally sound operating and capital budgets.

RISK MANAGEMENT OFFICE
The mission of the Risk Management Office is to minimize the risk of loss, financial or otherwise, through the protection of County resources which includes employees, visitors and property, thus reducing and minimizing long term liabilities and to provide comprehensive and economical risk coverage, reduce the frequency and severity of losses, and decrease costs incurred in the managing and litigation.

CITIZEN LIAISON OFFICE
The mission of the Citizen Liaison Office is to provide response to citizen inquires and complaints on behalf of the Board of Commissioners and its departments regarding building, zoning, land use, and public nuisance code violations in order to ensure safer, more attractive neighborhoods, and a desirable living environment that all citizens of Cowlitz County can be proud of.

Guiding Principles / Values

• Vision • Leadership • Courage • Enthusiasm • Tenacity • Integrity

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OFFICE OF ADMINISTRATIVE SERVICES OPERATIONAL OVERVIEW

PURPOSE / CORE SERVICE AREAS:

OFFICE OF FINANCIAL MANAGEMENT

The financial health and welfare of Cowlitz County is highly dependent upon establishing and maintaining sound, financial-planning objectives and strategies of implementation. The financial management policies, adopted by the Board of Commissioners on February 19, 2002, clearly state the values and philosophy and guide the decision-making process. These policies also provide guidelines for evaluating both current activities and proposals for future programs and direct the County's financial resources toward meeting the goals and programs of the strategic plan. The implementation of wise fiscal policies enables the County officials to protect the public interest and ensure public trust and confidence.

As a cornerstone of Cowlitz County's financial management philosophy, "fiscal integrity" of the County will be of the highest priority. OFM seeks to maintain consistent levels of service that meet state and federal mandates and, to the extent politically and financially possible, community expectations. OFM seeks to manage resources to ensure legal and appropriate expenditures of funds through development and implementation of good internal controls, encourage innovation and efficiency; sharing resources when practical, to encourage inter-departmental cooperation and reduce duplication. OFM seeks to encourage long-term strategic planning to ensure the County is able to withstand local and regional economic variations, avoid frequent and/or dramatic fluctuations in service levels and anticipate variations of expenditure and revenue levels. In order to do so, OFM ensures the County maintains sufficient financial liquidity to meet normal operating as well as contingent and unforeseen obligations.

OFM provides responsible and professional direction of the County's budget process, grant management program, risk management programs, PeopleSoft Human Resource and Financial Management Systems implementation project and various administrative functions managed under the auspices of the Department of Administrative Services.

The office coordinates the organization and activities required to develop and present to the Board of Commissioners a fiscally sound operating budget for the County, ensuring that the budget is balanced, monitored, controlled and modified in accordance with state law and county policies. The office provides periodic revenue forecasts, analysis of cash flows and provision of assistance to the Board of Commissioners for fiscal matters under the Board's jurisdiction. The office acts as liaison regarding financial matters between the Board of Commissioners, Department Heads and Elected Officials.

The office acts as resource for grant management activities by collaborating with other departments, state and federal agencies, community groups, associations, media, and citizens concerning project/program needs. Researches and develops funding sources; writes grant proposals or reviews proposals submitted by others. Negotiates contracts and conducts operational and financial audits to ensure compliance with project work plans and grant terms.

The office works closely with the Board of Commissioners and other county officials to develop strategies and proposals, prepares feasibility studies and negotiates contracts for a wide variety of cooperative private and inter-governmental services and functions.

OFFICE OF ADMINISTRATIVE SERVICES OPERATIONAL OVERVIEW

The office assists the Board of Commissioners, Department Heads and Elected Officials conduct research and analyses on laws and legislative proposals within the scope of the position; assist and advise the Board of Commissioners in the formulation policies and procedures.

KEY SERVICES / ACTIVITIES / OUTPUTS:

CORE & GENERAL SUPPORT SERVICES

OFM provides financial, accounting, budget, grant management, training, policy development, project management, contract management and administrative support to the Board of Commissioners, County Elected Officials, County Department Heads and County employees so they can effectively manage their public services responsibilities.

BUDGET DEVELOPMENT / MANAGEMENT
- Design, plan and coordinate the preparation and administration of the County's budget process.
- Ensure that the budget complies with state laws, county policies, generally accepted governmental accounting practices, and guidelines issued by the State Auditor's Office.
- Provide technical assistance to all departments as required in preparation of the preliminary and final budgets.
- Analyze projected expenditures and anticipated revenues.
- Develop recommendations to fund underfunded and unmet needs.
- Provide the Board of County Commissioners with recommendations concerning budget strategies and allocation of County resources to achieve fiscal soundness.
- Monitor expenditures to ensure departments' compliance with the approved budget, statutory requirements and county policy.
- Monitor revenue activity for fiscal soundness.
- Review budget amendments and requests for transfer of funds; make recommendations to the Board of County Commissioners.

FINANCIAL MANAGEMENT
- Provide the Board of County Commissioners with regular financial management reports, forecasts and assessments of county's fiscal status as a source of information for planning, decision-making and policy generation.
- Promote sound financial management.
- Ensure the legal use of financial resources through effective systems of internal controls.
- Coordinate multiple funding sources necessary to finance county operations in accordance with applicable state laws and county policies and guidelines issued by the State Auditor's Office.
- Recommend alternative revenue sources as needed.
- Ensure cash flow reserve levels are properly maintained.
- Ensure appropriate levels of replacement reserves are maintained for equipment, furnishings, and technology based on historical values as well as anticipated future costs.
- Establish reserves sufficient to cover unforeseen or catastrophic events and emergencies or obtain adequate insurance (i.e. Risk Management, Benefits Administration).
- Encourage use of available carryover cash balances to be used to offset one-time or non-recurring costs. (Excess fund balances should fund non-recurring expenditures rather than on-going expenditures.)

- Institute processes and procedures to avoid frequent and/or dramatic fluctuations in service levels.
- Anticipate variations of expenditure and revenue levels.
- Be realistic in expenditure estimates and revenue forecasts.
- Collaborate with the Department Heads and Elected Officials in development and analysis of cost allocation plans.
- Collaborate and coordinate with the County Treasurer and other Department Heads and Elected Officials as necessary to accomplish the sale of limited general obligation and revenue bonds as may, from time-to-time, be authorized by the Board of Commissioners.

POLICY DEVELOPMENT
- Develop and present policy recommendations to the Board of County Commissioners to regarding the budget process.
- Draft documents, including resolutions and ordinances.

GRANT MANAGEMENT
- Plan, develop, implement and oversee adherence to goals and objectives of the County's grant program.
- Develop County grant policies and strategies to enhance the county-wide grant proposal and contracting process, to eliminate duplication of work or competition among departments for the same resources.
- Ensure legal & regulatory compliance.
- Maximize grant funds; increase grant revenues from state and federal sources; develop new grant funding sources to enhance existing county revenue sources and expand program capacity
- Develop contingency plans should grant funds be reduced or eliminated.
- Coordinate with the Department Heads, Elected Officials and staff during development of grant proposals, negotiations of contracts, grant management and grant monitoring.
- Identify and develop programs and projects; identify programmatic and project specific needs.
- Identify appropriate funding sources, on-going and self-sustaining where possible; evaluate grant opportunities; identify programmatic and project specific needs; determine ROI, cost-benefit, programmatic & financial impacts both long & short term.
- Streamline application processes (both paper and electronic).
- Improve data collection and statistical analysis to support proposals.
- Facilitate and coordinate with outside funders.
- Evaluate capabilities of recipients and sub-recipients; develop cooperative agreements (sub-recipients, Interlocal agreements).
- Assist with required reports to grant agencies
- Ensure accurate financial reporting to the County Auditor & State Auditor.
- Manage close-out procedures.
- Recruit, train and retain appropriate staff to manage a well-developed grant management program.
- Reduce the administrative burden on county staff not well versed in grants management by developing capabilities in the Office of Administrative Services.
- Reduce the risk of non-compliance and loss of funding.

PROJECT / CONTRACT MANAGEMENT
- Negotiate, develop and administer contracts with outside agencies and other governmental units.
- Conduct research and perform special studies on subjects; prepare feasibility studies and reports with recommendations for appropriate action.

MANAGEMENT & ADMINISTRATIVE SUPPORT
- Represent the Board of County Commissioners on selected committees and boards, as assigned.
- Attend meetings and conferences in order to provide assistance to the Board of County Commissioners and make recommendations on subjects within the scope of the office.
- Plan, develop, implement and oversee adherence to goals and objectives of the County's Risk Management programs.
- Plan, develop, implement and oversee adherence to goals and objectives of the County's grant program
- Plan, develop, implement and oversee adherence to goals and objectives of the County's PeopleSoft Human Resource and Financial Management systems and locally developed applications and supporting systems
- Plan, develop, implement and oversee adherence to goals and objectives of the County's capital planning, purchasing and property management programs.
- Plan, develop, implement and oversee adherence to goals and objectives of the County's Citizen Liaison functions.
- Manage and supervise work activities of assigned staff and managers, including hiring, training, making work assignment and designation of priorities, evaluation, counseling and discipline.
- Respond to inquiries from and provide technical assistance to county departments, organizations, the media and citizens for matters within the scope of the office. Refer requests/inquiries to the appropriate source when outside the scope of the office.
- Perform, produce, analyze or conduct other activities of County business as required for the proper performance of the duties of the office.

KEY SERVICES / ACTIVITIES / OUTPUTS:

BUDGET & FINANCIAL MANAGEMENT SUPPORT

- Prepare appropriation journals for budget adjustments for both revenue and expenditures.
- Advise and guide Department Heads, Elected Officials, or their designated staff with questions related to budget and county finance policies.
- Bill other County departments, cities, counties, and outside agencies for services provided by the County.
- Bill state and federal agencies to receive reimbursement for grant expenditures.
- Manage grants by collaborating with county staff, state and federal agencies, community groups, citizens and media concerning project/program needs. Research funding sources; write grant proposals or review proposals submitted by others. Negotiate contacts. Conduct audits to ensure compliance with project work plan and ensure completion according to contract terms. Maintain accurate records.

- Prepare resolutions, correspondence, reports, contracts, and other documents for submission to the Board of County Commissioners.
- Actively participate in financial and other department meetings.
- Negotiate and prepare contracts with other entities for shared services, purchase of assets or services, etc. Submit such contracts to the Prosecuting Attorney for review and to the Board of Commissioners for approval.
- Prepare the quarterly report of self-insured employer for Department of Labor & Industries and annual WISHA report. Maintain data base records of medical bills and time loss payments for each department and bill departments for losses; reconcile county database with records from third parties (state, medical providers and/or the Workers' Compensation Third Party Administrator).

KEY SERVICES / ACTIVITIES / OUTPUTS:

PAYROLL & BENEFIT ACTIVITIES

- Perform timely data entry functions into County payroll system to account for all new or updated position changes and salary updates.
- Enter data for individual employee voluntary benefits selections and general deductions.
- Calculate and review all payroll adjustments for benefit over- or under-paid to ensure accurate payroll deductions.
- Reconcile and submit payment by due dates to vendors for employee benefit packages (medical, dental, vision, life insurance, deferred compensation, etc.).
- Calculate cost-of-living adjustments; maintain job classification/salary matrix in coordination with the Human Resource Department.
- Maintain data entry of salaries in payroll system.
- Maintain accurate record of approved budgeted positions and salary grades.
- Review and oversee of all Human Resource data changes made to the payroll system.

KEY SERVICES / ACTIVITIES / OUTPUTS:

ADMINISTRATIVE SUPPORT–ADMINISTRATIVE SERVICES
& OTHER DEPARTMENTS

RISK MANAGEMENT
- Preparation of quarterly and annual Labor & Industry Reports
- Assist injured workers, supervisors and department heads with worker's compensation issues
- Maintain Training records for all employees

ADMINISTRATIVE SUPPORT
- Accounts Payable functions for multiple funds/departments
- Timekeeping functions for multiple funds/departments
- Gather, calculate and bill applicable grant billings to various state agencies
- Data Entry into County Payroll System
- Payroll Adjustments based on Benefit Deductions needed

- Reconcile and Submit payment due to benefit providers
- Calculate Cost of Living Increases and Step Increases for all employees

PERFORMANCE MEASURES: **METRICS:**

Percent of annual financial reports issued without findings.	100%
Percent of annual accountability reports issued without findings.	100%
Frequency that the bond ratings of the County, as an issuer, are maintained or improved, when reviews are initiated by a rating agency.	100%
Frequency that bond ratings are maintained or improved, when new bonds are sold.	100%
Number of grant sub-recipients that are monitored each year for fiscal and programmatic compliance.	100%
Percent of cost allocations plans that are annually updated.	100%
Number of days vendor payments are issued and paid within 30 days of receipt.	95%

STANDARDS / BENCHMARKS:

- Washington State laws (RCW) and regulations (WAC), including but not limited to RCW 36.40
- Government Finance Officers' Association (GFOA) standards
- Governmental Accounting Standards Board (GASB) standards
- Internal Revenue Service Regulations
- Securities and Exchange Commission Regulations
- Guidelines from the Washington State Auditor's Office
- Applicable Washington State Attorney General Opinions
- Cowlitz County Policies, including but not limited to Chapters 5 & 7
- Legal Opinions and Guidance from the Cowlitz County Prosecuting Attorney's Office
- Contracts
- Bond Covenants

PLANNED OPERATIONAL IMPROVEMENTS:

- Increase County Departments' understanding and use of financial information.
- Improve staff capabilities and capacity to utilize the budget software.
- Improve knowledge of financial management systems.
- Develop a "Citizen's Guide to the Budget".
- Develop a Revenue Manual
- Review and update financial management policies and procedures.
- Develop a consolidated county-wide cost allocation plan for internal service functions.
- Improve overall office management and efficiency with training and assignment of appropriate functions to appropriate staff.
- Improve County's ability to successfully apply for grants.
- Improve County's ability to monitor grants for compliance with Federal regulations.

PURPOSE / CORE SERVICE AREAS:

RISK MANAGEMENT

Risk management programs include, but are not limited to: loss prevention, education and training; occupational health; the workers' compensation program, liability insurance program, crime and property insurance program. The Risk Manager prepares recommendations regarding methods of handling various risks; identifying facilities, work processes, conditions and/or situations susceptible to potential loss, interacts with other department Directors, Managers and Elected Officials in the process of designing ways to reduce exposure to loss. The Risk Manager serves as a member of the County's Risk Management Committee and as such investigates and determines liability from claims and lawsuits, establishes damages, negotiates settlements and develops recommendations for settlements for the Committee. This position is responsible for communicating with Elected Officials, Department Heads, other county staff, members of the public, and interested parties regarding the risk management program.

Risk management is the process of identifying and evaluating the risks associated with activities and operations of an organization; developing a means to transfer, control, reduce or eliminate those risks, as well as finance them. These risks include natural disasters, illnesses, injury and loss of property resulting from unsafe practices and conditions as well as the financial costs of these losses.

Cowlitz County attempts to eliminate or control these risks through hazard identification and correction, accident prevention, training, installation of life safety systems in buildings, fire protection systems, crime prevention other various other measures.

KEY SERVICES / ACTIVITIES / OUTPUTS:

ADMINISTRATIVE
- Administer the Liability Insurance program for all Lawsuits and Civil Claims filed against Cowlitz County by acting as a liaison between the County and the Washington Counties Risk Pool to reduce the financial losses from Lawsuits and Civil Claims.
- Administer the Self-Insured Workers Compensation Program to create an accident free environment for County employees and comply with Washington State Industrial Insurance Laws.
- Purchase insurance to transfer the risk of potential loss for General Liability, Advertising Liability, Bodily Injury, Personal Injury, Property Damage, Pollution Liability, Crime and Theft, Public Officials Bonding, Builders Risk, Excess Workers Compensation Liability and Cyber Security.
- Review all contracts and insurance certificates to ensure indemnity, hold harmless and additional insured endorsements to transfer Risk of financial loss from Lawsuits and Civil Claims to the contractors instead of Cowlitz County.
- Attend Washington Counties Risk Pool board meetings, Executive Committee meetings and training sessions to reduce potential losses from Lawsuits and Civil claims.
- Serve as an Executive Committee member for the Washington Counties Risk Pool to assist in the management of the Risk Pool.

LOSS ANALYSIS
- Identify and analyze activities and risk exposures that may cause severe financial loss; develop policies, procedures and programs that minimize adverse effects of these activities and risk exposures to limit financial losses.
- Identify and manage risks and areas of exposure where there is a probability of high frequency and/or high severity of loss.
- Identify loss exposures by attending Central Safety, General Safety Committees monthly to decrease the amount of losses.
- Review accident reports monthly to determine methods to prevent future accidents from occurring.
- Evaluate alternative methods for eliminating, avoiding or transferring the risks consistent with current economic and insurance market conditions to decrease financial losses.
- Inspect, analyze and evaluate damages resulting from losses, develop estimates of losses and determine responsibility or fault to reduce the financial impact of losses.
- Maintain statistical reports, and correspondence to track losses and examine trends in order to identify and reduce financial losses.

LOSS REDUCTION / PREVENTION
- Reduce the possibilities of financial loss through aggressive investigation and settlement of claims prior to litigation, if possible.
- Make recommendations to retain the risk (self-insure) in areas of exposure where the risk is at an acceptable level for Cowlitz County.
- Purchase insurance for risks that the County does not desire to accept.
- Maintain adequate cash reserves for prompt claims adjudication.
- Review, Building Self-Inspection Forms monthly to reduce hazards that may lead to an accident on County property or in County buildings.
- Protect the County against accidental losses that would significantly affect the budget or the ability of the County to continue to fulfill its responsibilities to their employees and the public.
- Inspect County property monthly to find hazards that may cause accidents and correct those hazards before an accident occurs.
- Aggressively investigate every employee bodily injury, auto accident and health hazard to prevent losses to persons and property.
- Work collaboratively with County Safety Committees to review and update all county safety policies. Working with the Safety Committees on this project is required by WAC 296-800-130 and is also a directive of the County Safety Committee Policy. This process will take place monthly with each committee to reduce accidents.
- Review medical bills monthly to reduce the cost of Workers Compensation medical bills for Doctors overcharging for services.
- Deploy Automatic External Defibrillators (AED) in County Buildings; train key employees in the use of the AEDs; work with Facilities Maintenance to properly service and maintain the AEDs to increase emergency lifesaving methods for citizens and employees of Cowlitz County.
- Testify in court cases, conduct mediations and negotiate claim settlements of Workers Compensation claims to reduce losses.
- Investigate, mediate, testify in court, negotiate claim settlements and serve as a member of the County Risk Management Committee to reduce the cost of Lawsuits and Civil Claims filed against Cowlitz County.
-

OFFICE OF ADMINISTRATIVE SERVICES OPERATIONAL OVERVIEW

TRAINING

- Conduct Safety Training and Accident investigation at each Safety Committee meeting to analyze loss exposures and recommend changes in procedures and equipment to reduce losses.
- Instruct County Department Heads and Elected Officials twice monthly on accident prevention, which includes a review of all accident reports, recommended corrective actions and in service Safety Training to decrease the frequency of accidents.
- Maintain instructor re-certifications for First Aid/CPR, Defensive Driving, Blood Borne Pathogens, Flagging, GHS/Hazard Communications, Traffic Control Supervisor and Pilot Escort Vehicle Operation as required by Washington State Law.
- Conduct Defensive Driving training required by Risk Management Membership Compact and Cowlitz County Policy to reduce accidents. Employees who drive County vehicles must complete a defensive driving course once every three years to reduce vehicle accidents.
- Conduct First Aid/CPR training as required by WAC 296-800-150 to improve emergency medical treatment of the injured. Designated employees must be furnished a course every two years.
- Conduct Safety Orientation training as required by WAC 296-800-14005 Each employee must attend this training at least once or after hire.
- Conduct GHS/Hazard Communication training as required by WAC 296-62-05415. GHS/Hazard Communication training is an O.S.H.A. requirement for all County employees to reduce accidents.
- Conduct annual Bloodborne Pathogens training as required by WAC 296-62-08001, 284-100-206(10) and Cowlitz County Policy to reduce injury and death. This training is required annually for the entire workforce that is exposed to the potential of AIDS or Hepatitis infection.
- Conduct Flagging training as required by WAC 296-155-305 (6) (a). This training is required every three years for all employees in the Roads and Parks Departments to reduce the potential accidents to citizens and employees at construction sites.
- Conduct Heat Stress training as required by WAC 296-62-095. This training is required annually for all employees that spend more than 15 minutes in outside hot environments to reduce injury and death to heat related illness.
- Conduct Pilot Escort Vehicle Operation training as required by WAC 468-38. This training is required every three years for vehicle operators transporting oversize loads for Cowlitz County to reduce potential accidents to citizens and employees.
- Provide 'O2 Provider' training to Search and Rescue personnel to improve emergency rescue of citizens by the administration of oxygen to victims at accident scenes.
- Conduct Fred Factor leadership training classes for all county employees to improve customer service and employee commitment to the citizens of Cowlitz County.
- Continue to provide safety training classes for Summer Help employees to reduce accidents of part-time employees.

PERFORMANCE MEASURES: METRICS:

# of times per year Washington Counties Risk Pool Quarterly Loss Runs show a reduction of at least 10% in the number of claims, severity of losses or required reserve funds	75%
# of audits by the Washington Department of Labor and Industries with findings that show at least a 90% acceptance rate for compliance with all Title 51 Industrial Insurance laws and record keeping.	100%
# of Washington Counties Risk Pool Risk Exposure Assessments found to be in Compliance	100%

STANDARDS / BENCHMARKS:

- Washington Administrative Code 296-800 Core Safety Rules.
- Washington Administrative Code 296-155 Construction Code.
- Washington Administrative Code 296-155-305 Signaling and Flagging.
- Washington Administrative Code 468-38 Vehicle Size and Weight.
- Washington Administrative Code 468-95-300 Temporary Traffic Control.
- Washington Administrative Code 118-04-320 Eligibility requirements and procedures for filing personal injury claims.
- Manual on Uniform Traffic Control Devices Part 6 Temporary Traffic Control.
- Revised Code of Washington Title 46 Rules of the Road.
- Revised Code of Washington Title 51 Industrial Insurance.
- Revised Code of Washington 38-52-180 Liability for Property Damage.
- WSDOT Work Zone Traffic Control Guidelines (WSDOT, M54-44)
- Midwest Excess Compensation Insurance Benchmark Analysis.
- Washington Counties Risk Pool Contracts Manual.
- Washington Counties Risk Pool Membership Compact.
- Arthur J. Gallagher Risk Management Services Inc. Risk Assessment.
- Cowlitz County Bloodborne Pathogens Policy.
- Cowlitz County Bomb Threat Policy.
- Cowlitz County Ergonomics Policy.
- Cowlitz County Fall Protection Policy.
- Cowlitz County Heat Related Illness Policy.
- Cowlitz County Indemnification and Defense Policy.
- Cowlitz County Notarizing Claims Policy.
- Cowlitz County Safety Committee Policy.
- Cowlitz County Safety Manual.
- Cowlitz County Vaccination Policy.
- Cowlitz County Vehicle Use Policy.

PLANNED OPERATIONAL IMPROVEMENTS:

- Recruit and train a Safety Officer (succession planning).
- Update the claims manual.
- Develop an after-hours call-out procedure and backup for investigations.
- Review and update Risk Management policies and procedures.

CORE SERVICE AREAS:

CITIZEN LIAISON OFFICE

The Citizen Liaison Manager performs a combination of technical, para-technical, and professional investigations and inspections, to address citizen concerns, complaints and problems, and to develop strategies to improve compliance with codes, laws, standards and specifications, permits, licensing and other approvals primarily administrated by the Board of Commissioners and its departments.

The primary objective of the Citizen Liaison Office is to achieve voluntary compliance by providing information and an opportunity to comply within reasonable timeframes with little or no penalty. Nevertheless, the County recognizes there may be situations that require corrective action.

KEY SERVICES / ACTIVITIES / OUTPUTS:

- Fields and responds to citizen inquires and complaints on behalf of the Board of Commissioners and its departments.
- Answers or facilitates the answering of questions from the public about local permit, licensing and regulatory processes and regulations in relation to land uses and land development within the unincorporated areas of Cowlitz County.
- Research citizen issues and facilitate meetings with citizens, organizations and County staff in order to solve problems and resolve conflicts.
- Monitor work plans and timelines established with land owners for resolving ongoing violations in the process of achieving voluntary compliance.
- Reduce backlog of unresolved violations forwarded to the Citizen Liaison for additional investigation and engage landowners to achieve voluntary compliance.

PERFORMANCE MEASURES: METRICS:

Reduce the time required to respond to urgent complaints (fire, life, safety)	< 24 hrs.
Number of times per year new content is added to Citizen Liaison Home Page News to increase community awareness and improve voluntary compliance	12
Reduce number of open noncompliance violations	<75
Percent of open violation voluntary compliance cases with work plan within 30 days	100%
Percent of time work plans are completed	95%
Average number of days to close serious fire, life, safety code violations	< 30
Annual number of violations resolved by citation to court	<10

OFFICE OF ADMINISTRATIVE SERVICES OPERATIONAL OVERVIEW

STANDARDS / BENCHMARKS:

- ICC (International Code Council) Development of the ICC Model Building Codes.
- WSBCC (Washington State Building Code Council) Establishes State Building Code and adoption of the International Building Codes.
- SBC (Washington State Building Code) Minimum construction requirements for the state of Washington including the 2016 International Building Codes with statewide amendments.
- CCC (Cowlitz County Code) Title 1-19

PLANNED OPERATIONAL IMPROVEMENTS:

- Develop Policy & Procedures Manual.
- Develop Citizen Liaison Home Web Page.
- Publish informational handouts (Cowlitz County Community Guide); make available in the office and online.
- Make available online complaint forms on Citizen Liaison Home Page.
- Continue workshops to achieve better communications and coordination with all County departments, and with local, state, federal and sovereign agencies.
- Develop an assistance plan to assist citizens experiencing financial hardships while attempting to obtain required permits for bringing outstanding violations into compliance with County Code.
- Build public trust through positive support and understanding while addressing ongoing violations with landowners to achieve voluntary compliance.
- Collaborate with the Prosecuting Attorney's Office and County Departments on ordinance updates.
- Collaborate with other municipalities and other agencies to further develop program.
- Monitor and provide feedback on proposed code amendments.
- Increase grants and other sources of revenue to fund program.
- Continue professional development of Citizen Liaison Manager and staff.
- Increase capacity for field inspections; recruit and train a field inspector for investigations.
- Develop assistance programs for indigent property owners to clean-up properties or repair dilapidated structures (moratoriums, fee reductions, fee waivers).
- Develop a process to prioritize code enforcement and nuisance cases according to severity presenting imminent threat to public health and safety.
- Develop a process to defer/refer cases to appropriate federal, state or local agencies most able and qualified to conduct investigations and undertake appropriate enforcement actions or when enforcement action would be more effectively handled by agencies other than the Citizen Liaison Office.
- Develop electronic status/resolution tracking system.

Human Resources Department

Operational Overview

FY 2016 – 2017

Prepared by the Cowlitz County Human Resources Staff

HUMAN RESOURCES

MISSION:

The mission of the Human Resources Department is to treat each person as a valued customer while contributing positively to the County to control costs while being efficient. Human Resources is to display a thorough understanding of all aspects of the human resources profession including proactive involvement, providing solutions to workplace issues, supporting and optimizing the operating principles of the organization.

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CORE SERVICES

CORE SERVICE: RECRUITMENT AND SELECTION

Establish a qualified and diverse candidate pool in a timely manner, which enables County departments to provide excellent public services.

KEY ACTIVITIES AND OUTPUTS
- Develop recruitment and selection plans in partnership with departments. Such plans include recruitment sources, testing methods, and timeframes and dates for each phase of the process.
- Market the County as an employer of choice. Do this through ongoing contact with community groups, professional organizations, colleges and universities, and websites.
- Communicate effectively with County employees and the public to publicize employment and promotional opportunities. Do this on an ongoing basis and continuously look for new avenues for communicating employment and promotional opportunities.
- Ensure that recruitment and selection processes promote career mobility by focusing on transferable knowledge, skills and abilities. Ensure that minimum qualifications recognize the transferability of skills and do not artificially restrict the candidate pool.
- Design and utilize fair and valid exam processes that predict job performance. Create exams in partnership with subject matter experts in the hiring departments to ensure that assessment processes result in qualified candidates.
- Provide career guidance to employees regarding career options and resources. Advise and assist employees in preparing development plans to maximize their career opportunities within the County.
- Use technology to facilitate and streamline the recruitment and selection process. Ensure that available technology has been implemented to better serve candidates and customer departments.
- Evaluate customer satisfaction with the recruitment process and the performance of new employees. Obtain feedback after each recruitment process and on the performance of hired employees to improve recruitment and selection processes.

PERFORMANCE MEASURES   METRICS

PERFORMANCE MEASURES	METRICS
Timeline: Positions held in the recruitment queue after receiving all necessary hire approvals and information	<5 business days
Response Time: Notification of all external applicants of their disposition	<5 business days
Response Time: Initiate process to fill a position once the Request to Fill Form is completed and received	<3 business days

STANDARDS/BENCHMARKS
- Federal Law (FLSA, ADA, etc.)
- Revised Codes of WA (RCW)
- WA Administrative Codes (WAC)
- Cowlitz County Policies
- Department Policies

PLANNED OPERATIONAL IMPROVEMENTS
- Update policies and procedures
- Update employee handbook
- Develop a PeopleSoft Operations Manual

- Develop a Hiring Manual
- Improve and standardize new employee orientation
- Develop and implement training for supervisors

CORE SERVICE: EMPLOYEE BENEFITS

Provide comprehensive benefits, services and programs to eligible employees, their dependents and subgroups which:
- Meet and anticipate County/employee/subgroup needs;
- Assure the County's competitiveness with other employers to attract and retain employees;
- Maximize cost effectiveness; and
- Provide services/programs that promote optimal health and productivity of employees.

KEY ACTIVITIES AND OUTPUTS
- Provide ongoing equitable benefits based on legal requirements, eligibility, labor contracts, and County policies.
- Collaborate with employee organizations, employees, subgroups and others to assure that selected benefit programs and services are responsive to their needs.
- Communicate benefits information to employees, their dependents and subgroups, which enables them to elect coverage to meet their needs.
- Explore alternative or additional benefits and financial structures that create value for the County and/or employees.
- Advocate on behalf of employees, their dependents and subgroups in their efforts to resolve problems with carriers, third party administrators and vendors.
- Provide sound fiscal and contract management of benefits programs.
- Manage services for new employee orientation and leave programs.
- Encourage employee participation in the Healthy Workforce campaigns to increase employees' knowledge about what it means to be healthy, help improve employee wellness, and reduce absenteeism.
- Gather year end information, complete and distribute 1095's to all employees who are eligible for benefits and the IRS.
- Provide ongoing access to FMLA based on legal requirements, eligibility, and County Policies

PERFORMANCE MEASURES   METRICS

Performance Measure	Metric
Percent of employees provided their 1095 by the IRS deadline	100%
Percent of 1095s submitted to the IRS by the IRS deadline	100%
Timeline: New Hire Benefit Orientation for full-time and part-time employee	<5 business days
Percent of employees who have access to information on the Healthy Workforce Committee Campaigns	100%
Timeline: Provide employee the Notice of Eligibility and Rights and Responsibilities after receipt of initial request for leave	>6 business days

STANDARDS/BENCHMARKS
- Federal Law (FLSA, FMLA, HIPPA, ACA, ADA, etc.)
- Revised Codes of WA (RCW)

- WA Administrative Codes (WAC)
- Cowlitz County Policies
- Department Policies

PLANNED OPERATIONAL IMPROVEMENTS
- Update policies and procedures
- Update employee handbook
- Develop a PeopleSoft Operations Manual
- Improve and standardize new employee orientation
- Develop and implement training for supervisors

CORE SERVICE: HUMAN RESOURCE MANAGEMENT SYSTEM

Provide expert, accurate, comprehensive and cost-effective information support to the County users of human resources related systems information that enhances user's abilities.

KEY ACTIVITIES AND OUTPUTS
- Support County departments to enact personnel transactions in the County's PeopleSoft HRMS.
- Provide employees the capability to manage their own personal information in the HRMS system.
- Provide education and training on the PeopleSoft HRMS to system users.
- Facilitate annual education regarding available benefits and assist employees in accessing their current benefits package, to enroll in, or change benefits.
- Identify the need for new technology tools.

PERFORMANCE MEASURES   **METRICS**

Timeline: Received Personnel Transactions entered into HRMS PeopleSoft 9.2	<5 business days
Percent of County personnel entering/managing their own personal transactions in HRMS PeopleSoft 9.2	80%

STANDARDS/BENCHMARKS
- Federal Law (FLSA, FMLA, HIPPA, ACA, ADA, etc.)
- Revised Codes of WA (RCW)
- WA Administrative Codes (WAC)
- Cowlitz County Policies
- Department Policies

PLANNED OPERATIONAL IMPROVEMENTS
- Update policies and procedures
- Update employee handbook
- Develop a PeopleSoft Operations Manual
- Improve and standardize new employee orientation
- Develop and implement training for supervisors

CORE SERVICE: JOB CLASSIFICATION AND COMPENSATION

Maintain a standardized, flexible and equitable classification system, which defines the scope and nature of job assignments and identifies job expectations. Provide and monitor a competitive and fair compensation system, which enables the County to hire and retain qualified employees.

KEY ACTIVITIES AND OUTPUTS
- Ensure that job specifications promote the career mobility of County employees by focusing on transferable knowledge, skills, and abilities.
- Research salaries paid by other employers and recommend equitable, consistent, and competitive salaries and benefits for new classifications.
- Work collaboratively with departments to plan and implement classification and organizational structure changes.
- Conduct studies of positions, revise class specifications and allocate or reallocate positions as necessary.

PERFORMANCE MEASURES   METRICS

Response Time: Initiate process for requests for job description updates of open positions	>5 business days
Response Time: Initiate process for requests for job description updates of currently filled positions	>10 business days

STANDARDS/BENCHMARKS
- Federal Law (FLSA, FMLA, HIPPA, ACA, ADA, etc.)
- Revised Codes of WA (RCW)
- WA Administrative Codes (WAC)
- Cowlitz County Policies
- Department Policies

PLANNED OPERATIONAL IMPROVEMENTS
- Update policies and procedures
- Develop a Hiring Manual
- Improve and standardize new employee orientation
- Roll out of performance review
- Develop and implement training for supervisors

CORE SERVICE: EMPLOYEE/LABOR RELATIONS

Promote a high quality work force and collaborative relationships between management and employee organizations by providing training and guidance on managing performance, contract interpretation, resolving complaints at the lowest level and by negotiating timely and fiscally responsible agreements. HR values prompt and courteous customer service and teamwork.

KEY ACTIVITIES AND OUTPUTS

- Negotiate contracts with employee organizations that are timely, lawful, fiscally responsible and workable within the boundaries and parameters provided by the County (e.g., County authority, policies, and budget constraints).
- Conduct and assist in Countywide and department-specific meet and confers with employee organizations to ensure consistency and compliance with County goals and policies.
- Provide training and expert guidance/assistance to supervisors and managers in all aspects of labor relations.
- Manage salary and wage administration to include conducting salary surveys and analyzing budget impact as well as respond to outside requests for Cowlitz County wage administration information.
- Facilitate proper and timely performance management by providing expert advice and consultation to supervisors and managers.
- Analyze and recommend changes for countywide policies and procedures to the Board of County Commissioners.

PERFORMANCE MEASURES   METRICS

Timeline: After ratification implement new negotiated pay rates (if any)	<3 full payroll cycles
Timeline: Upon ratification implement new negotiated benefits (if any)	<3 full payroll cycles
Timeline: Make the newly ratified Labor Agreement accessible online	<10 business days

STANDARDS/BENCHMARKS

- Federal Law (FLSA, FMLA, HIPPA, ACA, ADA, etc.)
- Revised Codes of WA (RCW)
- WA Administrative Codes (WAC)
- Cowlitz County Policies
- Department Policies

PLANNED OPERATIONAL IMPROVEMENTS

- Update policies and procedures
- Update employee handbook
- Improve and standardize new employee orientation
- Roll out of performance reviews
- Develop and implement training for supervisors

INFORMATION TECHNOLOGY DEPARTMENT
Operational Overview

MISSION   To provide information systems and related technologies that enable County departments to efficiently serve the public; to partner with departments in identifying and developing proactive technology solutions; and to maintain exceptional quality, productivity, and rapid response to requests for service and emerging challenges. To these ends, the IT department provides: 1) network systems design, development, and technical support; 2) intermediary support for communications networks including voice, data, applications, audio and video; 3) a centralized online help center for computing and communications issues; 4) 24/7 support for computer hardware, system security, and operating systems; 5) end-user support and training; 6) document imaging, storage and retrieval; 8) system data backup and disaster recovery; 9) business and workflow analysis from an IT perspective; and 10) custom application and programming development and support.

PURPOSE   To work in partnership with customers to leverage the use of information technologies to meet business challenges and to foster customer self-sufficiency in using those technologies while providing the following:

- Faster, easier, cost-effective and highly accurate information and service to the public by automating County processes and by empowering County employees with relevant tools and technologies.

- Focused customer-driven solutions, coordinated information technology planning, project management methodology, cost-effective tools and timely technical solutions.

- Business and support services that empower and support customers in the accomplishments of their missions in serving the citizens of Cowlitz County.

Date of Revision: September 30, 2016

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B.   Business Analysis / Project Management Services

C.   Technology Application Services

D. Technology Infrastructure Services

E. Information Security Services

F. Information Technology Business Support

II – APPENDICES

A. Technology Service Center – Help Desk

The Technology Service Center focuses on creating and fostering an environment that provides customers exceptional desktop and mobile technology experiences. Commercial and in-house tools are used to promote continual process improvement to enhance service delivery that facilitates the most effective service to the citizens of Cowlitz County.

SECTION: CUSTOMER SUPPORT

Provide Helpdesk and desktop support services, receive and respond to customer incidents and service requests, receiving and tracking an average of 1,500 requests through the helpdesk service request system annually. Managing approximately 700 network user, resource and service accounts along with approximately 450 desktop computers and 200 laptops and tablets, premier customer support is a priority.

KEY SERVICES / ACTIVITIES:

- Handling an average of 2400 telephone calls annually, the Helpdesk receives and responds to incidents, service requests, and escalations from customer departments, as well as facilitating countywide communications for technology issues and changes.

- Respond to help desk items as prioritized in the Track-It software application. Triage and escalate calls as appropriate.

- Collaborate with vendors and other 3rd party providers to troubleshoot and repair issues that negatively impact county productivity.

- Perform account and access services for the county's data network and applications for approximately 700 user and resource accounts.

- Manage and facilitate requests for purchase of end user technology for public safety and general technology services, including price comparison and vendor management.

- Create, evaluate and deliver technology content for training classes targeted to single-use, enterprise and productivity applications in formal and informal settings.

- Manage equipment levels and tool availability to ensure efficient response to incidents that impact customer's ability to provide service to citizens.

- Manage equipment inventory, including periodic audits, asset tagging, records update, formal transfer of equipment in/out, and annual reconciliation of inventory with Finance.

SECTION: CUSTOMER COMPUTING STANDARDS, CONFIGURATIONS AND EXPERIENCE

Research, implement and maintain the technology and systems that manage, secure, and govern the behavior of desktops, mobile devices, and peripherals. These technologies and systems create efficiencies necessary in an environment with 3 field technicians supporting over 700 end user devices.

KEY SERVICES / ACTIVITIES:

- Model and implement Microsoft Active Directory policies that impact the configuration and behavior of end-user computing devices that connect to the County's data network.

- Continually improve the framework that facilitates installing software and distributing configuration changes to the County's fleet of 700+ end user devices either scheduled or on-demand without disruption to public facing and public safety services.

- Utilize existing and new technologies to increase the efficiency and effectiveness of the desktop and mobile device build, support and tracking processes.

- Continually examine service delivery processes by analyzing incident and service request data; collaborate with other departments/divisions to plan and execute improvements.

- Implement and validate mobile technology configuration standards that enable county staff to leverage a variety of devices to increase their productivity in a secure corporate computing environment.

SECTION: PUBLIC SAFETY /
EMERGENCY MANAGEMENT SERVICES

Provides support for specialized public safety needs, encompassing the requirements for Sheriff's Office (including mobile devices), 911/Comm Center business computers and voice communicaions, Geographinc Information Systems (GIS) for emergency mapping support, and emergency management hardware, software and support availability for 24/7 critical operations.

KEY SERVICES / ACTIVITIES:

- Assist with establishing and maintaining connectivity to Day Wireless and State agencies for computer aided dispatch, records interface, and in-vehicle communications.

- Maintain connection and user access to Washington State Patrol.

- Set up technology upon demand for Emergency Planning and Emergency Operations.

- Support and participate in County Emergency Response plan and operations, including ALERTUS emergency notification system usage.

- Provide for availability of technical staff on weekends and holidays with call-out rotation scheduling.

- Provide and support connectivity to FTR for jail video arraignments and staff access to jail data.

- Support district court and prosecuting attorney's office planning and implementation of e-document management system.

SECTION: AUDIO/VISUAL SERVICES – TRAINING/CONFERENCE ROOMS

Growing responsibility for supporting the audio / visual needs for all departments and shared meeting rooms, playing a significant role in the design, implementation, and on-going maintenance of general use training and conference rooms. IT enables the efficient use of these tools by both County staff and elected officials, including leveraging streamed live and on-demand audio/video software and hardware resources.

KEY SERVICES / ACTIVITIES:

- Partner with County departments to ensure accessibility and quality of available audio/visual tools and services for conference and training rooms.

- Administer web-meetings software (currently Citrix GoToMeeting), licenses, training, and hardware (web cams, headsets, speakers, etc.)

- Troubleshoot and repair conference and training room A/V equipment (including projectors and speakers) located in 11 conference/meeting rooms throughout the county.

- Make technical recommendations to various training units throughout the county to ensure up to date equipment in public safety and other training environments.

- Train all county personnel on how to operate A/V equipment and services over which IT has stewardship.

SECTION: EMAIL AND SYSTEM ADMINISTRATION SERVICES

Design, implement and maintain the email system; systems that inventory, distribute software and security patches; and provide print services to desktops, laptops, and select peripherals. These high impact systems are managed by 1 administrator and 3 technical staff members who collaborate with others to ensure integrations and dependencies are addressed.

KEY SERVICES / ACTIVITIES:

- Install and maintain version currency for systems and software that distribute and run software security patches on over 650 county desktops and laptops to prevent data loss and application exploits that impact the county's liability in such matters.

- Install, configure and maintain the print server cluster that controls networked printers and copiers.

- Design, implement and maintain the email environment to efficiently process electronic communication, while conforming to record retention and other legal requirements and be flexible enough to embrace change for unified communications.

- Implement and maintain the system that facilitates secure, persistent connectivity to the County's data network for laptops and tablets.

- Install, configure and maintain the system that documents, tracks and reports on the incidents and service requests reported to the Information Technology Department. Averaging 1,200+ tickets annually, this system is used to understand how staff time is spent and allows the department to make educated decisions to prioritize where to focus its work effort.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Total # of supported employees	600
Total # of supported network accounts	700
Total # of supported devices in inventory	650+
Total # of supported applications	100+
# of applications installed via remote distribution	13
Ratio of supported devices to support personnel	+/-290:1
Current version of desktop operating system	97%
# of Helpdesk requests annually	1,200
# of Helpdesk tickets closed in a month	TBD
Ratio of Helpdesk requests to support personnel	157:1
Average # of phone calls to x6728 monthly	150
# of Public Safety vehicles with supported devices	49
# rooms with A/V equipment supported	11
# of devices in-service beyond defined life expectancy	TBD
Inventory data updated within 24 hours of change	95%
Annual inventory reconciliation with Finance within requested timeframe.	100%

(Note: See Appendix A –Technology Annual Helpdesk Report)

STANDARDS OR BENCHMARKS

- Considering ICMA standard for percentage of requests closed within a specified time frame.

- Considering ICMA standard for percentage of requests closed on first contact.

- Compliance with Criminal Justice Information Services security policy (CJIS).

- Compliance with Payment Card Industry – Data Security Standard (PCI).

- Compliance with Health Insurance Portability and Accountability Act (HIPAA).

- Most current supported and licensed Microsoft Service Center products.

- Americans with Disabilities Act (ADA).

- Most current supported and licensed version of email system.

- Most current supported and licensed version of patch management software.

PLANNED OPERATIONAL IMPROVEMENTS

- Refine Track-It hep desk software baselines and prioritization/response times/communication.

- Evaluate systems and processes for documenting, managing and reporting on incidents and service requests to ensure work efforts are focused on areas that maximize productivity.

- Upgrade development tools and Microsoft framework systems to maintain compliance with vendor supported versions.

- Increase accuracy and amount of information available for technology assets to ensure the most cost effective and efficient use of hardware, software and network resources.

- Develop and implement conference room equipment standards.

- Upgrade systems to maintain compliance with vendor-supported versions.

- Evaluate current email system configuration and make appropriate changes to ensure environment is cost-effective and efficient.

ANTICIPATED OUTCOMES

- Citizen Satisfaction – The citizens of Cowlitz County receive premier service from public facing departments that are running in an environment utilizing highly available technology.

B. Business Analysis / Project Management Services

Employ consistent business analysis , project management and customer relationship methodology to deliver technology projects that meet the business objectives of County departments and increase County-wide organizational value through innovative technology. Knowledge, skills and abilities in the areas of computer science and information technology are leveraged to solve business problems with technology.

SECTION: BUSINESS ANALYSIS

Act as the entry point for new technology projects to make best use of resources while maximizing customer's technology benefits, assisting with project preparation and specifics for the customer's presentation to the Technology Council.

KEY SERVICES /ACTIVITIES:

- Business Process Analysis
- Business Systems Analysis
- Business Requirements Analysis
- Stakeholder Identification
- Project Resource Assessment

SECTION: PROJECT MANAGEMENT

Ensure individual technology projects approved by the Technology Council are correctly managed though every project phase to work towards meeting customers' requirements and expectations and deliver systems that use technology to improve processes.

KEY SERVICES /ACTIVITIES:

- Project Initiation
- Project Sizing
- Project Prioritization
- Project Team Management
- Project Implementation

SECTION: INFORMATION TECHNOLOGY RELATIONSHIP MANAGEMENT

Bridges the world of technology and business by understanding technology and business points of view and how enhancement projects, infrastructure and new practices across technology affect customers. Through the Technology Council, serve as the strategic interface with all County departments for the purpose of establishing and maintaining value-driven, strategic relationships with customers and proactively manage business demand. Provide insight into the business issues that shape technology demand and assist with technology planning.

KEY SERVICES / ACTIVITIES:

- Work with departments to align technology solutions with business strategies and contribute to customer strategic planning processes.

- Advise departments on the risks and benefits of using technology to improve business performance.

- Anticipate department needs and identify and propose technology products and services to fulfill those needs.

- Promote an understanding of Technology Service roles, processes and activities to County departments, as well as communicate available services and capabilities.

- Facilitate the planning and execution of business changes through the use of technology.

- Identify, manage and resolve project and business issues reported by departments as needed.

- May assist in the development of service level agreements (SLAs) or selection of vendors in accordance with standards.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Total Project Count	>10 and <30
Average Project Start Delay	90% start in <90days
Projects per Technology Project Leader	>5 and <20
# of Business Processes Reviewed	TBD
# of New Technology Solutions Implemented	TBD
# of Cross-Departmental Collaborative Projects	TBD

STANDARDS OR BENCHMARKS

- Alignment with PMI Project Management Standards.
- PMI Project Management Body of Knowledge (PMBOK) Guidelines.

PLANNED OPERATIONAL IMPROVEMENTS

- Develop and implement Information Technology Relationship Management as a service within the technology department and build required trust for this service to County Administration, Department Directors, and business owners within the County departments.
- Develop and implement schedule templates to streamline and standardize project implementation.
- Use project metrics for improved project performance.
- Implement technology governance through the Technology Council for capital projects to better achieve County goals and advance the management of technology resources.

ANTICIPATED OUTCOMES

- Increase services to citizens by ensuring technology resources available to county offices and departments are relevant, reasonably available, and subscribe to county LEAN efforts.
- Improved project management will deliver better services to citizens in a shorter timeframe.
- Delivering relevant projects faster will engage employees and citizens through technology and keep them active in the County's future.
- Information Technology Relationship Management will generate improved County services by ensuring customer demands are proactively met by Information Technology resources.

C. Technology Application Services

Provides technology-related products and services including commercial off the shelf (COTS) software, custom developed software and database administration, and provides the platform for geographic information systems and internet/intranet web services to assist the County in delivering its goods and services to its employees, citizens, businesses and visitors.

SECTION: LINE OF BUSINESS APPLICATIONS

Implement and support small-scale to enterprise-wide 'line of business' commercial off the shelf (COTS) and custom software products that help drive the County's business. The user base for these software products ranges from internal (enterprise-wide to work groups and individuals) to external (citizens, other government agencies and businesses).

The COTS software products range from complex enterprise financial systems to simple contact management systems. COTS software products are supported by both IT staff and vendors. .

The custom software products range from full-featured applications, reports, interfaces, web services and other utility software to basic data connectivity solutions. Custom applications and reports, system-to-system interfaces and web services are all supported at different levels between IT and vendors.

KEY SERVICES / ACTIVITIES:

Manage and perform product implementation activities to include:

- Identify and recommend software development tools and techniques.
- Identify, forecast and manage project resources.
- Identify and document product functional requirements.
- Identify, evaluate, recommend and select products.
- Design and develop solutions for business processes.
- Participate in the negotiation and management of product acquisition contracts.
- Identify and recommend hardware infrastructure to support the product.
- Ensure products comply with defined security requirements.
- Install and configure products.
- Enhance the usefulness of products through the design and development of custom reports and/or data exchange interfaces.
- Coordinate product system and user acceptance testing.
- Coordinate product end user and administrator training.

Manage and perform product support activities to include:

- Monitor product performance and uptime, taking corrective action when needed. Current monitoring product is Solar Winds.

- Respond to and resolve reported product incidents and/or service requests.

- Provide information on product roadmaps that define the future of the product.

- Maintain software reference and media library as a technical resource

- Maintain software licensing compliance, including the Microsoft Enterprise Agreement.

- Upgrade products when new versions are available.

- Participate in the negotiation and management of product support contracts.

- Manage product vendor relationships.

SECTION: DATABASE ADMINISTRATION

Provide database environments and services that enable software products to reliably and securely interact with their data. The database environments support line of business, geographic information systems, document collaboration and management, and systems management software products. The SQL Server database environments host many test and production databases.

KEY SERVICES / ACTIVITIES:

Manage and perform database administration activities to include:

- Create, Administer, and support databases in a secure environment.

- Provide data extracts and/or data migrations and report writing.

- Create and modify queries, tune and optimize SQL statements.

- Respond to and resolve database incidents and/or service requests.

- Identify and recommend hardware infrastructure to support databases.

- Install and configure database management system software.

- Backing up and restoring databases.

- Monitor database performance and uptime.

- Provide and inform business owners of changes to database products which may define the future for the product.

- Implement database upgrades when new versions are available and keep test systems operational at all times. Coordinate upgrades from installation, testing, to implementation in production environment.

- Participate in the negotiation and management of database acquisition and support contracts.

- Manage database vendor relationships.

SECTION: GEOGRAPHIC INFORMATION SYSTEMS

Provide platform for location-based services through geographic information system (GIS) environments and services that enable the capturing, managing, analyzing and displaying of geographically referenced information.

Maintenance/management of all enterprise-wide GIS environments and software products.

KEY SERVICES / ACTIVITIES:

Manage and perform project implementation activities to include:

- Provide direct daily mapping support for the Assessor and 911.
- Provide mapping services and support for other county departments as requested.
- Identify and recommend hardware infrastructure to support GIS products.
- Install, configure, and upgrade GIS products.
- Support interactive mapping applications (ArcGIS Online, ArcGIS Server).
- Monitor product performance and uptime.
- Partner with the GIS Department to manage vendor relationships.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
% of products on current version	80%
% of products with life expectancy of at least 3 years	80%
% of compliance for licensed products	100%
# of online services	>=prior year
# of solutions provided with '1 person support deep'	<=prior year
# of records in primary databases	TBD
% of annual change in number of primary database records	TBD

STANDARDS OR BENCHMARKS

- Criminal Justice Information System (CJIS) Compliance. CJIS compliance sets forth the minimum requirements for securing access to and the processing, storing and transmitting of criminal justice information.

- Payment Card Industry Data Security Standard (PCI DSS) Compliance. PCI DSS compliance sets forth the minimum requirements for securing access to and the processing, storing and transmitting of credit card information.

- Microsoft Licensing requirements for Enterprise Agreement (EA)

PLANNED OPERATIONAL IMPROVEMENTS

- Create software product management policies and procedures for the acquisition, management and support of COTS software products.

- Create database administration policies and procedures for the development, support and management of database environments.

- Conduct an annual inventory of software products to identify all products in use and to assess their compatibility with current and future architectural standards.

- Create product roadmaps for all critical software products to keep abreast of vendor product roadmaps which identify new versions, new features and when products are being retired.

- Identify funding source for COTS software product upgrades and replacements.

ANTICIPATED OUTCOMES

- Increase internal and external user satisfaction by having the software products and technology to provide information, goods and services to staff, citizens, businesses and visitors.

- Increase internal and external user trust by having software products and technology that are current, reliable and secure.

D. Technology Infrastructure Services

Provide the foundation that all other information technology services rely upon: voice, data center, and networking. Both internal and citizen-facing critical applications depend on these services to be available. In order to provide this critical level of service, Information Technology staff plans, designs, implements and maintains the voice, data center, and networking services to provide capacity, scalability, and fault tolerance in the most cost-effective manner. The Information Technology vision is to continually improve services to allow more agility and access to higher performance infrastructure systems at reduced costs.

SECTION: DATA CENTER

Provides architecture, engineering, implementation and administration services, for servers, operating systems, storage, backup and restore systems. All systems are managed to allow continual growth with minimal impact or interruptions to service levels. Over 71 servers (with 47 servers virtualized) and over 48 Terabytes (TB) of data storage space on 2 network storage devices are maintained in the on-site datacenter, with backup/disaster recover (DR) data located off-site at two redundant US facilities in Georgia and Texas (Barracuda).

KEY SERVICES / ACTIVITIES:

- Architect and implement comprehensive server systems and solutions.

- Release newly installed servers into production.

- Upgrade existing hardware and operating systems.

- Architect/design new server systems.

- Manage data center rack/space/power/ capacity.

- Develop and maintain cost estimates of server systems.

- Architect and implement comprehensive storage systems and solutions.

- Release newly installed data storage systems into production.

- Upgrade existing data storage systems.

- Architect/design new storage systems.

- Manage data storage space to allow for growth (currently storage requirements double every 18-24 months.

- Develop and maintain cost estimates for storage systems.

SECTION: NETWORK SERVICES

Provide architecture, engineering, implementation and administration of network infrastructure connectivity for data, voice and video services. These core services are the base foundation of all Information technology. Services include wireless (WiFi), local area and wide area networking (LAN, WAN), remote connectivity, firewall, Internet connectivity, internet filtering, and switch monitoring. Network services span multiple campuses. These services also include outside and inside copper and fiber cable plant as well as required connectivity interfaces to outside agencies.

KEY SERVICES / ACTIVITIES:

- Architect and implement comprehensive network systems and solutions.

- Implement and support new networks.

- Upgrade existing networks.

- Architect/design new network systems.

- Manage Cowlitz County bandwidth and aggregate capacity.

- Develop and maintain cost estimates of network systems.

- Provide connectivity interface to outside agencies such as Jail Commissary, City of Longview, State Patrol, OMNIX, AOC, WA State, Printer/Copier Management Service, etc.

SECTION: VOICE SERVICES

Provide architecture, engineering, implementation and administration of voice systems. Services include enterprise Voice over IP (VOIP) systems, associated hardware and switches, including UPS. The VOIP system supports over 500 IP phones and numerous analog phones and alarm lines.

KEY SERVICES / ACTIVITIES:

- Architect and implement comprehensive voice systems and solutions.
- Release new voice systems.
- Upgrade existing voice systems.
- Architect/design new voice systems.
- Manage Cowlitz County voice capacity.
- Develop and maintain cost estimates of voice systems.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Total # of supported physical servers, virtual servers and appliances	85
Total # of supported networking equipment devices	80
Total # of supported VOIP phones	500+
Total # of supported cellular devices (OWA connectivity only)	138
Total # of supported wireless access points	40
Total # of outside agency connections supported	TBD
Total storage space	48+ TB
% of free storage space on SAN	Goal >20%
% of free space on allocated SAN volumes	Goal >20%
% of free storage space in backup	Goal >20%
% of free storage space on shares	Goal >20%
Total # of VLANs (networks) supported	5
% of systems with 3 or more years of service lifespan remaining	Goal >20%

STANDARDS OR BENCHMARKS

- Criminal Justice Information System (CJIS) Compliance (Pass CJIS audit each year).

- Purchasing Card Industry (PCI) Compliance (Pass PCI audit/scan monthly).

- IEEE 802.11i WPA2-enterprise encryption standard for wireless security.

- National Institute of Standards and Technology (NIST) FIPS Compliance.

- Health Insurance Portability and Accountably Act (HIPAA) (Comply with act).

PLANNED OPERATIONAL IMPROVEMENTS

- Reduce costs of cabling and reduce recovery time on server systems by increasing use of new technology.

- Reduce costs per server by increasing percent of servers running on virtual hosts.

- Increase the use of automation to increase productivity and reduce costs.

- Introduce improved operating efficiency by expanding wireless coverage to all wired County building locations

- Improve call manager performance by upgrading hardware and application to latest version.

- Increase cross training for all staff members on common voice and network equipment as new voice and network systems are added into production.

ANTICIPATED OUTCOMES

- Greater connectivity with the County - Provide connectivity and access to Cowlitz County services that can be presented on the County's website, at County building locations, and at remote locations.

- Improved Public Safety - Provide emergency service providers with connectivity and access to critical information technology services. These services and tools allow improved productivity and decreased costs for public safety services. These services must be accessible every day of the week and around the clock.

- Improved economic vitality - Provide cost effective and timely information technology services to Economic Development, Community Development, Parks and Recreation, and Public Works.

E. Information Security Services

Manage risk for the County's data, systems, and Information Technology operations against interruption, unauthorized access, manipulation, disclosure, or destruction, and respond when such events occur. This is accomplished by developing and communicating security expectations through policy and awareness programs for the County's employees, validating security controls through continuous and diverse monitoring methods testing, and scans of the County's 15 locations, 100+ (56 switches, 1 routers, 8 firewalls, 40 access points) network devices, 70+ servers (47 Virtual Servers, 31 Physical), and over 650 desktops and laptops, ensuring compliance to security requirements and developing an enterprise risk-based security program.

SECTION: SECURITY ANALYSIS

Provide an information security program that comprehensively manages the data entrusted to the County. This includes awareness training to increase detection and reduce the likelihood of security incidents, investigative services to positively identify if a policy violation occurs, and security consulting on computing environment changes to ensure compliance and minimize risk.

KEY SERVICES / ACTIVITIES:

- Security Policy creation, review, and maintenance.

- Provide ongoing Security Awareness training for County employees.

- Provide consulting and analysis to existing and future projects for risk management and security controls.

- In-depth, sensitive, and confidential investigations, upon request.

SECTION: COMPLIANCE & RISK ASSESSMENT

Provide ongoing assurance that critical County computing resources are in compliance with regulatory and industry requirements, as well as security best practices.

KEY SERVICES / ACTIVITIES:

- Conduct/coordinate proactive assessments of critical systems and processes to identify and address control gaps by providing recommendations for mitigation of risks and follow-up to ensure mitigation occurs.

- Conduct/coordinate audits in support of Internal Audit and Compliance requests.

SECTION: SECURITY MONITORING & RESPONSE

Reduce the impact of a breach when it occurs by providing effective monitoring for early detection and policy compliance, and efficient response to a detected breach or policy violation.

KEY SERVICES / ACTIVITIES:

- Monitor environment (e.g., systems, perimeter, internal network) for risk manifestation.

- Provide initial triage and response to monitored events.

- Oversee backup system to ensure integrity of data archive.

- Perform periodic data restores to ensure availability of data.

- Restore data as requested from staff or for disaster recovery.

- Create and deploy computer images as needed.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Policies implemented for standards and compliance	TBD
Average # of blocked/quarantined SPAM emails blocked monthly	TBD
Average # of viruses blocked at the firewall monthly	TBD
Security patch currency on network-attached devices for non-zero day updates	<= 30 days
Security patch currency on network-attached devices for zero day updates	<=4 days
Annual Risk Assessment performed by 3rd party	TBD
Critical areas, systems, and activities monitored	TBD
Backup systems monitored and tested for high-availability on a monthly basis	100%
Annual training for technical staff	TBD
Awareness and best-practice outreach to County staff	TBD

(Note: See Appendix B –Incoming Email and Spam Statistics)

STANDARDS OR BENCHMARKS

- Payment Card Industry – Data Security Standard (PCI-DSS)
- Criminal Justice Information Services (CJIS) Security Policy
- Health Insurance Portability and Accountability Act (HIPAA)
- WCIA Cyber Security Standards

PLANNED OPERATIONAL IMPROVEMENTS

- Develop a standards-based security management plan.
- Publish security policies and, where appropriate, standards and processes.
- Develop and implement a formal Security Awareness Program.
- Implement centralized log management (CJIS audit point).
- Restructure existing standalone monitoring systems into a centralized continuous monitoring process.
- Develop and implement a formal Incident Response Program.

ANTICIPATED OUTCOMES

- Safeguard the confidential data entrusted to the County by providing a systematic security program to measure and control risk to an appropriate level.
- Safeguard the confidential data entrusted to the County by meeting regulatory and industry standards.   Maintenance of these standards allows the County to effectively process payments from citizens (PCI-DSS) and efficiently provide public safety services (CJIS and HIPAA).
- Safeguard the confidentiality, integrity and availability of data entrusted to the County by continuously monitoring for anomalies and compliance with policies and standards.

F. Information Technology Business Support

Provide a broad range of business functions in support of executive direction, policy interpretation, contract management and strategic planning. Researches and assembles information from a variety of sources for the completion of specialized forms and technical reports. Perform professional, analytical and administrative-related activities for the department including resolving any accounting and financial discrepancies; responding to common inquiries and presenting findings; and analyzing information and developing strategic initiatives for the Information Technology Department. Staff monitors departmental budget and reviews reimbursements, purchases, and expenditures both appropriated and non-appropriated, to ensure proper financial procedures have been followed.

SECTION: FINANCIAL MANAGEMENT

Responsible for evaluating a variety of fiscal information by preparing, comparing, analyzing and summarizing the data and assembling reports, developing spreadsheets, creating charts and graphs for management and staff. Perform comprehensive, detailed financial management and analysis of the department's budget for interpretation and distribution and proactively identifies opportunities to improve financial performance, enhance core services and summarize department initiatives and goals.

KEY SERVICES / ACTIVITIES:

- Administer and manage the Information Technology operating budget.

- Track and submit all budget reallocation and/or reclassification of expenditures.

- Prepare, interpret and disseminate all budget and financial reporting as needed or as requested.

- Review all Technology Service Department invoices, purchases and requisitions, reconciling all credit card and purchase order transactions and related paperwork.

- Track recurring costs associated with the county's annual software and hardware maintenance agreements, countywide voice services, technology infrastructure refresh, and technology related services.

- Review, interpret and resolve all budget variances.

SECTION: CONTRACT ADMINISTRATION

Responsible for all aspects of Information Technology contract management, development, administration, tracking, analysis, terms and conditions, throughout the contracting process, from pre-proposal activities through contract closure. Identifies, manages and negotiates contract changes, and coordinates resolution of contract issues internally and with external customers.

KEY SERVICES / ACTIVITIES:

- Involved in the processing and tracking of all annual support services, maintenance support services and technical support services, payments and renewal costs.

- Involved in tracking and comparing all costs associated with software and hardware maintenance and technical support, ensuring all costs are identified and if approved, incorporated into the annual Information Technology budget.

- Involved in the negotiation process and contract approval procedure with the vendors and Information Technology staff regarding the annual renewals for software maintenance and technical support services.

- Discuss and review all annual true-up cost for various hardware and software products.

- Engage with vendors concerning any new, modifications or changes to the hardware and software contracts and agreements.

SECTION: ADMINISTRATIVE SUPPORT

Provide high-level administrative support by conducting research, preparing statistical reports, handling common inquiries and performing a variety of administrative and clerical/office duties in support of day-to-day operations and also perform activities of a diversified nature that usually involves multiple unrelated steps. Participate in, contribute to, and provide technical support for public records and disclosure requests within legally mandated timelines. Prepare, produce and assemble an array of materials such as video files, interoffice communications, correspondences, requisitions, forms, invoices, memos, and letters upon request from management and staff. May be requested or assigned to work on various projects and tasks with specific timelines and deliverables.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Total # of managed contracts	TBD
Average # of purchase transactions processed monthly	12
Variance of planned vs. actual expenditures	TBD
Annual # of records and disclosure requests	TBD

STANDARDS OR BENCHMARKS

- International City/County Management Association's (ICMA) Government/Industry standards.

- Government Finance Officers Association's (GFOA) best practice recommendations as initiated by the Finance Department.

- A periodic internal review of Information Technology budget (review YTD plan, expenditures and variances).

- Cowlitz County procurement method and standard for selecting the appropriate vendors and contract types.

- Cowlitz County formal policies and procedures for contract administration.

- Cowlitz County records management policies and procedures for proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance.

- Public Records Act requirements per RCW 42.56.

PLANNED OPERATIONAL IMPROVEMENTS

- Leverage technology to realize strategic management goals and opportunities.

- Identify opportunities to improve the efficiency of financial processes to improve service and lower costs.

- Review and identify any potential non-compliances or other problems that could have an adverse impact on the department.

- Ensure contract and purchase management activities are conducted in accordance with county policies and procedures, applicable laws and regulations, and customer specifications or requirements.

- Improve contract administration practices to achieve excellence in contractor and vendor performance to ensure the County receives goods and services on time, and within budget.

- Raise staff awareness of the need to not just negotiate purchases and contracts with third party suppliers, but also to track performance and monitor compliance of contracted obligations once the contract has been signed.

ANTICIPATED OUTCOMES

- Efficiencies may be gained by adopting a continual improvement paradigm to ensure that future contract and purchase performance can benefit from skills and best practice experience and have a positive impact on all purchasing efforts and help to improve the County's bottom line.

- "Organizational Excellence" - Increased productivity and improved quality of service to ensure the County receives goods and services on time, and within budget.

Cowlitz County

Facilities Maintenance Department

Operational Overview

2017-2018

Cowlitz County

Facilities Maintenance Department

Operational Overview

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Facilities Maintenance Department

Operational Overview

Mission   Edited…see what you think

The Facilities Maintenance department uses proven techniques and best practices to assure County buildings and grounds are maintained in a safe and reliable operating condition to provide a comfortable and professional environment to conduct business for Cowlitz County citizens and to maintain a workplace for employees that enhances their ability to deliver exceptional services throughout the County.

Core Services

Facilities Maintenance is responsible for maintaining all Cowlitz County owned buildings and grounds. Facilities provides labor and materials to repair, replace, modify and/or upgrade buildings, grounds and the interrelated systems needed to manage the working environment within these structures.

Key Activities and Outputs

- Perform preventive maintenance and services to heating, air conditioning, and ventilation equipment.
- Conduct and perform regular testing and repairs of electrical equipment.
- Perform preventive maintenance and repairs on manual and electrical jail doors and security equipment.
- Conduct and perform regular testing and repairs of pneumatic control systems.
- Perform plumbing repairs.
- Preventive maintenance and repair of digital controls of HVAC and security systems hardware.
- Conduct and perform testing, inspection, and recording of information with respect to facility and equipment compliance with OSHA/WISHA regulations.
- Perform preventive maintenance and repairs of building mechanical systems
- Perform minor/general carpentry repairs.
- Collection and filing of data for monitoring purposes and governmental compliance.
- Receive and review maintenance service request to project completion.

Performance measures   **Metrics**

Percent of fire extinguishers inspected monthly	100%
Schedule preventive maintenance tasks in work order system	5 new PM's/month
Completion of submitted work orders within four week time frame.	90%
Average emergency call response time (after hours)	<30 minutes
Response time- Initial request to assignment, approval or follow up	<2 business days
Number of work days lost due to avoidable safety conditions/performance	Zero days lost
Percent of employees that have completed required safety training	100%
Percent of maintenance activities that are fully scheduled and planned	30%
Percent reduction: energy use through HVAC operating improvements	-5% annually

Standards/ Benchmarks:

- ADA Compliance standards
- Energy Star or equivalent Standards
- State energy codes
- International fire code standards
- American Jail Association standards
- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
- Uniform Building Code (UBC)
- National Electric Code (NEC)
- Washington Industrial Safety and Health Act (WISHA)
- Occupational Safety and Health Administration (OSHA)
- Washington State Department of Ecology
- Environmental Protection Agency (EPA)
- National Fire Protection Association (NFPA)
- American Society for Testing and Materials (ASTM)
- American National Standards Institute (ANSI)
- American Society of Mechanical Engineers (ASME)

Planned Operational Improvements

- Establish performance metrics for reactive vs. planned maintenance
- Transfer archived and cancelled Preventive Maintenance orders into maintenance database
- Establish operational processes for management of building systems

Planning and Project Management
Operational Overview

Mission

The Facilities Project Management department uses disciplined and proven techniques to execute capital improvement projects to foster continuous improvement to County owned assets entrusted to the department's care.   Never use personal pronouns in professional documents

Core Services

Facilities Planning and Project Management provides acquisition and modification services for Cowlitz County assets. The department is responsible for all aspects of project execution, from initial planning activities through beneficial use and occupancy of a completed project.

 Key Activities and Outputs:

- Coordinate and manage all aspects of Capital projects, including the direct supervision of contracts.
- Collaborate with departments/agency representatives in the project development phase and set project criteria and coordinate project specifications with contractors.
- Provide technical assistance to Maintenance Department employees.
- Contract and monitor testing, inspection, and recording of information with respect to facility and equipment compliance with OSHA/WISHA regulations.
- Collection and filing of data for monitoring purposes and governmental compliance.
- Receive and execute engineering contract request to project completion.
- Manage and oversee service contracts Elevators, HVAC and Janitorial.
- Develop Standard Procedures, policies and practices.
- Budget development, strategic, long range and short term planning.
- Communicate project information to stakeholders.
- Participate in monthly Capital Improvement Board (CIP) Meetings.
- Provide planning level project estimates.
- Produce required project documentation.
- Assist in periodic County Commissioner Workshops.
- Assist in Maintenance Safety program development.

Performance Measures   **Metrics**

Performance Measure	Metric
Performance to project schedule- percent of completion dates kept	75%
Percent of capital projects kept within established budget range	+/- 10%
Percent of execution: Annual Capital Budget Plan	90%
Completion rate: Capital improvement projects as recommended by CIP board	90%
Compliance with regulatory requirements	Zero Violations

Standards/ Benchmarks

- ADA Compliance standards
- Energy Star or equivalent Standards
- State energy codes
- International fire code standards
- American Jail Association standards
- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
- Uniform Building Code (UBC)
- National Electric Code (NEC)
- Washington Industrial Safety and Health Act (WISHA)
- Occupational Safety and Health Administration (OSHA)
- Washington State Department of Ecology
- Environmental Protection Agency (EPA)
- National Fire Protection Association (NFPA)
- American Society for Testing and Materials (ASTM)
- American National Standards Institute (ANSI)
- American Society of Mechanical Engineers (ASME)

Planned Operational Improvements

- Establish performance metrics for project scheduling.
- Establish standardized project management processes for Capital Improvement Board projects.
- Improve processes for project planning, budgeting and control.

PURCHASING SERVICES

Mission Statement: Follow the County Mission statement as well as develop and implement sound purchasing programs and practices that result in timely and cost effective procurement of quality goods and services meeting specific needs of the County while conducting business in a legal, fair, open and competitive manner.

Core Service: County wide procurement support

Purchasing Services uses best practices and professional expertise to support the purchasing requirements of all County departments. The department advises and consults with County officials on purchasing activities including bid issuance, development of request for quotes, proposals and qualifications. Administer County leases, contracts, small works roster, vendor list, P Card program, vehicle lease program, PeopleSoft training and surplus sales.

Key Services:

➢ P Card Program Management
➢ Define and promote adherence to Federal and State law as well as County policy
➢ PeopleSoft purchasing training and support
➢ Administer contracts (supplies, materials and services) and leases (real property)
➢ Provide oversite to RFP/RFQ processes
➢ Manage County Small Works Roster and Vendor List

Performance measures

Measure	Metric
➢ Decrease supply cost	-10%
➢ Increase Cooperative Purchasing Agreements	30%
➢ Increase number of County transactions on P card	45%
➢ Increase number of capitalized assets bought with purchase orders	75%
➢ Issue Purchase Orders within 24 hours of receiving request	<24hrs
➢ Review contracts within 24 hours of receiving request	<24hrs

Standards or Benchmarks

➢ UPPCC (Universal Public Procurement Certification Council)
➢ APICS (American Production and Inventory Control Society)
➢ NIGP   (National Institute of Governmental Purchasing)

Operational Improvements

Decreased County supply costs
Increased efficiency by standardizing forms and templates
$130,000+ in surplus sales revenue
Fixed and maintained Small Works Roster
Created County Vendor List
Implemented P Card Program ($5,000+ revenue in first 8 months)
Implemented vehicle leasing program

COWLITZ COUNTY

BOARD OF COMMISSIONERS

OPERATIONAL

OVERVIEW

COWLITZ COUNTY BOARD OF COMMISSIONERS

OPERATIONAL OVERVIEW

MISSION:

The Mission of the Office of the Board of County Commissioners is to provide efficient and effective administrative support to the County Commissioners in order to improve customer service to the public, other elected officials, department heads and employees.

CORE SERVICES - BOARD OF COMMISSIONERS

Administrative Support to the BOCC – to act as gatekeepers for commissioners; scheduling their contacts with members of the public, other elected officials and department heads, and employees; preparing and mailing correspondence; and preparing and filing codes, resolutions, and ordinances.
Liaison with public -- to answer phones and correspondence; manage appointment calendars; post information on the Internet; and prepare and post news releases.
Liaison with Elected Officials and Department Heads – to schedule regular staff and department meetings, including special county events and wellness committee; post minutes of meetings; coordinate employee recognition activities
Staffing BOCC meetings – to schedule formal BOCC public meetings; maintain accurate minutes of the proceedings; notarize signing of all contracts, ordinances and resolutions; prepare and publish legal notices.
Public Records Officer – to follow all Public Records Requests policies and procedures.
Public Bid Openings – to follow the public bid laws, policies, and procedures.
BOCC office budget development – to follow the policies and procedures for preparing the BOCC office budget and monitor expenses.
Non-Department Responsibilities – to schedule BOCC involvement in non-department activities, not assigned to other departments
Provide HR Services

KEY ACTIVITIES AND OUTPUTS

Administrative Support to BOCC
- Answer phones
- Open, sort, scan mail
- Answer questions of public and staff
- Interpret policy and procedure
- Notify concerned persons of actions taken
- Distribute code book
- Perform research on statutes
- Prepare correspondence
- Update resolution file
- Update contract file
- Update boards and committees
- Update franchise file
- Update interlocal file
- Update policies
- Prepare appointment letters
- Prepare thank you letters

- Maintain office files – both hard copy and scanned
- Keep database updated

Liaison with public
- Greet public
- Prepare news releases
- Post news releases
- Manage multiple official calendars
- Schedule appointments
- Maintain internet site

Liaison with Elected Officials, Department Heads, and Employees
- Schedule employee recognition programs and events
- Collaborate with other departments
- Post minutes on the County Intranet
- Prepare agenda for staff meetings
- Attend staff meetings
- Post staff and department meeting notes in Laserfiche
- Attend wellness meetings
- Plan/organize special county events

Staff BOCC meetings
- Prepare agenda
- Prepare electronic agenda
- Prepare paper packets
- Post agenda to County Intranet
- Attend board meetings
- Take notes
- Electronically record public meetings
- Prepare minutes
- Provide work direction to assistant
- Prepare affidavit of posting
- Post resume
- Sign and attest all official documents
- Notarize documents
- Prepare resolutions
- Prepare call for hearings
- Prepare legal notices

Public Records Officer
- Prepare record for archive
- Conduct record and document search
- Control all permanent records
- Manage records retention
- Manage confidential records
- Manage e-mail – Cowlitz inbox and public records
- Maintain intranet site

Public Bid Openings
- Set official dates for bid openings and public hearings
- Establish publication dates
- Ensure all documents are accounted for
- Open and read bids at official meeting
- Update contract file

BOCC Office Budget Development
- Gather financial information and prepare draft budget
- Monitor expenses
- Authorize payment of bills
- Attend training to maintain knowledge and skill base
- Oversee travel expenses
- Maintain supply inventory
- Prepare invoices
- Deposit funds received

Non-Department Responsibilities
- Animal Control contract with Humane Society of Cowlitz County
- Strategic Planning and Operations Overviews
- Restructure procedures as required through Office Lean strategies
- Regional planning through contracts with Council of Governments, federal Economic Development Administration, and Pathways 20/20
- Engage in Public Relations through KLTV contract
- Participate in Economic Development through membership in local chambers of commerce and Cowlitz Economic Development Council
- Transportation improvements through membership on Southwest Washington Regional Airport Operating Board and Cowlitz Transit Authority Board
- Advocacy on federal and state issues through participation in state and national associations and boards
- Environmental protection through participation with Lower Columbia Fish Recovery Board, Southwest Washington Clean Air Authority, and the Cowlitz-Wahkiakum Conservation District
- Advocacy on issues concerning aging and disabilities through participation in Southwest Washington Area on Aging and Disabilities
- Economic development through awarding of capital improvement grants financed by the state's Rural Economic Development Program
- Freight mobility improvements through participation in regional planning consortiums
- Mental health services through membership on Great Rivers Behavioral Health Organization Board
- Advocacy of anti-poverty actions through participation in Lower Columbia Community Action Program

Human Resources Services
- Update Job descriptions
- Create Job announcements
- Create legal publications
- Create jobs postings online
- Maintain NeoGov software

- Work with hiring dept.
- Post new jobs online
- Track positions through process
- Maintain LCC database
- Work with LCC on test scores
- Online advertisement
- Legal publications for jobs
- Send jobs to Distribution List
- Send jobs to Employment Security dept.
- Send jobs to non-county organizations
- Create new employee files
- Filing personnel documents
- Scan documents into archival system
- Personnel entries into PeopleSoft
- Fact finding note taking
- Summer employment mailings
- Salary Commission coordination

PERFORMANCE MEASURES   METRIC

Wait times for visiting officials or general public visitors	<10 minutes
Public satisfaction of Commission Office service	>90%
On-time percentage for posting minutes and announcements	>98%
Error rate for documents produced by Office	<2%
Telephone answering response time	<5 rings
Response times for information requests	<2 days
Percent of required document/ form updates completed on schedule	>95%
Timeline for correspondence completed	<5 days

STANDARDS/BENCHMARKS

- Federal Law
- Revised Codes of Washington RCW 36.32
- Cowlitz County Code
- Cowlitz County Polices
- Roberts Rules of Order

ANTICIPATED OPERATIONAL IMPROVEMENTS

- Develop mechanism to more effectively track performance measures.
- Create training plan for staff
- Utilize Laserfiche to the fullest ability

COWLITZ COUNTY
DEPARTMENT OF BUILDING & PLANNING

August 2016

Among those I am seeing, this is among the best, regardless of my red notes…which are more to ensure you see the comment. Most changes will not require a lot of time and will strengthen the document.

The example provided early this year for the County is in Calibri font. This is Century Gothic; I would convert I provided Superior Court as a sample, but it is Times New Roman, but will also be converted. It is a good template sample, however. This is quite good, other than a few changes; I would add brief descriptions for BOTH core service areas and each section— the reader knows nothing about your Departments so do all you can to enlighten -JL

TABLE OF CONTENTS:

DEPARTMENT MISSION:

The purpose of the Cowlitz County Building & Planning Department is to facilitate growth and development in Cowlitz County; identify and protect the County's natural and environmental resources; promote safe development and the preservation of health and safety.

DEPARTMENT CORE SERVICES:

The Department of Building and Planning provides regulatory services and permitting to the citizens of Cowlitz County and the development community. The Department provides services through four distinct areas; Administration, Operations, Building division, and Planning division. Each of these core services areas share the philosophy that the purpose of the Department is to protect and improve the safety, health and welfare of our citizens by administering and enforcing building, environmental and land use codes in an equitable, expeditious and effective way.

CORE SERVICE –OPERATIONS:

Each core service area needs a brief (3-4 sentence) description of that service - JL

Section: Permit Center:

KEY ACTIVITIES AND OUTPUTS

- Serve as the primary reception point for Department
- Serve as the primary cash handling point for the Department
- Receive, intake and process applications for Building Permits
- Receive, intake and process applications for Planning Permits and Processes
- Issue over-the-counter permits
- Complete expedited plan review for small projects and issue expedited permits
- Review and issue over-the-counter Planning Clearances
- Provide project management for small and medium sized projects
- Coordinate staff consultations and pre-application meetings
- Respond to requests for information from the public
- Receive and route revision requests
- Receive and route public records requests, requests for investigation and other documents from the public
- Maintain current status in Accela workflow

PERFORMANCE MEASURES: (supposed to be in a table, but this looks good)

Measure	Metric
Return all phone calls and emails	<24 hours
Maintain current data and inputs in Accela, same day	100%

Complete and issue over-the-counter permits	<90 minutes
Complete and issue over-the-counter Planning Clearances	<90 minutes
Complete and issue Expedited Permits	<5 days
Coordinate and staff all consultations and pre-apps	<5 days

KEY INPUTS: *This is not a section in an Overview*

- Personnel- Office Assistant, Building Permit Tech, Planning Permit Tech, Code Tech IV, Operations Manager
- Funding – primarily all positions and functions in the Permit Center are Special Revenue and are driven directly by permitting activity
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche

STANDARDS AND BENCHMARKS: *Good!*

- SEPA
- RCW 36.70 and RCW 36.70A
- Comprehensive Plan
- Zoning Ordinance
- Cowlitz County Code Title 11
- Cowlitz County Code Title 16
- Cowlitz County Code Title 17
- Cowlitz County Code Title 18
- Cowlitz County Code Title 19
- Floodplain Ordinance
- Shoreline Master Program
- Critical Areas Ordinance

PLANNED OPERATIONAL IMPROVEMENTS: *These are good!*

LEAN PROJECT ADDRESSING PLAN REVIEW COMPLETED IN JULY 2016: Update/ reduce narrative- be precise

Immediate Steps: (July 2016)
- Eliminate trips to the Intake and Issued shelves by the Permit Tech – they will be put into visually identified locations and moved to the appropriate locations by the receptionist or admin staff.
- Accept revisions and document submittals at the reception desk. These are in response to a Plans Examiner's letter requesting more information or clarification on a permit. Previously, when the submittal was returned, the applicant or contractor would want to speak with the Plans Examiner about the submittal – a step that is nearly always unnecessary and takes the Plans Examiner away from plans review for 15 minutes or more, multiple times per day. Also, the variations in receipt of the submittals would result in inconsistent entry into the permit system and may allow a delay in the permit issuance. The change will see the receptionist take in all revision submittals at the reception desk and the permit system updated at that point, then they will set up an appointment for the customer to talk with the Plans Examiner if it is necessary.

- All condition language will be saved and used for inclusion in permits as needed. This will eliminate the need for "custom" conditions and variations in conditioning between permits of the same type.

Intermediate Steps: (60-90 days)
- Ensure that all customers have access to clear, usable, accurate forms that, if completed, will result in a complete submittal for their permit application. To accomplish - All forms and application packets will be updated and put online. Creation of threshold checklists by application types.
- Shift re-roof permits, siding, replacement plumbing and replacement mechanical to ONLINE ONLY permits (permits that require NO staff approvals, just a permit and an inspection). Allowing customers to complete their application online, pay online and print their completed permit online – no trip to the office required. To Accomplish- Online payment functionality completed. Document upload capability in Accela completed.
- Option for all new plumbing and new mechanical, demo permits, woodstoves and possibly other permits to be online with a remote approval. The remote approval would be triggered when an application is submitted, the permit tech would approve electronically, applicant can pay online and print out. No trip to the office required.
- Set up front office with a workstation, printer and access to ACA, Laserfiche and forms for customer use.
- Identify essential stamps for Plans Examiners and get each one a set.
- Review all building permit types to identify other permit classes that could be approved over the counter or remotely.

CORE SERVICE – PLANNING:

Brief (3-4 sentence) description

Section: Community Planning KEY ACTIVITIES AND OUTPUTS Many of these are not activities- they are topics. Use action words to *describe* the activity/ task/ output

- Staff Consultation related to any/all Community Planning permits and reviews
- Complex Planning Clearance including site visits and permit integration
- Accessory Dwelling site plan review
- Administrative Subdivisions
- Expedited Large Lot Subdivisions
- Final Administrative Plat Review and Approval
- Plat Corrections
- Urban Subdivisions
- Rural Subdivisions
- Planned Unit Development
- Boundary Line Adjustments
- Mobile Home Parks
- RV Park/Campgrounds
- Private Road- reviews, construction permitting, modifications
- Road Names
- Addressing
- Legal Lot Determination
- Innocent Purchaser Relief
- Special Use Permitting including staff report and hearing
- Surface Mines
- Variances – Administrative and Hearings Examiner approval
- Comp Plan Amendments
- Zoning Amendments

- Wireless Communications Facilities including colocation, new facilities and utility pole placement/replacement
- Forest Practices (FPA) Waiver and appeals
- FPA Lift of Moratorium and hearing, appeals
- Preparation of Administrative Actions for Director's Review
- Adult Entertainment Permitting
- Binding Site Plan
- No Shoot Zones
- Recreational Marijuana administrative approvals and hearings

PERFORMANCE MEASURES: Good! Can you put in a table?

Measure[1]	Metric
Return all phone calls and emails	<24 hours
Boundary Line Adjustment completed	<5 business days
Short Subdivisions complete through Preliminary Approval	<8 weeks
Short Subdivisions Final Approval with all agency reviews	<6 weeks
Long Plat Subdivisions (Urban, Rural, PUD)	<12 weeks
Long Plat Final Review	<12 weeks
Special Use including staff report and hearing	<12 weeks
Recreational Marijuana staff report and hearing	<3 months
Addressing	<2 business days
Staff Consultation	<5 business days
Site Visits	<5 business days
Accessory Dwelling site plan review	<24 hours
RV Park/Campgrounds	<4 months
Private Road- reviews, permitting, modifications	<60 days
Legal Lot Determination	<5 business days
Innocent Purchaser Relief	<6 weeks
Surface Mines	<12 weeks
Variances – Administrative	<14 days
Variances - Hearings Examiner approval	<3 months
Wireless Communications Facilities – colocation	<14 days
New facilities	<90 days
Utility pole placement/replacement	<14 days
Forest Practices (FPA) Waiver and appeals	<60 days
FPA Lift of Moratorium and hearing, appeals	<90 days

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[1] Planning processes are greatly dependent upon the accuracy and completeness of information submitted by the applicant. All timelines presented are representative of performance standards from the date of complete application and represent timelines for review and processing that occur in the Department of Building & Planning.

Preparation of Administrative Actions for Director's Review   <14 days

Adult Entertainment Permitting   <6 months

KEY INPUTS: Not required

- Personnel- Deputy Director, (2) Assistant/Associate Planners
- Funding – All permit related activity is supported through the Special Revenue Fund, there is a portion of General Fund support for Community Planning
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development
- Vehicles for field inspection

STANDARDS AND BENCHMARKS: Good!

- SEPA
- RCW 36.70 and RCW 36.70A
- Comprehensive Plan
- Zoning Ordinance
- Cowlitz County Code Title 11
- Cowlitz County Code Title 17
- Cowlitz County Code Title 18

PLANNED OPERATIONAL IMPROVEMENTS At least have the section, and state "none planned at this time"

Section: Environmental Planning
Brief (3-4 sentence) description

KEY ACTIVITIES AND OUTPUTS **SOME of these are <u>not</u> activities- they are topics. Use action words to *describe* the activity/ task/ output; <u>describe</u> what is done…**

- Staff Consultation related to any/all Environmental Planning permits and reviews
- Complex Planning Clearances including site visits and permit integration
- Critical Areas determinations
- Floodplain determinations
- Floodplain permitting
- Critical Areas report review
- Critical Areas determination and floodplain determination appeals
- SEPA Threshold determinations
- SEPA Complex Projects – EIS management support and technical review
- Shorelines exemptions
- JARPA
- Shoreline Substantial Development
- Shoreline Conditional Use

- Shoreline Master Program management

- Floodplain Program management
- Coordination with other state and federal agencies

PERFORMANCE MEASURES: These are good! Can you put in a table?

Measure [2]	Metric
Return all phone calls and emails	<24 hours
Staff Consultation and Pre-Application preparation	<5 days
Initial review of complex Planning Clearance and RFI[3]	<14 days
Shoreline Substantial Development Permit, Conditional Use, Variances	
Cumulative process time to final approvals	<5 months
Initial Review	<30 days
SEPA and SMP Comment Period	30 days
Staff Report including public & agency comment	30 days
Docketing hearing	30 days
Department of Ecology Approvals	
CUP, Variances	30 days
SDP	21 days
Shoreline Exemption	<48 days
Initial Project Review	<14 days
SEPA review if triggered	<34 days
SEPA[4]	<40 days
Comment Period	14 days
Appeal Period	20 days
Critical Areas Permit[5]	<76 days
Initial Project Review	<14 days
Request for Information	<14 days
Review completed reports and create permit	<14 days

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[2] Planning processes are greatly dependent upon the accuracy and completeness of information submitted by the applicant. All timelines presented are representative of performance standards from the date of complete application.

[3] RFI – Request for Information

[4] SEPA presents a wide variety of potential timelines based on the original triggering permit action, threshold determination (DNS, MDNS, DS). Processing will not begin on any SEPA until the application is complete including all required documentation: accurate and complete site plans, drawings, vicinity maps, and any specialized reports. The timelines presented are for a standard DNS or MDNS project after the determination of completeness has been made.

[5] Critical Areas permits are subject to the same variability found in SEPA.

SEPA review (above)	34 days
Floodplain Permit	<48 days
Project Review	<14 days
SEPA if triggered	<34 days

KEY INPUTS: unnecessary

- Personnel- Senior Environmental Planner and Associate Environmental Planner
- Funding – All permit related activity is supported through the Special Revenue Fund, there is a portion of General Fund support for Environmental Planning
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development
- Vehicles for field inspection

STANDARDS AND BENCHMARKS: Good!

- SEPA
- RCW 36.70 and RCW 36.70A
- Critical Areas Ordinance
- Floodplain Ordinance
- Shoreline Master Program
- Cowlitz County Code Title 16.25
- Cowlitz County Code Title 19

PLANNED OPERATIONAL IMPROVEMENTS At least have the section, and state "none planned at this time"

Section: Long Range Planning

KEY ACTIVITIES AND OUTPUTS   Again, describe activity...not the topic

- On-Going Non-Discretionary Activities:
    - Stormwater/Low Impact Development Updates
    - Critical Areas Ordinance Update
    - Shoreline Management Master Plan Update
    - Community Wildfire Protection Plan
    - Timber Moratorium database maintenance
    - Voluntary Stewardship
- Long Range project updates on website
- Legislative tracking
- Annual report to Board on Status of Comprehensive Plan
- Permitting activity:

- o   Coweeman Wetland Mitigation Bank
- o   Forest Conversions

- o Waiver of Timber Moratoriums
- Regional Coordination:
  - o Transportation Advisory Committee
  - o Local government Comp Plan consistency reviews
  - o Coordinate and update grown management programs with Kelso, Longview and Kalama
  - o Staff the Boundary Review Board
  - o Staff the Planning Commission
  - o Subarea Plans, including the Kid Valley Community Planning Area
- Regulatory Updates:
  - o Airport Overlay Ordinance
  - o Small Wind Energy Systems
  - o Right to Farm and Forestry
  - o Surface Mining Ordinance updates
  - o Comprehensive Plan
  - o Critical Areas updates
  - o Planning Clearance Ordinance
  - o Vesting Ordinance
  - o Re-Organization of Subdivision Title/Land Use Title
  - o SEPA Ordinance updates
  - o Zoning Map review – adoption of electronic version
  - o Special Use Ordinance updates
  - o Forest Conversion updates
  - o Historic Preservation Ordinance
  - o BLA/Lot Consolidation/Lot Certification Ordinance
  - o Addressing, Private Road Naming Ordinance and Admin Manual
  - o Wireless Facilities Design Handbook
  - o Master Planned Resort Ordinance
  - o RV and Campgrounds Ordinance updates
  - o Temp Dwelling Ordinance updates
  - o Accessory Dwelling Unit Ordinance updates
  - o Mobile Home Park Ordinance updates
  - o Private Roadways Ordinance updates
  - o On-going consistency reviews

PERFORMANCE MEASURES: some are not true measures- they're **activities**

Measure	Metric
Return all phone calls and emails	<24 hours
Public Notification meets all legal requirements	100%
Public notice posted on website and email push notices	100%
Annual report given to Board	January, annually
Comprehensive Plan update complete	End of Year, 2016
SMP update coordination with CAO	End of Year, 2016
CAO update complete	End of Year, 2016
Stormwater/LID update	June 2017

Comp Plan Amendments   <3 months

Zoning Amendments   <3 months

The above need to address internal operating performance- not task completion unless it has timelines or other performance parameters

KEY INPUTS: unneeded

- Personnel- Senior Long Range Planner and Assistant/Associate Long Range Planner
- Funding – The Long Range Planning section is supported by a mix of Special Revenue, General Revenue and grant funds from a variety of sources
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: Good!

- SEPA
- RCW 36.70 and RCW 36.70A
- Comprehensive Plan
- Zoning Ordinance
- Cowlitz County Code Title 11
- Cowlitz County Code Title 16
- Cowlitz County Code Title 17
- Cowlitz County Code Title 18
- Cowlitz County Code Title 19
- Floodplain Ordinance
- Shoreline Master Program
- Critical Areas Ordinance

CORE SERVICE –BUILDING:

description

Section: Plan Review and Code Administration

KEY ACTIVITIES AND OUTPUTS

- Staff Consultations and Pre-Application meeting preparation
- Plan Review for residential, commercial and industrial projects
- Plan review for mechanical and plumbing component projects
- Coordination with other agencies and departments

- Fire, life safety plan review

- Fill & Grade plan review
- Verification of compliance for field inspectors
- Customer service and public information
- Preparation of permit for issuance
- Represent the Department on a various technical and professional committees

PERFORMANCE MEASURES:

Measure	Metric
Return all phone calls and emails	<24 hours
Staff Consultation and Pre-App preparation	<5 business days
Initial Residential Plan Review complete	<21 days
Initial Commercial/Industrial Plan Review complete	<21 days
Revision reviews completed	<2 business days
Initial Response to Requests for Investigation	<14 days

KEY INPUTS: Unneeded

- Personnel- Building Official/Fire Marshal, Senior Plans Examiner (Code Tech V), Plans Examiner (Code Tech IV)
- Funding – All permit related activity is supported through the Special Revenue Fund, there is a portion of General Fund support for the Building Official's code compliance activity
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: Good!
- SEPA
- Cowlitz County Code Title 16
- Cowlitz County Code 11.36
- Cowlitz County Code 7.20
- Floodplain Ordinance
- WABO and ICC Standards

OPERATIONAL IMPROVEMENTS: Update, reduce narrative.
LEAN PROJECT ADDRESSING PLAN REVIEW COMPLETED IN JULY 2016:
Immediate Steps: (July 2016)
- Eliminate trips to the Intake and Issued shelves by the Permit Tech – they will be put into visually identified locations and moved to the appropriate locations by the receptionist or admin staff.

- Accept revisions and document submittals at the reception desk. These are in response to a Plans Examiner's letter requesting more information or clarification on a permit. Previously, when the submittal was returned, the applicant or contractor would want to speak with the Plans Examiner about the submittal – a step that is nearly always unnecessary and takes the Plans Examiner away from plans review for 15 minutes or more, multiple times per day. Also, the variations in receipt of the submittals would result in inconsistent entry into the permit system and may allow a delay in the permit issuance. The change will see the receptionist take in all revision submittals at the reception desk and the permit system updated at that point, then they will set up an appointment for the customer to talk with the Plans Examiner if it is necessary.
- All condition language will be saved and used for inclusion in permits as needed. This will eliminate the need for "custom" conditions and variations in conditioning between permits of the same type.

Intermediate Steps: (60-90 days)
- Ensure that all customers have access to clear, usable, accurate forms that, if completed, will result in a complete submittal for their permit application. To accomplish - All forms and application packets will be updated and put online. Creation of threshold checklists by application types.
- Shift re-roof permits, siding, replacement plumbing and replacement mechanical to ONLINE ONLY permits (permits that require NO staff approvals, just a permit and an inspection). Allowing customers to complete their application online, pay online and print their completed permit online – no trip to the office required. To Accomplish- Online payment functionality completed. Document upload capability in Accela completed.
- Option for all new plumbing and new mechanical, demo permits, woodstoves and possibly other permits to be online with a remote approval. The remote approval would be triggered when an application is submitted, the permit tech would approve electronically, applicant can pay online and print out. No trip to the office required.
- Set up front office with a workstation, printer and access to ACA, laser fiche and forms for customer use.
- Identify essential stamps for Plans Examiners and get each one a set.
- Review all building permit types to identify other permit classes that could be approved over the counter or remotely.

Section: Building Inspection

short description

KEY ACTIVITIES AND OUTPUTS

- Preconstruction conferences
- Residential inspection
- Commercial and industrial inspections
- Coordination with special inspections and receipt of special inspection reports
- Coordinates with applicants and contractors for compliance with approved plans and code
- Coordination with customers to ensure on-site compliance with safety rules – PPE, safety training, etc.
- Provide exceptional customer service and in-the-field coordination for customers

PERFORMANCE MEASURES:

Measure	Metric
Preconstruction Conference scheduled	<5 business days
All requested inspections are completed, accurately	100%
Same day inspections	100%
All inspection results completed in field	100%

All documentation related to inspection resulted by EOD   100%

KEY INPUTS: **Unnecessary**

- Personnel- (3) Building Inspectors – Code Tech III or IV
- Funding – All permit related activity is supported through the Special Revenue Fund
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: **Good!**

- SEPA
- Cowlitz County Code Title 16
- Cowlitz County Code 11.36
- Cowlitz County Code 7.20
- Floodplain Ordinance
- WABO and ICC Standards

OPERATIONAL IMPROVEMENTS:

TECHNOLOGY IMPROVEMENTS AND ENHANCEMENTS

- Inspector "app" installed on all Inspector's phones
- Inspectors issued ruggedized laptops for in the field reporting/resulting
- Vehicles outfitted with equipment to support full field reporting/mobile office including printers
- Training provided for Building Inspectors to fully utilize technology
- Vehicles for field inspection **?**

CORE SERVICE – ADMINISTRATION:

description

Section: Planning Administrative Support

KEY ACTIVITIES AND OUTPUTS

- Coordinate and perform all aspects of file consolidation and records management, including scanning into electronic records retention platforms, completion of all record tracking logs, auditing of fees, and final disposition.

- Preparation of all public notices and meeting materials for Planning Commission, including all hearing room preparation, preparing printed materials for Commissioners and the public, taking live minutes and transcription of meeting minutes from digital recordings.
- Data retrieval and report generation for end of month reports for the Planning division.
- Preparation and mailing of all letters and reports.
- Provide back-up support to permit center as needed

PERFORMANCE MEASURES:

Measure	Metric
Return all phone calls and emails	<24 hours
File Consolidation	<2 business days
Public Noticing meet legal requirements	100%
End of Month Reports	Within 5 business days
Letters & Notices completed/mailed	<1 business day
New Address notifications	<2 business days

KEY INPUTS: unnecessary

- Personnel- Non-Department Head Secretary
- Funding – All permit related activity is supported through the Special Revenue Fund, a portion of the Non-Department Head Secretary is supported by the General Fund
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: Good!

- SEPA
- RCW 36.70 and RCW 36.70A
- Comprehensive Plan
- Zoning Ordinance
- Cowlitz County Code Title 11
- Cowlitz County Code Title 16
- Cowlitz County Code Title 17
- Cowlitz County Code Title 18
- Cowlitz County Code Title 19
- Floodplain Ordinance
- Shoreline Master Program
- Critical Areas Ordinance

Section: Building Administrative Support   **D e s c r i p t i o n**

KEY ACTIVITIES AND OUTPUTS

- Coordinate and perform all aspects of file consolidation and records management, including scanning into electronic records retention platforms, completion of all record tracking logs, auditing of fees, and final disposition.
- Data retrieval and report generation for end of month reports for the Building division.
- Preparation and mailing of all letters and reports.
- Preparation of and distribution of Certificates of Occupancy following final inspection.
- Notice and invoicing of monthly temporary dwelling renewals.
- Provide back-up support to permit center as needed.

PERFORMANCE MEASURES:

Measure	Metric
File Consolidation	<2 business days
End of Month Reports	Within 5 business days
Letters & Notices completed/mailed	<1 business day
Certificates of Occupancy completed/mailed	<1 business day
Temporary Dwelling monthly renewal notices	100% accurate
	Prior to 5th business day each month

KEY INPUTS: Unnecessary

- Personnel- Non-Department Head Secretary
- Funding – All permit related activity is supported through the Special Revenue Fund, a portion of the Non-Department Head Secretary is supported by the General Fund
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: Good

- SEPA
- Cowlitz County Code Title 16
- Cowlitz County Code 11.36
- Cowlitz County Code 7.20
- Floodplain Ordinance

- WABO and ICC Standards

Section: Departmental Leadership and Strategic Support

d e s c r i p t i o n

KEY ACTIVITIES AND OUTPUTS

- Coordination and submission of all Department payroll activities.
- Processing and completion of all Department Accounts Payable and Accounts Receivable functions.
- Processing of all Department refunds.
- Preparation of monthly revenue reports.
- Coordination and completion of all Department purchasing, direct coordination with the County Purchasing Manager.
- Processing and compliance with all Public Records Requests.
- Coordination and management of complex environmental reviews under SEPA, and project management for large projects.
- Data analysis and presentation.
- Facilitation and leadership for change management and process improvement.
- Response to inquiries from media and public.
- Participate in the Building & Planning Advisory Committee
- Provide support to the Planning Commission, Boundary Review Board and Board of Equalization
- Complete annual Department budget requests
- Complete requests for new positions and requests to hire
- Manage and disseminate all department performance data

PERFORMANCE MEASURES:

Measure	Metric
Return all phone calls and emails	<24 hours
Timekeeper/payroll activities	100% accurate and on-time
Invoicing – Accounts Payable	100% accurate
Accounts Receivable	<24 hours
Refund processing	<1 day
Monthly Revenue Worksheets and Report Consolidation	Within 5 business days, monthly
Public Records Request meet legal requirements	100%
Records retention and management	NO out of date records
LEAN and process improvement projects	JDI and small – 6+ annually
	Large/complex – 2+ annually
Fee Review	Prior to September 1, annually
Complete annual budgeting as directed	100% within specified timeframe
Large project/SEPA review activities	100% within project specific timeframe
Media and public contact and feedback responses	<2 business days
Administrative Actions, determinations and appeals	<2 business days
SEPA and Responsible Official reviews	<1 business day

KEY INPUTS: Unnecessary

- Personnel- Director of Building and Planning, Department Head Secretary
- Funding – All permit related activity is supported through the Special Revenue Fund, a portion of both the Director and Department Head Secretary are supported by the General Fund
- Clear, accurate documentation to provide to public
- Clear, accurate and complete documentation provided by applicants
- Technology – phones, workstations, online permitting platform, GIS, EPIC, Parcel Search and other County data, Laserfiche
- Training and professional development

STANDARDS AND BENCHMARKS: Good

- ASPA Code of Ethics
- WABO
- SEPA
- RCW 36.70 and RCW 36.70A
- Comprehensive Plan
- Zoning Ordinance
- Cowlitz County Code 2.16
- Cowlitz County Code 2.40
- Cowlitz County Code Title 11
- Cowlitz County Code Title 16
- Cowlitz County Code Title 17
- Cowlitz County Code Title 18
- Cowlitz County Code Title 19
- Floodplain Ordinance
- Shoreline Master Program
- Critical Areas Ordinance

2016/2017 Building & Planning

Elaine Placido
Director

Molly Gonzales
Operations Manager

Angela Jordan
Dept Head Secretary

Mike Wilson
Building Official - Fire Marshal

Chris Titus
Non-Department Secretary

Code Tech V
Vacant

Ed Eastwood
Code Tech IV- Plans Examiner

Laura Gressert
Non-Department Secretary

Ray Tumlinson
Code Tech IV - Plans Examiner

Kim O'Brien
Permit Technician

Kevin Moser
Code Tech IV- Building Inspector

Natalie Kamieniecki
Assistant Planner

Nick Little
Deputy Director

Paul Birch
Code Tech IV- Building Inspector

Sydney Hall
Office Assistant

Ron Melin
Sr. Environmental Planner

Greta Holmstrom
Senior Long Range Planner

Don Nye
Code Tech IV- Building Inspector

Scott Wiedermer
Assistant Environmental Planner

Will Tastad
Assistant Community Planner

Nick Fazio
Assistant Long Range Planner

Vacant - Approved 2017
Code Tech III/IV Building Inspector

Jason Lugo
Assistant Community Planner

Legend:
New Position
Current Management
Current Senior
Current Staff

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COWLITZ COUNTY CORRECTIONS DEPARTMENT

ADULT PROBATION SERVICES

OPERATIONAL OVERVIEW

MISSION:

To provide cost-effective supervision to offenders who are referred by the District and Municipal courts.

CORE SERVICE – ADULT PROBATION/SUPERVISION

The Cowlitz County Adult Probation Department and its Probation Officers provide supervision to individuals that have plead guilty to a misdemeanor offense and have been sentenced to meet court ordered conditions (treatment, no further criminal violation, etc.) for a specified length of time.

KEY ACTIVITIES AND OUTPUTS

- Conduct initial intake interviews with offenders who are referred by the courts. Assess and classify offenders utilizing risk and needs instruments.
- Supervise offenders who are placed on Deferred Prosecution and probationers according to RCW 10.05/170 and judgment/probation court orders.
- Refer clients to appropriate health and/or social services, such as substance abuse, economic assistance, employment services, and training/education services. Develop local and regional contacts for referral purposes for such services.
- Conduct probation violation investigations and report violations in written reports to the courts. Provide oral recommendations to the court.
- Maintain accurate, detailed and organized case records on client progress, violations and dispositions. Update client electronic records.
- Prepare correspondence and reports pertaining to probation cases under incumbent's supervision.
- Insure contact standards are met on each case, including regular face-to-face interviews depending on offender risk levels.
- Conduct pre-sentence investigations as assigned.
- Assist with Victim Impact Panel, DUI Education Program, and other programs for in-custody substance abuse offenders.
- Perform other general administrative duties to support the operations, and contribute ideas and proposals to enhance and improve the operations and services of the Probation Services Department.

- Attend and participate in department staff and other inter-agency meetings. Keep up-to-date on legal and business developments and matters affecting the duties of this position and the services provided by the department.
- Stay up to date on legal developments and program trends.
- Make recommendations to the Program Manager regarding policy and procedure changes and/or updates.
- Perform other duties and projects as assigned by the Manager.

PERFORMANCE MEASURES   **METRICS**

Caseload Level per Probation Officer	~250
Terminations	<10%

CORE SERVICE – ADULT PROBATION/ADMINISTRATIVE SUPPORT

Provides administrative support for the functions and services as well as effective operation of the Cowlitz County Corrections Department, Division of Probation Services.

KEY ACTIVITIES AND OUTPUTS

- Provide administrative and clerical support to the Program Manager.
- Resolve, clarify or respond to internal and external requests for information on routine procedural and operational issues.
- Coordinate collections with contracted collection agencies.
- Research and preparation of the budget as directed by the program manager.
- Prepare, check and maintain weekly audit reports on all new Probation case files and fee adjustments, transactions and refunds.
- Use on-line computer criminal justice computers to submit and retrieve data which would include the ADRs (Abstract Diving Records) and NCIC checks.
- Coordinate and schedule vacations of the clerical staff ensuring adequate counter coverage.
- Collect money for Supervision, DEP and VIP fees; apply money to correct category.
- Maintain and balance a cash drawer.
- Perform general administrative clerical duties for the department such as preparing daily deposits, prepare correspondence and process paper and electronic correspondence and communications, order and maintain office supplies and forms inventories, and report and follow-up to equipment maintenance needs.
- Prepare Victim Impact Panel and follow-up correspondence.
- Prepare DUI Education program paperwork and necessary follow–up.
- Create and update department and office forms and documents.

- Bring personnel and performance problems of clerical staff to the attention of the Program Manager as soon as they develop for resolution by the Program Manager.
- Assist clerical staff resolve problems with transactions.
- Serve as back-up to other clerical staff in their absence.
- Provide daily loose filing for the Probation Officers and build new Probation Files.
- Attend and participate in staff meetings. Attend training and seminars for professional development in the areas of interest and services of the department.
- Perform other duties and projects as assigned by the Manager.

PERFORMANCE MEASURES   **METRICS**

# of Online Payments	Increasing Annually
Collections Revenue Rate of Return	>15%
# of DEP Participants	<25 monthly
# of VIP Participants	<60 monthly

COWLITZ COUNTY CORRECTIONS DEPARTMENT

JAIL

OPERATIONAL OVERVIEW

MISSION

The Cowlitz County Corrections Department is a criminal justice agency dedicated to providing and managing progressive correctional services in an efficient, effective, and socially responsible manner. Our goal is to provide cost effective services while maintaining safety for the community, staff and offenders.

CORE SERVICES – JAIL BOOKING/RELEASE

The Cowlitz County Jail books and releases over 8,000 inmates each year. An average of 23 inmates are booked and 23 inmates are released per day. The Cowlitz County Jail maintains custody for inmates arrested by the Cowlitz County Sheriff's Office, Washington State Patrol and is contracted with the cities of Longview, Kelso, Castle Rock, Kalama and Woodland to maintain custody of their inmates.

KEY ACTIVITIES AND OUTPUTS

- Perform clothed pat searches on all inmate coming into the facility to help prevent contraband from entering the facility.
- Perform visual searches of unclothed inmates to help ensure contraband is not entering the facility.
- Conduct medical and mental health assessment.
- Initiate medical assessment when appropriate
- Initiate mental health assessment when appropriate.
- Conduct random thorough searches of the inmate cells looking for contraband, inspecting for cleanliness and that the facility is in proper working order.
- Review documents of arrest and commitment before accepting new inmates into the facility. Process inmates being brought into the facility by law enforcement agencies from the community and other facilities via the cooperative shuttle system.
- Enter information into the Jail Management System.
- Inventory and maintain inmate property.
- Release inmates who have completed their court ordered sentence or who have posted bail.
- Review inmate criminal history and behavioral history while incarcerated to ensure they are classified and housed appropriately.
- Fingerprint inmates and submit fingerprints to the state.

- Provide hygiene and indigent materials.
- Complete warrant checks through state and federal databases.

PERFORMANCE MEASURES   **METRIC**

Percentage of inmates properly classified for initial housing	>95%
Percentage of inmates properly screened for medical issues	>95%
Percentage of inmates properly screened for mental health issues	>95%
Percentage of inmates released in accordance with court sentence/order	100%
Percentage of inmates fingerprinted in accordance with state laws	>90%

CORE SERVICES – INMATES HOUSING AREAS

The housing unit assignments are based on inmate classification and gender. The housing units are also divided into separate out times to accommodate for different levels of classification and keep separates to help ensure a safe environment. The dayrooms within the housing units provide for social interaction with other inmates and staff, telephone usage, commissary ordering, visitation with friends and family via video visitation, showers for hygiene and are large enough for daily exercise.

KEY ACTIVITIES AND OUTPUTS

- Conduct checks of all the inmate housing areas to ensure that all inmates are safe and secure, inspect the areas for cleanliness, and the facility is in proper working order.
- Monitor inmate behavior for suspicious activity or off baseline behavior.
- Resolve conflicts between inmates.
- Identify and observe potential problems among inmates, unusual movement or activities, unusual odors/sounds, group agitators and gang activities.
- Deliver meals to the inmates three times a day and retrieve trays and utensils after dinner.
- Collect personal laundry from the inmates and return it once it has been laundered.
- Conduct inmate bedding exchange weekly.
- Escort inmates to and from attorney visits.
- Escort inmates to and from the various inmate programs i.e church service, bible study, etc.
- Escort inmates to and from the commissary room weekly.
- Issues discipline to inmates who have violated jail rules.
- Conduct investigations of inmate misconduct, inmate assaults and inmate complaints.
- Determine when an inmate crisis or problem should be referred to appropriate facility staff or supervisor.
- Request examination of the physical condition and/or mental state of an inmate by medical staff.

- Place razors in the housing areas ensuring all items are accounted for upon removing from the areas
- Ensure inmates who are authorized the use of the law library receive adequate time in the law library.
- Monitor mentally disturbed or suicidal inmates and log their activity.
- Provide necessary supplies to the inmates.
- Write detailed reports on incidents.
- Respond to kites that are submitted by the inmates.
- Answer phone calls from the public and/or other agencies.
- Respond to officer assistance calls and medical emergency calls.
- Provide emergency first aid and CPR to inmates. Use universal precautions to prevent contact with infectious diseases.
- Perform emergency procedures in case of fire, escape, riot or other emergencies.
- Provide stand by security for medical staff as needed.
- Attend and successfully pass all mandatory training, i.e. defensive tactics, taser, firearms, blood borne pathogens, 1st aid/CPR, etc.
- Control entry into the facility. Verifying identification of persons.
- As needed apply physical force and techniques to restrain, subdue and control violent inmates, protect/maintain life and safety, prevent criminal behavior.

PERFORMANCE MEASURES   **METRIC**

Number of use of force incidents	
Number of incidents involving contraband	
Number of inmate conflicts	
Number of inmate grievances	
Number of suicide attempts	

CORE SERVICES - COURT AND TRANSPORT SERVICES

The court and transport teams function is to provide transport and security of inmates appearing for court appearances and to ensure that all pertinent information from court is accurately recorded in the inmates file and the Jail Management System. Transport and security is also provided for inmates needing medical care from outside medical providers or inmates being transported to other jails or detention facilities.

KEY ACTIVITIES AND OUTPUTS

- Update inmate files as their incarceration status changes from court appearances, charges being added, bail being posted, earning extra good time, etc.

- Prepare dockets for inmate court appearances.

- Maintain complete and accurate inmate files.

- Maintain release date calendars and trial calendars.

- Coordinate the scheduled court activities.

- Prepare and maintain accurate court dockets

- Respond to kites submitted by inmates.

- Ensure inmates are booked correctly.
- Collaborate with the different courts to ensure paperwork is signed and filed on time.
- Work with and maintain good working relationship with the courts and other agencies.
- Transport inmates to other jails along the I-5 corridor as part of the cooperative shuttle system.
- Transport inmates to various medical facilities for medical treatment that can't be provided by our medical staff.
- Transport inmates to and from the jail and the Hall of Justice for court appearances.
- Transport inmates to the Hall of Justice for jury and bench trials and ensure the safety and security of the inmate.

PERFORMANCE MEASURES   **METRIC**

Percentage of inmates to court as scheduled	>95%
Accuracy of data entry from court appearances	100%
Number of incidents in court and on transport	<5
Vehicle accidents	<1

CORE SERVICES – INMATE PROGRAMS AND SUPPORT SERVICES

A group of sergeants and corrections officers in specialty assignments provide a variety of services, and perform essential job functions for the department, which include but are not limited to: Provide inmate programs, inmate due process, PREA resources, maintain sufficient office and inmate supplies, and conduct inmate discipline hearings. They serve as liaisons between various departments and agencies, both within and outside the county.

KEY ACTIVITIES AND OUTPUTS

- Manage the northwest cooperative shuttle system to ensure inmates are moved to the proper facilities and with the proper paperwork.
- Coordinate with CCSO, to have inmates who are not able to be moved on the shuttle system, transported to and from our facility.

- Processes and ensures inmate janitorial supplies, hygiene items, uniforms, mattresses, linens, religious materials, are ordered in conjunction with inmate population which includes maintaining communication with multiple vendors.
- Manage and coordinate the jail volunteer program, including ensuring proper background inquiries are completed on volunteers, issue ID cards, and conduct quarterly volunteer training.
- Conducts hearings on inmate discipline procedures to provide inmates due process in accordance with federal laws.
- Provides a designated point of contact within the agency and serves as a liaison for matters relating to CJIS/ACCESS information.
- Manage the WSP identification section, ensures fingerprint information is correct and accurate prior to submittal, and makes certain PCN numbers are accurate and current.
- Responds to kites submitted by inmates.
- Works in conjunction with county IT staff to ensure the department various technical equipment is working properly.
- Assists with processing and maintaining inventory for department purchases, including but not limited to officer uniforms, office supplies, toners, printer and other purchases as needed or assigned.
- Monitor and respond to inmate grievances.
- Process inmate requests for religious diets.
- Work closely and maintain professional working relations with the courts.
- Maintain the department's law library and authorizes inmates for its use.
- Investigate/track all PREA allegations and provide follow up services in accordance with federal laws.
- Ensure proper classification of all inmates.

PERFORMANCE MEASURES   METRIC

Percentage of PREA complaints responded to in accordance with federal laws	
Sufficient supplies on hand	
Percentage of inmate discipline hearings held per federal due process laws	
Sufficient volunteers to provide inmate programs	

CORE SERVICES-KITCHEN

The Cowlitz County Corrections department kitchen provides core nutritional supplementation through numerous varieties of food sources for our county inmates.

KEY ACTIVITIES AND OUTPUTS:

- Prepare daily meals from recipes or specifications ensuring the meals are nutritionally suitable, sanitary and palatable, following established programs and plans.
- Find the meal quantities per cycle and estimate the need for food, equipment and supplies.
- Maintain records of food, supplies and equipment used to assist with inventory control, as well as other food service and kitchen related records.
- Oversee kitchen inmate workers and direct their work to assist in meal preparation
- Monitor kitchen inmate workers behavior and compliance with facility rules and safety regulations
- Perform inventory count of supplies and equipment and report to the manager.
- Conduct training of kitchen and food services duties to inmate workers and volunteers.
- Perform and supervise cleaning duties daily of the food service process and preparation areas, ensuring compliance with standard procedures, health and sanitary requirements.
- Collaborate with Jail security duties by assisting with safety awareness within the kitchen and food services areas, observing the activities and insuring location of prisoners and trustees.
- Anticipate and report potential dangers, behavioral problems or security breaches.
- Prepare and present incident reports.

PERFORMANCE MEASURES   **METRICS**

Percent Accuracy of Inmate Allergy Special Meals	100%
Number of Missing Utensil Incidents Annually	<3
Percent of Inmate Workers Removed Annually	<10%
Number of Inmate Workers with Health Cards	100%

CORE SERVICES – STRATEGIC SUPPORT

This service facilitates and maximizes delivery of all departmental core services. General services include a variety of internal administrative, financial, training, and operational support activities that provide both foundation and framework for more specific mission-driven services.

KEY ACTIVITIES AND OUTPUTS

ADMINISTRATION:

- Process payroll and monitor time management for 55 detention and clerical staff.
- Hiring competent staff capable of working in a jail setting.
- Assist with labor contract negotiations.
- Ongoing selection and oversight of employees from contract vendors and volunteers.

- Formulate and update policies, procedures and strategic planning.
- Write, administer, oversee and manage grants and request for proposals.
- Create, update and monitor contracts and MOUs with service providers and agency partners.
- Provide analysis and the foundation for the annual budget.
- Define objectives, research, planning and program development and implementation.
- Work judicially and respond objectively to citizen and inmate complaints
- Oversee the safety and security of the jail/inmates.
- Regularly inspect/audit records and operational practices to ensure maintenance of required standards.
- Develop community and agency relations; promote cooperation between other criminal justice and social agencies.
- Monitor equipment functionality and ensure the physical facilities are not deficient.
- Monitor the results of implemented changes to ensure their effectiveness.
- Respond to emergencies needing administrative response.
- Respond and manage public records request in accordance with state law.
- Oversee and administer the inmate disciplinary process.
- Establish protocols in accordance with State and Federal laws.
- Manage and provide oversight for Law Enforcement Records

FINANCIAL MANAGEMENT:

- Process payable bills each month.
- Manage approximate revenues of $2.9 million yearly.
- Manage approximate expenditures of 7.6 million yearly.
- Issuance and monitoring of 10 employee/agency P-Cards and processing of employees expenses.
- Reconciliation of funds and secure handling of cash.
- Develop and oversee the annual operating budget, making reports, providing analysis, tracking expenses and recording transactions as required.
- Oversee the inmate trust accounts.

CLERICAL:

- Provide courteous and informational public relations to the community and outside agencies.
- Maintain staff vacation, sick and compensatory leave balances.
- Process incoming mail for both inmates and Jail staff.

- Collaborate with social agencies to ensure accurate information is relayed as to an inmate's status
- Respond, charge, and fill inmate indigent requests.
- Respond to kites submitted by inmates

TRAINING:

- Ensure that staff is in compliance with state certification requirements and mandatory training such as Corrections Academy, county trainings, PREA, supervisor certifications, etc.
- Ensure that staff has access to job specific training such as changes in the law, new operating systems, payroll systems etc.
- Ensure that staff has access to training for specific services and professional development such as mental health practices, legal issues, ethical conduct, defensive tactics, firearms.
- Train new staff.

PERFORMANCE MEASURES   METRICS

Level of compliance with state and federal certification requirements	100%
Percent of staff who complete department mandated training	95%
Percent of staff who complete mandatory state training	100%
Percent of staff who complete mandatory county training	95%
Percent of PRA requests responded to within 5 days	100%

COWLITZ COUNTY CORRECTIONS DEPARTMENT

OFFENDER SERVICES

OPERATIONAL OVERVIEW

MISSION:

To provide cost-effective alternative monitoring services to the Courts while maintaining safety for the community, staff, and offenders.

CORE SERVICES – IN CUSTODY WORK CREW, AND OUT OF CUSTODY WORK CREW

Work Crew is an alternative sentencing program designed to reduce jail overcrowding by providing minimum risk offenders a work option to meet court obligations to include: fines, program fees, community service, and jail sentences. In addition to screening, Corrections staff monitors the type of work assigned and ensures that offenders complete their assigned tasks. Offender Work Crews were developed in response to maintenance needs in the community and overcrowding at the Jail. The first Crews used in-custody offenders who returned to jail each night. Eventually, the program shifted to also include an out-of-custody program supervised by Offender Services.

Referrals to the Work Crew and Community Service programs come from the courts and provide sentencing alternatives to serving time in jail, as well as providing work that is beneficial to the community.

KEY ACTIVITIES AND OUTPUTS:

- Perform jobs daily as assigned.
- Sign-in all out-of-custody work crew participants daily.
- Pick up, drive and supervise work crewmembers to and from work sites.
- Conduct pat downs of all work crewmembers every day before re-entering the jail.
- Conduct cell searches.
- Supervise and monitor work crews at all times while under his/her custody and at work sites. Maintain attendance records and all other records assigned, including incident logs and reports.
- Obtain lunches from the Jail kitchen daily for each in-custody work crewmember.
- Ensure that work crewmembers do not gain access to contraband material.
- Perform regular/random UA/PBT testing on crewmembers.
- Report and document performance, conduct and cooperative attitude of the work crewmembers to supervisor.

- Contact Offender Services Department if a work crew member refuses to abide by rules or in the event of illness or injury, incident of misconduct or escape, or transportation problems.
- Meet and report to the work crew supervisor of all equipment and other or resources needs, repairs, or maintenance. Provide regular status reports on activities.
- Collaborate or coordinate efforts with other Offender Services staff to improve services and operations, ensure proper services and time lines.
- Perform general clerical duties to maintain records, prepare correspondence, make contacts, prepare regular reports,
- Attend staff meetings. Contribute recommendations for improvement of operations and services.
- Attend required training and conferences.
- Work closely with School Districts, Cities, and local non-profit organizations to develop monthly schedules for the Work Crew Officers and their crews.
- Bill the appropriate parties for work completed by the work crew on a monthly basis.
- Greet visitors and receive incoming calls, answer questions and provide information, screen calls, direct visitors and callers to the appropriate staff or department, and take messages.
- Testify in courts regarding inmate's compliance with programs and jail rules as needed.
- Attend staff meetings. Contribute recommendations for improvement of operations and services.
- Attend required training and conferences.
- Review and respond to electronic kites.
- Establish and maintain open lines of communication between all divisions of the Corrections Department.
- Maintain professional relations with the public and handle citizen complaints.
- Respond to inmate appeal grievances to ensure Work Crew inmate rights are being met.
- Review and respond to electronic kites.
- Ensure staff have all the equipment, tools, and clothing necessary to perform their duties.

PERFORMANCE MEASURES   **METRICS**

Work Crews Dispatched	> 650 Annually
Work Crew Dispatched for County Parks/Facilities	> 200 Annually
Number of Road Miles Cleaned	> 250 Annually
Illegal Dumpsites Cleaned	> 35 Annually
Pounds of Letter Collected	> 70,000 Annually

CORE SERVICES – ELECTRONIC HOME MONITORING, OCWC, AND COMMUNITY SERVICE SCREENING AND SUPERVISION

Electronic Home Monitoring is an alternative sentencing program which allows approved offenders to be monitored at their home using electronic equipment. Clients who qualify for EHM are placed on strict schedules that are either work or treatment related.

Community Service provides the courts with a lower level sanction for those clients who may not be a good fit for the jail, or those who need to work off a fine. The Offender Services department provides an approved list of agencies from which the client may choose to complete their Community Service hours

KEY ACTIVITIES AND OUTPUTS:

- Reception and front desk duties including: greet visitors and receive incoming calls, answer questions and provide information, screen calls, direct visitors and callers to the appropriate staff or department, and take messages.
- Conduct intake appointments for EHM, Work Crew, and Community Service clients. Assign work sites to accepted applicants. Monitor participants for program compliance.
- Complete and process all necessary documents to place criminal justice clients into programs.
- Prepare weekly court reports and work crew status reports to District Court. Participate in grievance or court hearings as they relate to all alternative program clients.
- Complete incident reports and review with supervisor any program violations.
- Create and maintain client files/records pertaining to all alternative programs. Accurately organize and maintain hard and electronic records, as well as data logs, appointments, court hearings appointments and reports, incident reports, and records that require sorting, compilation, classification, regular data entry, and tracking. Determine retention schedule and disposal of records according to RCW.
- Collect program fees and prepare daily deposit for Offender Services Programs.
- Become proficient with the electronic home monitoring (EHM) equipment and ensure proper maintenance.
- Conduct regular contacts with employers, teachers/instructors, doctors, and counselors to confirm the client is complying with the rules of the programs if and when clients attend work, school or medical treatment while on the EHM program and day-reporting program.
- Conduct home or site visits to monitor program compliance.
- Administer urinalysis and/or Breathalyzer tests as needed.
- Check in pre-trial and day reporting clients in the absence of the pre-trial officer.
- Prepare or assist with department's out-going correspondence, reports, and other documents such as warrants of arrest and furlough forms. Other clerical duties such as sorting and distributing mail, photocopying, faxing, maintaining reference materials, preparing for meetings, and performing research.
- Attend required training and conferences.
- Attend and participate in staff meetings. Collaborate with other Offender Services staff and present recommendations to improve own and department efficiency.
- Review and respond to electronic kites.

- Greet visitors and receive incoming calls, answer questions and provide information, screen calls, direct visitors and callers to the appropriate staff or department, and take messages.
- Coordinate enrollments with program supervisor.
- Conduct bail studies and Adult Static Risk Assessments (ASRAs) for District and Superior Courts.
- Investigate program problems and client complaints. Participate in the review process. Initiate action such as warning letters, denial of programs, and affidavits when clients do not comply with program rules, court orders or court agreements.
- Maintain records, including programs' statistical data.
- Collect and test routine and random UA/PBTs.
- Assist scheduling professional service visits at the jail.
- Set up jail educational classes and determine inmate eligibility for the classes. Escort inmates to/from jail education classes.
- Maintain active client lists for each program and class.
- Prepare regular reports on programs and inmate's performance, conduct, attitude, and compliance with jail or program rules.
- Assist or cover for other Offender Services Staff.
- Testify in courts regarding inmate's compliance with programs and jail rules as needed.
- Collaborate with other Offender Services staff to improve services and operations, ensure proper services and time lines.
- Perform general clerical duties to maintain records, prepare correspondence, make contacts, and prepare regular reports.
- Review and respond to electronic kites.
- Answer phones, provide requested information to callers, refer callers to the appropriate recipient, take and forward accurate phone messages.
- Greet the public, provide information and take messages as needed and forward them accordingly.
- Schedule appointments
- Daily delivery and pick-up of inter-office correspondence from various Hall of Justice offices.

PERFORMANCE MEASURES   **METRICS**

Percent of DNAs Successfully Collected	100%
Percent of Genetic tests Successfully Collected	100%
Program Screenings Scheduled and Completed	> 80%
Percent of ASRAs completed and provided to court	100%
Successful EHM Clients	> 40 Annually
Successful Community Service Completions	> 200 Annually
Successful Out of Custody Client Completions	> 200 Annually

CORE SERVICES – PRE-TRIAL SERVICES

The pretrial release program averages approximately 180 participants seen weekly. These are persons who have been released from jail pending trial and have been court-ordered to comply with specific conditions while on release.

Violation of conditions may result in a bond revocation, appearing immediately in front of the Judge, and can result in the individual being returned to custody.

KEY ACTIVITIES AND OUTPUTS:

- Conduct intake sessions with all new pre-trial and day reporting clients to establish expectations and clarify any court ordered conditions.
- Conduct scheduled pre-trial and day reporting check-ins and monitor compliance of conditions.
- Maintain active client lists, detailed case records, current addresses and phone numbers and treatment records on all clients.
- Read Pre-trial Conditions to Jail inmates who may be released.
- Conduct UAs and/or PBTs testing on pre-trial and day reporting clients.
- Conduct violation investigations and report any violations of court ordered conditions to appropriate jurisdiction and/or return the clients to jail.
- Conduct mental health checks in the jail with inmates in medical and/or isolation cells as needed.
- Refer clients to appropriate substance abuse, employment, mental health, education and other social service agencies.
- Monitor clients through random home/work site checks as well as daily arrest records.
- Testify in court regarding violations and/or compliance of pre-trial and day reporting clients.
- Act as a court liaison for all Offender Services programs as assigned.
- Trained to cover for and perform the duties of the Mental Health Court Coordinator and Jail Counselor in their absence.
- Review and respond to electronic kites.

PERFORMANCE MEASURES	**METRICS**
Active Caseload	< 180
Conditions Read to Inmates	100%
Completed Cases/Resolved	> 250 Annually

CORE SERVICES – MENTAL HEALTH COURT

The Mental Health Court Program is a voluntary 24 month program that promotes both treatment and public safety. Participants can be referred by judges, attorneys, law enforcement, and family members. Eligible participants will receive intensive case

management that includes assistance with, mental health treatment, chemical dependency treatment, finding suitable housing, acquiring general medical care, and employment.

Upon graduation, participants will have their charges reduced or dismissed, but more importantly, our goal for participants completing the Mental Health Court Program is to, improve their sense of self-worth and accomplishment, connect with the valuable community resources available, find a meaningful and lasting sense of contentedness, and feel accountable to their (our) community.

The Mental Health Court Program directly benefits it's participants in many meaningful ways. In addition, the Mental Health Court Program will also directly benefit our community. This impact on our community will come in the form of, reducing criminal recidivism, improving public safety, decreasing criminal justice costs, allocating community resources more efficiently, providing an effective alternative to traditional prosecution and incarceration of non-violent/non-sex offenders, and increasing communication between the criminal justice, mental health, housing, medical affiliates, and chemical dependency systems.

KEY ACTIVITIES AND OUTPUTS

- Check in Mental Health Court clients. Devise goals, work through stressors, build rapport, etc.
- Assist the clients in working through crisis when needed.
- Contact the client's providers (mental health counselor, mental health medication management, chemical dependency, DOC officer, Probation officer, etc.) regarding compliance or any concerns.
- Complete compliance reports each week for each specific client.
- Attend a pre-docket meeting with the mental health court treatment team each week.
- Attend mental health court each week.
- Contact defense attorneys on a regular basis regarding their referrals, or giving help on completing the referrals they would like to make.
- Assess new referrals for a nexus, serious mental illness, and amenability to treatment.
- Communicate with the Prosecuting Attorney's office regarding the referrals and collaborating information.
- Complete a formal assessment for each prospective client.
- Complete an entry recommendation and give it to appropriate parties.
- Complete releases of information and send them off for records and communicate with the agencies about what is being requested.
- Keep direct supervisor and jail director up to date about any concerns and future plans for the program.
- Meet with or contact various community agencies regarding their services and how mental health court could benefit from them or work together.

- Speak with various members of the community who are wanting more information about mental health court.
- Attend various community meetings regarding mental health, chemical dependency, community safety domestic violence, and housing each month.
- Prepare reports and make presentations regarding mental health court.
- Research and read about various other therapeutic courts and upcoming seminars or conventions.
- Answer phones, provide information to callers, refer callers to the appropriate recipient, take and forward accurate phone messages.
- Greet the public and Mental Health Court participants, provide information and take messages as needed and forward them accordingly.
- Perform general administrative clerical duties such as prepare correspondence, process paperwork, photocopies, and electronic correspondence and communication.
- Attend and participate in staff meetings. Attend training and stay current in knowledge and matters relevant to the department and job duties.
- Make and confirm appointments with Mental Health Court and community agencies.
- Prepare and maintain files the Mental Health Court Program.
- Research, communicate with, and navigate potential community resources and agencies.
- Assist in scheduling professional service visits at the jail.
- Establish relationships and communicate with community agencies regarding Mental Health Court participant compliance.
- Update and maintain Mental Health Court participant's weekly progress reports.
- Create and maintain participant's files in an accurate and orderly fashion. Determine retention and disposal of records according to rules and regulations.
- Perform UAs and PBTs as needed.

PERFORMANCE MEASURES   **METRICS**

Number of Active Participants	>12
Terminations/Opt Outs	<25%
Graduates	> 75%

CORE SERVICES – JAIL INMATE MENTAL HEALTH COUNSELING

The jail provides full time mental health staff to address the mental health issues of inmates on a daily basis. Staff also works with the Jail's medical department to assess mental health medication needs.

As a result of the increasing number of mentally ill incarcerated, Cowlitz County Jail and local mental health providers, continue to work hand in hand providing a continuum of care. The Jail

Mental Health Counselors coordinates with local treatment agencies to provide ongoing case management for those incarcerated. Local mental health providers offer one on one counseling.

KEY ACTIVITIES AND OUTPUTS

- Coordinate visits and inmate interviews with Western State Hospital representatives.
- Coordinate with local treatment agencies to provide ongoing case management for inmates.
- Serve as a Liaison for family, friends, and providers who may have concern for incarcerated individuals.
- Provide one on one counseling for inmates.
- Help facilitate weekly mental health groups.
- Help facilitate furloughs if approved by the Courts.
- Provide Emergency mental health treatment for inmates in crisis.
- Work with the Jail medical department to assess mental health medication needs.
  Conduct bail studies and Adult Static Risk Assessments (ASRAs) for District and Superior Courts.
  Attend the Inmate Management Team Meetings weekly
- Attend staff meetings. Contribute recommendations for improvement of operations and services.
- Attend required training and conferences.
- Conduct Housing recommendations for Jail staff to reduce housing/population issues
- Screen Inmates who have had Mental Health Issues in the past for Programs
- Review and respond to electronic kites.
- Perform UAs and PBTs as needed.

PERFORMANCE MEASURES   METRICS

PERFORMANCE MEASURES	METRICS
Mental Health/Welfare Checks	>6,500 annually
Terminations/Opt Outs	>1,500 annually

COWLITZ COUNTY CORRECTIONS DEPARTMENT

RECORDS

OPERATIONAL OVERVIEW

MISSION

The mission of the Cowlitz County Law Enforcement Records Department is to make system entries and provide information and services to law enforcement agencies and the public with credibility, reliability, and efficiency.

PURPOSE

To enter restraining orders and warrants from the Cowlitz County District and Superior Courts, Cowlitz County Juvenile Court, and the Longview Municipal Court accurately and in a timely manner required by the FBI and state ACCESS agencies. Perform records management duties for CCSO and LPD, including the following:

- Entry and scanning of reports in the Spillman records management system.
- Ensure all necessary information is captured and accurately reported to the FBI by completing the IBR process.
- Provide support to law enforcement agencies in order to assist them in their daily activities, included researching various information and providing support over the phone/radio.

CORE SERVICES - WARRANTS

Warrants are received by our department from the courts sporadically throughout the week. Background documents are gathered and printed for each warrant, and files are made before a warrant is entered into WACIC/NCIC. Regulations require warrants to be entered into the system within 72 hours of receipt, which make warrant entry a priority function of our office. We receive anywhere from 100-150 warrants a week to enter and confirm, locate, and clear anywhere from 10-50 warrants a week. Warrants are entered, maintained, and cleared for CCSO, LPD, and WSP when they cite into Cowlitz Courts.

- Receive warrants digitally from District Court.
- Print out and create files.
- Prepare documentation for each warrant, including checking the jail to ensure they aren't already in custody, running the subject through WACIC/NCIC, and running a criminal history on the subject.

- Receive paper warrants from Superior Court, which must be accompanied by a progress sheet prepared by the Prosecuting Attorney's Office, or a division thereof, before we can enter them.
- Enter warrant prepared warrants into WACIC/NCIC
- Second check all entries by an additional Records Specialist.
- Confirm all warrants we've entered into WACIC/NCIC for other agencies throughout the state and nation by hand checking the original document when requested to do so 24/7.
- Handle requests for confirmation via telephone or by teletype.
- Modify warrant entries if the need arises
- Receive recall notices from the courts and clear the warrant from WACIC/NCIC and local database.
- Send locates for all out of area warrants our user agencies arrest on.
- Ensure out of area warrants are received by officers/deputies standing by at the jail.
- Provide after-hours services to Kelso Police, Kalama Police, Castle Rock Police, and Woodland Police.

CORE SERVICES - ORDERS

Orders are received by our department from the courts every weekday. Regulations provide that orders shall be entered as soon as possible, which make them a priority duty of our office daily. We can receive anywhere from 5-25 new orders, modifications, and services each day.

- Enter Orders received from Cowlitz County District and Superior Courts
- Prepare files and background information for each new order.
- Research thoroughly when proper data is not provided before possibly returning to the respective court for clarification.
- Scan the order into the Spillman Records Management System and update the system to track changes.
- Must be second checked by an additional Records Specialist.
- Confirm all orders we've entered into WACIC/NCIC for local and other agencies throughout the state and nation by hand checking the original document when requested to do so 24/7.
- Modify and update orders received from the courts.
    - More modifications are received daily than new orders, as new versions of each order are issued throughout every step of the court process (prior to arraignment, prior to trial, post-conviction, etc.)
    - Modifications must be extensively checked against the originals because every single field has the potential for being changed, making them more time consuming than an original entry.
- Modify order service in WACIC/NCIC with the receipt of service papers from officers, deputies, and private citizens

- Route original service documents to the courts and retain a copy for our files.
- Scan all new paperwork received and attach to digital Spillman record.
- Order modifications must be second checked by an additional Records Specialist.
- Clear orders when notified of termination by the court.
- Receive automatic expungement notices through teletype 5 days prior to and the day of termination according to the date entered on the WACIC/NCIC hit.
- Confirm with courts that an order set to terminate should not have been renewed or extended.
- Properly apply gun restriction codes to order based on a checked box (PC07) or researching the terms of the order and existing relationship between protected and restrained.

CORE SERVICES - GUN CHECKS

Thorough background check documents are prepared for each application to transfer a weapon, CPL, FFL, and request to purchase a silencer in the Longview Police and Cowlitz County Sheriff's Office jurisdictions. Records Specialists gather information from several databases and turn packets over to the assigned CCSO deputy and LPD sergeant who are respectively responsible for their agency's gun check processing. Average gun check packets processed per day range from 15-25 but we have seen averages spike in the 60-70 a day for extended periods of time (months), in reaction to acute events like political decisions about gun rights, active shooter events close to home, and upcoming holidays where guns are given as gifts. Gun checks must be performed and forwarded to the responsible police agency the day they are received.

- Create background packets for all different types of gun checks for citizens living in Cowlitz County Sheriff's Office and the City of Longview jurisdictions
- CPL's
- FFL's
- Silencers
- Applications to transfer weapons

CORE SERVICES - REPORT DATA ENTRY

The Records Department is contracted by the Cowlitz County Sheriff's Office and the Longview Police Department to enter, IBR, store, disclose, and follow the State of Washington legal retention schedule set forth for investigative reports. We receive police reports from the Sheriff's Office throughout the day and from Longview Police Department every weekday morning. In 2015, the Longview Police Department had 8266 incidents requiring case files and the Cowlitz County Sheriff's Office had 4066 incidents, so we handled roughly 1025 cases a month combined.

- Receive and sort all reports and supplements into numerical order.
- Create folders and labels for all new police reports and file all supplements and new reports in the designated "incoming" area for each department.
- Data enter all reports in a timely manner so the information is readily available for officers and deputies to search/access, and we are able to quickly find reports required for a public disclosure.
- Scan all supporting documents in each police report and attach them to the Spillman file for that report.
- Continue to enter and scan all supplements we receive, keeping the police files up to date.
- Ensure information required for IBR submission is included in report data entry and follow up with officers/deputies for clarification if it isn't.
- Perform the IBR approval process for every reportable offense and arrest.
- Physically store all police report files.
- Retain investigative reports according to the legal retention schedule and destroy case files when retention has expired.
- File and maintain cases with permanent or longer retention periods separately

CORE SERVICES - PUBLIC DISCLOSURES

Much of the work our office performs is subject to public disclosure. What makes our office unique compared to the courts or departments such as public works, who also release public disclosures, is the necessity to recognize and apply legal redactions for over 400 hundred identified emptions that may occur in any given police report. Taking requests and gathering the responsive documents requires Records Specialists to spend several hours a day, but applying the legal redactions of exemptions according to Washington RCW's is what is most time consuming. This year (2016) from January to the end of April, we averaged 900 requests a month. Some of these were fairly straightforward and were released to privileged receivers (other law enforcement agencies, Washington Department of Labor & Industries, Washington Department of Corrections etc.) with no legal redactions necessary and no fees charged. Other requests were extremely time consuming, taking up to 100 hours to complete just one request. Our office must dedicate a large portion of at least two Records Specialists' shifts per day to completing all of the disclosure requests we receive, and have several other Specialists who have part time duties. Handling public disclosures correctly is of the upmost priority for our office, as there are very high monetary penalties awarded in litigation if we do not.

- Receive requests in person, over the fax, over the phone, and by email.

- Requests can be straight forward or require extensive research by Records Specialists to determine what the requester is actually looking for, or trying to find a report with inaccurate or incomplete information.
- Assist customers in filling out a request form, save digitally, and put in a que to be processed in the general order of receipt.

- Process disclosure requests

   For Law Enforcement or other Entitled Agencies
   - All responsive documents are copied or saved digitally and provided to the requester in printed or digital format.
   - Dissemination information is logged in Spillman for tracking purposes.
   - No redactions are necessary and there is no fee.

   For the Public
   - Once a responsive report or number of reports is identified, documents are printed or saved digitally in preparation for redactions.
   - Dissemination information is logged in Spillman and tracking information is added every step of the process.
   - Page numbers are added to the disclosure packet.
   - Records Specialists read the responsive documents and apply legal redactions of information or materials that is exempt from release to the public. Extensive knowledge of disclosure laws and exemptions is necessary and at times Records Specialists must delay the process in order to research RCW's or consult with legal counsel.
   - A log of all redactions must be created and included in the disclosure packet.
   - Once all redactions are made, the pages are tallied and fees are assessed. The requester is contacted and told their documents are ready to be released and what the fee is, if there is one.
   - Payments can be made online or at our department.
   - Once payment is made in either fashion, the documents can be released via email, on a disc, or as printed materials.
   - If documents are not paid for or picked up within 30 days we consider the request to be officially closed and the documents are filed away.
- Retain all disclosure packets for two (2) years after the closing of the request

CORE SERVICES - RECORDS RETENTION

Part of successfully disclosing public records is maintaining our files in accordance with established Washington State retention laws. This office is required to adhere to the minimum

retention requirements. Time is dedicated monthly to keeping up on proper destruction or archiving of records that have reached their retention limits, which is a rather laborious undertaking. We must manually go through over 1000 police case files and several hundred files of expired disclosure request, expired warrants and restraining orders, and validations per month. Logs are kept of all records destroyed and Records Specialists must know which governing law allows for the destruction of every type of record we maintain, and also what records we are required to archive with the state instead of destroy.

- Identify records ready for destruction by date and type of report
- Check each case manually in Spillman to ensure it is not still active or include suspects with outstanding warrants
- Maintain a destruction log with dates, document type, legal retention period, and applied DAN code for authorized destruction.
- Destroy files

CORE SERVICES - NON ESSENTIAL FUNCTIONS

In addition to our six core functions, the Records Department also performs several other duties throughout the day. These duties are labelled "non-essential" because they may not be performed every day and there may not be state statutes, laws, or regulations governing a time frame in which they must be performed.

- Manual entry of all infractions and criminal citations into Spillman.
- Manual entry of all accident reports into Spillman.
- Scan all accident reports and attach into Spillman.
- Mail original accident reports to the Washington State Patrol.
- Seal juvenile records per court orders
- Expunge juvenile records per court orders
- Vacate adult convictions per court orders
- Enter stolen property into WACIC/NCIC as soon as proper information is provided
- Enter people missing or juveniles as runaway as soon as proper information is provided
- **Local Agency Confirmation of Our Warrant**
  - An officer/deputy or dispatch asks for warrant confirmation and we go physically pull the warrant file to confirm the information is correct.
  - We fax the warrant directly to our jail.
  - The local officer/deputy comes to our office to sign the original warrant.
  - We return a copy of the signed warrant to the originating court and keep and scan a copy for our records for legal retention.
  - A Spillman warrant arrest call is created and a police report file folder is made and placed in the incoming.

- o The warrant entry in Spillman is updated to reflect the arrest and the new case number and person arrested are cross referenced.
- **Local Agency Confirmation of an Outside Warrant**
  - o An officer/deputy or dispatch asks Records to call another agency to confirm a warrant.
  - o Once the warrant is confirmed and our officer/deputy takes the subject into custody we send a "locate" response through WACIC/NCIC, telling that agency we have arrested the subject on their warrant.
  - o We arrange for their warrant to be sent to our jail for the officer/deputy.
  - o A Spillman warrant arrest call is created and a police report file folder is made and placed in the incoming.
- **Outside Agency Confirmation of Our Warrant**
  - o Records receives a telephone call or teletype message asking for confirmation of one of our warrants and we go physically pull the warrant file to confirm the information is correct.
  - o We receive a locate message from the arresting agency through WACIC/NCIC.
  - o We fax the warrant to the correct jail (as directed in the phone call or teletype).
  - o We clear our warrant out of WACIC/NCIC and update the Spillman entry to track the progress of the warrant.
  - o Our warrant is placed in a separate filing area called "in custody elsewhere", waiting for when the subject either get transported back to our jail or we receive a bail notice for the subject and warrant number.
- **Local Agency Confirmation of Our Order**
  - o An officer/deputy or dispatch asks for an order confirmation and we go physically pull the order file to confirm the information and relay the specific details of that order to the requester.
  - o The local officer/deputy may come to our office to retrieve it, or we fax them a copy of the most recent order in place.
- **Local Agency Confirmation of an Outside Order**
  - o An officer/deputy or dispatch asks Records to call another agency to confirm an order.
  - o Records asks that agency for a copy of the order and distributes it to the local officer/deputy in person or by fax.
- **Outside Agency Confirmation of Our Order**
  - o Records receives a telephone call or teletype message asking for confirmation of one of our orders and we go physically pull the order file to confirm the information is correct and relay the specific details of the order to the caller.
  - o We fax the order to the requesting agency.
  - o The order is filed back with no further action.
- **Assist Dispatch and officers/deputies with various requests**

- o Telephone requests and in person.
- o Accessing several law enforcement databases and public internet sites.
- o Researching people and addresses for prior contacts.
- o Locating other agencies who have contacted subjects and obtain information and pictures.
- o Inserting pictures from booking, DOL, and other agencies into Spillman.
- o Creating Line-ups.
- o Accessing the courts database to obtain additional information on arrestees or suspects.
- Perform SWAT callouts after hours.
- Coordinate, record, and relay SWAT Officer responses to the SWAT Commander.
- Be readily available to provide the fullest assistance to dispatch, officers/deputies, and SWAT members if they request it.

CORE SERVICES - LEADS

- **VALIDATIONS**
  - o Required completion by the state ACCESS agency
  - o They are means of second checking accuracy and validity of all records into WACIC/NCIC.
  - o Requires coordination and communication between our agency, all courts, and the Prosecuting Attorney's Office.

- **DISCLOSURES**
  - o Release and second check disclosures with elevated questions from Records Specialists.
  - o Assist in the completion of very large requests that are assigned as special projects.

- **TAC**
  - o Our agency is required to have a designated TAC (Terminal Agency Coordinator) to ensure all of our department's users are certified and up to date on their training.
  - o Schedules training and classes for Records Specialists
  - o Is the one point of contact from our agency to ACCESS for policy and procedure questions.
  - o Prepares our agency for the FBI/ACCESS required triannual audits and works as the liaison for auditors while they are in our office.

PERFORMANCE MEASURES

Enter warrants within 72 hours of receipt	100%
Warrants second checked for accuracy after initial entry within 1 week	>80%
Be able to confirm and fax warrants we've entered into WACIC/NCIC 24/7	Within 10 mins of received hit confirmation or phone call
Enter orders the date of receipt	100%
Be able to confirm orders we've entered into WACIC/NCIC 24/7	Within 10 mins of received hit confirmation or phone call
Orders second checked for accuracy after initial entry on same shift	100%
Submit monthly IBR reports by the 15th of each month in order to be eligible for federal funding and grants	100%
Destroy case files within 6 months of expiration of legal retention period	>80%
Respond to public disclosure requests within 5 days	100%
Produce responsive documents within 30 days	99%

STANDARDS/BENCHMARKS

- Washington State ACCESS regulations
- FBI regulations
- Federal Brady Restrictions
- Attorney General's Office Model Rules
- Revised Codes of Washington
- Washington Public Records Act
- Sunshine Committee of Washington
- Attorney General's Office DAN codes

FUTURE OPERATIONAL IMPROVEMENTS

- Disclosure process
  - All digital intake and processing, taking advantage of updated technology. Less physical paperwork to produce, store, move, access, etc.
  - Develop clear procedures that reduce legal liabilities against litigations.
  - Encourage digital release as much as possible.

- Proper adherence to the records retention and destruction schedule as set forth by State of Washington. We have a lot of catching up to do because it wasn't as much of a priority in the past.
    - Less paperwork we are required to produce if requested to do so.
    - Less physical storage of paperwork necessary
    - Ensure we are retaining paperwork we are legally required to retain for the proper length of time.
    - Less clutter in our office/storage areas.

- Sector Onboarding
- Complete the "onboarding" process that will allow our agencies to automatically transfer ticket and collision date directly from Sector (a ticket/collision report writing program) into Spillman, our records database.
    - Will drastically reduce necessary Records Specialist entry time.
    - More accurate and complete information regarding citations since we will be receiving dispositions from the courts automatically.

- Seek additional public disclosure FTE
- Streamline gun check process through a submitted JDI project
- Digitalize as much of our processes as possible through a submitted JDI project
    - Less handling and storage of physical files
    - Assists in the ease of retention and destruction
    - Retain scanned copies in Spillman RMS only instead of RMS and physical copies

Cowlitz County Historical Museum Operations Plan

June 15, 2016

Mission Statement

The Cowlitz County Historical Museum celebrates with our many citizens and visitors the evolving cultural heritage of the people of the Lower Columbia region. Through dynamic, informative interpretations and personal stories of our history, and responsible management of our collections, we honor the community's memory of the past and prepare for the future together.

Vision

The Cowlitz County Historical Museum is exciting, engaging, educational and entertaining. It is a place where the community comes to learn about and reflect on the past, and consider the future. For visitors to the Lower Columbia region of Washington State it is a "must-see" destination.

Operating Philosophy

The Cowlitz County Historical Museum is a skilled knowledgeable team consisting of paid and volunteer staff. We have been entrusted with the stewardship of our regional heritage and strive to meet this responsibility through the acquisition and professional management of the museum's collections. We are service oriented and aim to provide access to our history through exhibits, programs, publications and the maintenance of a research archive. We recognize the value of working cooperatively with local governments, schools and other organizations to facilitate an understanding of our history. Safety for staff and visitors is paramount and we endeavor to make the museum building a welcoming and engaging venue for an entertaining and educational visit. The Cowlitz County Historical Museum enhances the livability of our community.

Core Service Areas:

Exhibits
Using objects, photographs and documents the museum presents exhibits interpreting our regional history. In the museum building is a long-term exhibit, a space for changing exhibits, wall space for photographs and artwork in the hallways and meeting room, and an area in the entry way designated for the display of large items. Two off-site spaces for exhibits are on the first floor of the county administration.

Key services:
- Exhibit Planning: The museum researches topics, designs, and selects objects, photographs and documents for exhibits.
- Exhibit Installation: Museum staff and volunteers, county maintenance staff and contracted services, old exhibits are documented, dismantled and placed in storage, followed by new exhibit installation.

Performance Measures:
- Visitor satisfaction with exhibit content determined by monthly random surveys with goal of 75% positive response.
- Schedule special exhibits 24 month rotation.
- Update long term exhibit in main gallery TBD.

Public Programs

Museum staff and volunteers present a variety of regional history programs for the public including lectures, films, discussions and tours.

Key services:
- First Thursday programs presented September through June.
- Winterfest program first Saturday in December is a family-oriented day with crafts, storytelling, and activities to celebrate traditional winter holidays from selected countries.
- Tours of the museum collections for special interest groups as requested.

Performance measures:
- Visitor satisfaction with public programs determined by online surveys with goal of 75% positive response.
- Participation at Winterfest increases 10% per year.

Educational Programs

Museum staff and volunteers present a variety of regional history educational programs to school groups at the museum and in school classrooms. These programs utilize museum collection items and are tailored to support teachers in meeting education curriculum goals.

Key services:
- Tours of the museum for school classes by museum staff and volunteers.
- Curriculum based "Traveling Trunk" programs in school classrooms.
- Internships for high school students completing community service project requirements.

Performance measures:
- Teachers and students surveys are taken following programs to determine satisfaction with goal of a 75% positive response.
- Internships evaluated for value to students and museum TBD.

Research

Museum archives, library and collections are used by a variety of researchers. Museum staff and volunteers assist researchers at the museum and answer research requests received via email, phone or mail.

Key services:
- Maintain research collections with appropriate finding aids for researchers.
- Museum staff or volunteers available to assist researchers.
- Provide copies of photographs or documents for researchers.
- Answer research queries as received from visitors, mail, telephone or email.

Performance measures:
- 75% of research requests will be answered within one week.
- Copies of research materials will be made within one week of request.
- The index for the *Cowlitz Historical Quarterly* will be updated within two months of publication of an issue.

Publications

The museum publishing program includes a quarterly journal of articles about regional history and occasionally books like the forthcoming Longview Fibre story. In addition, the museum supports other publications by assisting with research and supplying photographs and maps. One example is the recently published history of Kalama.

Key services:
- Publish the *Cowlitz Historical Quarterly* four times per year.
- Produce books on regional history on occasion.
- Support the publishing of other books as appropriate.

Performance measures:
- Historical quarterly is published four times per year 100% of the time.
- Books on regional history published. TBD

Collections

Through the museum's collections the community's history is preserved. Collections consist of objects, documents, photographs, films and audio recordings. They are used in exhibits, programs, publications and research.

Key services:
- Collect items to interpret regional history.
- Accession and catalog collection items.
- House collection items in appropriate conservation materials.

Performance measures:
- Complete legal documents to secure ownership of collection items within one week of acquisition.
- Catalog 75% of collections within three six months of acquisition.
- Place items in storage within one week of cataloging.

- Inventory and complete condition reports on 10% of the collections annually.

Development

The museum raises significant funds for operations and capital projects. Sources include an annual fund drive, membership, grants, museum store sales, lodging tax support and donations.

Key services:
- Annual campaign raises funds for general operations.
- Periodic capital campaigns are undertaken for specific projects.
- Revenue from museum store sales is designated for general operations.

Performance measures:
- Sufficient funds are raised annually to meet operating needs.
- Donors received acknowledgement for contributions within one week of receipt.
- Donors are publicly acknowledged as appropriate 100% of the time.

Cowlitz County Event Center

Operations Overview

Core Service: Event Center

The Cowlitz County Event Center utilizes superior customer service skills to ensure a quality experience for our guest through efficient and prompt event coordination and gourmet catering services in a professional environment. We continue to serve our community yearly with our efforts in facilitating and organizing the Cowlitz County Fair and Rodeo.

Key Services:

- Coordinate and manage all aspects of the yearly Cowlitz County Fair
- Manage all operations of the Hoffstadt Bluffs Visitor Center
- Manage all operations of the Silverlake Gift Shop
- Coordinate and manage all scheduled events on the Event Center grounds
- Coordinate and manage all scheduled events inside the Conference/Event Center
- Provide excellent customer service to all clients
- Provide accurate and prompt invoicing to all clients
- Manage the maintenance and upkeep of all Event Center grounds and buildings
- Communicate with contracted catering service for client/event needs

Performance Measures:

Measure	Metric
Follow function sheets to ensure accurate event coordination	100%
Maintain accurate invoicing and payment applications utilizing EventPro	100%
Employ check out sheets to ensure proper invoicing and documentation	>90%
Confirmation sheet to maintain accurate event profit and potential loss	100%
Event retention rate	>95%
Number of proper invoice, receipting and accounting practices	100%
Coordinator response time to clients	<24hrs

Standards

- ADA Compliance standards
- Cowlitz County Health Department codes and requirements
- EventPro coordination program
- PeopleSoft Financial
- Washington State Fair Association policies and practices
- American Dairy Goat Association
- American Poultry Association

Cowlitz County Health & Human Services Departments Operational Overview

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Cowlitz County Health Department
Cowlitz County Human Services Department
Operational Overview

MISSION

The Health and Human Services Departments (HHS) have a shared mission to dynamically promote, improve and protect the health and well-being of individuals of all ages throughout Cowlitz County.

VISION

Through partnerships, education, prevention, enhanced social engagement and assurance of access to health services, Health and Human Services and its partners envision and continue to strive for a county known for exceptional programs and services that result in lower incidents of chronic disease, robust public health, safe water and public facilities, and a celebrated, integrated provider network that is among the most accessible, affordable, and adaptable.

OPERATING PHILOSOPHY

As professionals, we believe that every resident, regardless of age, status, origin or condition, deserves an opportunity to live in a community that is healthy, safe, nurturing, accepting and caring. We believe that all people have value and that the well-being of children, families and entire neighborhoods require our unconditional support, vigilance, and resources offered in a manner that preserves personal health, faith, harmony, optimism and public trust.

Health and Human Services Departments

ADMINISTRATION

The Administration sections of the departments provides administrative support for all of the Health and Human Services Departments' operations, programs, projects, and initiatives, including conservative and responsible financial management, personnel management, record keeping, and general support of department functions.

Key Functions/Services

CORE SERVICE: VITAL RECORDS
The Vital Records Section is responsible for issuing certified copies of vital records for births and deaths that occurred within the state of Washington.

KEY ACTIVITIES AND OUTPUTS
- Produce certified copies of Washington State birth and death records.
- Process Burial Transit Permits.
- Process and provide quality assurance of death records.
- Process, review, and submit Affidavit for Corrections of birth and death records.
- Assist the public with submittal of paternity acknowledgements.
- Report Vital Records data monthly to the Washington State Department of Health.

CORE SERVICE: CUSTOMER SERVICE
The Customer Service Section is responsible for taking care of the customer's needs by ensuring professional, helpful, and efficient assistance to external customers.

KEY ACTIVITIES AND OUTPUTS
- Assist customers at the front counter and provide appropriate linkage to services and information to the public and community partners.
- Answer mainline phones during business hours and provide appropriate linkage to services and information to the public and community partners.
- Process and distribute incoming and outgoing USPS, FedEx, and interoffice mail.
- Issue duplicate or extended expiration food worker cards.
- Receive and document complaints in a courteous and accurate manner.
- Maintain the departments' webpages to include linkages to services and information resources for the public and community partners.

CORE SERVICE: PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE (PHEPR)
The Health and Human Services Departments are tasked with planning and response for public health emergencies. During an emergency, Public Health may serve the role of Emergency Support Function (ESF) #8 - Public Health and Medical Services to coordinate the organization and mobilization of medical, health, and mortuary services within Cowlitz County for the most effective utilization of resources.

KEY ACTIVITIES AND OUTPUTS

- Work with PHEPR Region IV to maintain emergency response supplies needed to establish a response center or "pod" in the event of a large public health emergency.
- Train and exercise with local and regional partners, as time allows, for a public health emergency.
- Coordinate emergency response-related trainings for Cowlitz County Health and Human Services staff.
- Work with Cowlitz County Department of Emergency Management to coordinate and facilitate public health emergency management activities for Cowlitz County.

CORE SERVICE: VETERAN'S RELIEF FUND

The Veteran's Relief Fund Section is responsible for administering the Veteran's Relief Fund for Cowlitz County. The Veteran's Relief Fund provides emergency assistance to veterans, their families, and the families of deceased veterans.

KEY ACTIVITIES AND OUTPUTS
- Review assistance applications for Veteran's Relief Fund.
- Process approved assistance applications through imprest account and distribute.
- Reconcile the Veteran's Relief Fund imprest account.
- Provide quarterly reports to the Veteran's Relief Fund Advisory Board.
- Serve as staff support to the Veteran's Relief Fund Advisory Board and liaison to the Board of County Commissioners.
- Perform annual update of Veteran's Relief Fund policies and procedures.
- Perform annual update of Veteran's Relief Fund poverty level thresholds.

CORE SERVICE: FINANCE

The Finance Section is responsible for ensuring a fiscally sound budget for the operation of the departments in good stewardship of public funds.

KEY ACTIVITIES AND OUTPUTS
- Budget Management
  - Prepare, submit, and monitor annual organizational budget for funds 131, 140, 141, 143, 184, and 185 as required by law.
  - Provide estimates for planned projects and grant applications. Revise as constraints are identified.
  - Prepare project specific monthly and annual historical, current and projected financial results.
  - Close-out and carry-forward cash and fund balances at year end.
  - Prepare grant inventories and reconciliation documents in compliance with Federal Single Audit requirements.
- Cash Flow and Investment Management
  - Prepare daily deposits.
  - Maintain adequate cash flow for operations.
  - Maintain adequate reserve fund balances for contingency purposes.
  - Invest reserve balances of funds 131, 140, 141, 143, 184, and 185.
- Financial Reporting

- o Provide monthly fiscal reports to departments' leadership.
  - o Prepare other fiscal reports as required by local, state, and federal agencies.
  - o Participate in Cowlitz County's annual State Auditor activities.
- Internal controls
  - o Cash and petty cash accounts
  - o Credit and purchasing cards
  - o Client fuel and incentive cards
  - o Accounting systems
  - o Databases
  - o Other assets
- Payroll
  - o Prepare and submit time and labor records to the County Auditor's office.
  - o Troubleshoot leave balance and accrual issues including proration of PTO.
  - o Prepare and submit Personnel Action Forms "PAFs".
  - o Scan and distribute "employee assignment & status reports".
  - o Retrieve and distribute payroll checks/deposit remittals on paydays.
  - o Distribute W-2's each year.
- Accounts Receivable
  - o Process, monitor, and provide customer service for all accounts including funeral homes, food establishments, and other permitted facilities.
  - o Submit A-19 invoices to State and Federal agencies.
  - o Provide documentation for contract, grant, and program audits.
  - o Complete annual Environmental Health permit billing.
- Accounts Payable
  - o Process all invoices and vouchers for payment.
  - o Distribute all expenditures to appropriate month of service, grants, funding sources.
  - o Monitor compliance with requirements of local, state, and federal funding sources.
  - o Forecast and amend sub-contractor budgets.
  - o Make travel and/or training arrangements for departments' staff (registration, airfare, lodging, etc.).
  - o Audit and process vouchers for travel reimbursement.
- Medication Administrative Claiming (MAC)
  - o Collaborate with the Health Care Authority, the WASALPHO MAC contractor and other agencies in matters relating to MAC.
  - o Perform quarterly billings via the MAC billing system.
  - o Administer Random Moment Time Survey Program (RMTS).
  - o Provide thorough review and quality assurance of time survey data.
  - o Maintain RMTS employee records.
  - o Train new RMTS staff.
  - o Coordinate annual training for all RMTS staff.
- Grant Writing
  - o Collaborate with other staff to identify grant sources to match project and program needs as indicated in the agency's strategic plan.
  - o Determine eligibility and source of matching funds.
  - o Prepare financial documents to be submitted and obtain necessary authorization to apply for funding from County Office of Financial Management, County Risk Management, County Legal, County IT Department, and County Human Resources.

- Submit grant applications, obtain submittal verification, and track anticipated award notification.
- Maintain records of award or other resolutions of grant applications.

CORE SERVICE: CONTRACT MANAGEMENT

The Contract Management Section is responsible for establishing and managing contracts for the departments' projects. The may include drafting, approving, and monitoring all contracts, grants, and agreements involved in the activities of the departments.

KEY ACTIVITIES AND OUTPUTS

- Negotiate, create, revise, track and route all contracts and grants for approval.
- Coordinate with County Legal, the Board of County Commissioners and other agencies in matters relating to contracts.
- When contracts/grants are received, work with project staff to meet grant award implementation requirements.
- Monitor completion of contract/grant deliverables throughout all projects to maintain compliance with contract and other legal requirements.
- Document compliance with insurance, legal, and financial requirements of contracts.
- Perform sub-contractor compliance and fiscal audits per state and/or federal contract/grant guidelines.
- Track and document OIG and other background checks for employees, providers, and contractors working with vulnerable populations.

CORE SERVICE: PATIENT PRIVACY/SECURITY (HIPAA)

The Patient Privacy/Security (HIPAA) Section is responsible for ensuring appropriate safeguards to protect the privacy of personal health information.

KEY ACTIVITIES AND OUTPUTS

- Ensure Privacy Officer has current and up to date training.
- Perform Staff Assistance Visits (SAV) annually to ensure HIPAA compliance.
- Provide HIPAA training to all new staff, volunteers, interns, etc. and obtain signed oath of confidentiality.
- Provide annual HIPAA training to staff and obtain signed oath of confidentiality.
- Receive and investigate HIPAA complaints by consumers, staff, and other stakeholders.
- Maintain current Business Associate Agreements for all applicable contracts, partners, etc.
- Monitor sub-contractors compliance with HIPAA regulations.
- Advise other County departments on matters relating to HIPAA.

CORE SERVICE: INVENTORY & PURCHASING

The inventory and purchasing Section is responsible for procurement of goods and services in the most efficient and cost effective manner to be good stewardship of public funds

KEY ACTIVITIES AND OUTPUTS

- Coordinate with the County Auditor's Office, Office of Financial Management, and other departments in matters relating to inventory and purchasing.
- Procure the departments' program and operating supplies.
- Collaborate with Clerk of the Board for formal bids, requests for proposals, requests for qualifications, etc.
- Track inventory purchases of single items with value of $500 or more, or as dictated by funding sources.
- Maintain the departments' cell phone and air card accounts.

CORE SERVICE: GENERAL ADMINISTRATION

The General Administration Section is responsible for ensuring the efficient and effective operations of the departments.

KEY ACTIVITIES AND OUTPUTS

- Records Management/Public Records requests
  - Create, maintain, and distribute the on call schedule for Duty Officers and Health Officer.
  - Maintain the departments' contact and resource lists (including advisory boards, special project teams, providers, and services).
  - Maintain the departments' policies, procedures, tasks, and forms.
  - Monitor all electronic and paper documents for appropriate retention.
  - Provide assistance to various sections of the departments in completing public records requests and track status to ensure compliance with Public Records Law.
- Human Resource Management
  - Collaborate with the Cowlitz County Human Resources Department for employee recruitment.
  - Provide appropriate orientation to new staff.
  - Ensure appropriate processing of staff leaving employment.
- Information Technology (IT)
  - Trouble-shoot and submit IT work orders.
  - Monitor status of work orders completed and not completed.
  - Facilitate upgrades and track all IT hardware and software in collaboration with IT staff.
  - Manage the departments' phone system and scripts.
- Facilities
  - Troubleshoot and submit facilities repair, maintenance, and janitorial work orders.
  - Monitor status of work orders completed and not completed.
  - Track employee key cards for building entry.
  - Track staff demographics and other pertinent information
  - Track required training, licensure, and certification of staff.
  - Manage and track job descriptions, training plans, and work plans.
  - Participate in County employee recognition programs.
- Safety and Security
  - Maintain processes for alarm system, sick line, answering service, and courier system.
  - Maintain AED, First AID Kit and blood spill kit checks.
  - Maintain a representative to the County Safety Committee.
- Advisory Board/Committees Support
  - Create and distribute agendas.

- Record and distribute meeting minutes.
- Facilitate conference room and equipment.
- Maintain attendance rosters, contact lists, by-laws, and calendars.

PERFORMANCE MEASURES

Vital Records Program	
Measure	Metric
Vital Records monthly data reports submitted after the end of each month	≥ 10 Days

Public Health Emergency Preparedness and Response Program	
Measure	Metric
Timeline for HHS staff completing ICS 100 and ICS 700 after hire	≥ 6 Month
Timeline for HHS management completing ICS 300 after hire	≥ 24 Months

Finance	
Measure	Metric
Number of financial accountability audit findings in the departments' annually	0

Patient Privacy/Security (HIPAA) Program	
Measure	Metric
Percentage of new employees, volunteers, interns, etc. that receive HIPAA training on the first day of service	100%
Percentage of existing employees, volunteers, interns, etc. receiving annual HIPAA training within the calendar year	100%

General Administration	
Measure	Metric
Percentage of new employees, volunteers, interns, etc. that begin the departments' orientation program on the first day of service	100%

STANDARDS AND BENCHMARKS
- Local, state, federal, and other contracts
- Cowlitz County Code (Chapters 7.02 & 8.14)
- Cowlitz County Policies
- Revised Code of Washington (RCW Titles 42.56, 70, 71, 71A, 73)
- Washington Administrative Codes (WAC 246)
- Federal Funding Accountability and Transparency Act (FFATA)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- Cowlitz County Veteran's Relief Fund Policy Manual
- Local Government Records Retention Schedules
- Budgeting, Accounting, and Reporting System (BARS)
- OMB Circulars applicable to grant accounting and cost allocation (A-87, A-133, etc.)

- Health Information Technology for Economic and Clinical Health Act (HITECH)
- Generally accepted accounting principles (GAAP)
- Comprehensive Annual Financial Report (CAFR)
- Catalog of Federal Domestic Assistance (CFDA)
- Public Health Accreditation Board standards (PHAB)
- Region 4 PHEPR Governing Council Policies

PLANNED OPERATIONAL IMPROVEMENTS
- Update the HHS specific Continuity of Operations Plan (COOP)
- Implementation of Laserfiche to streamline processes and forms
- Integrate EHU policies, procedures, tasks, and forms into HHS documentation structure
- Create and implement uniform structures for Human Services and Health Department financials
- Improve and refine contract processes
- Improve customer safety when accessing additional parking behind building

HUMAN SERVICES DEPARTMENT

The Human Services Department collaborates with the state, region, and county to organize and implement social service programs within Cowlitz County, including developmental disability programs, behavioral health programs, and housing & homeless services.

Key Functions/Services

CORE SERVICE: DEVELOPMENTAL DISABILITIES
The Developmental Disabilities section of Human Services implements adult employment/day programs, child development services, and community information/education around developmental disabilities within Cowlitz County.

KEY ACTIVITIES AND OUTPUTS
- Coordinate contract with Developmental Disabilities Administration (DDA).
- Assist with development of budget and contracts for service providers in the community.
- Represent Cowlitz County at regional and state meetings.
- Provide technical assistance and training opportunities for providers.
- Process service authorizations and change in service requests.
- Review monthly billing from service providers.
- Complete annual Service Information Form with program goals.
- Perform annual site review with each provider to ensure contract compliance.
- Coordinate services with local DDA and Division of Vocational Rehabilitation (DVR) offices.

CORE SERVICE: BEHAVIORAL HEALTH
The Behavioral Health section of Human Services coordinates with state, region, and local partners to help ensure appropriate behavioral health services are available in Cowlitz County

KEY ACTIVITIES AND OUTPUTS
- Prevention services in collaboration with Castle Rock Care Coalition
  - Coordinate with Division of Behavioral Health and Recovery (DBHR) through Community Prevention and Wellness Initiative (CPWI).
  - Manage contract with DBHR.
  - Assist with development of contract for the Certified Prevention and Intervention Specialist, Swanson Consulting.
  - Serve as liaison between DBHR and Swanson Consulting.
  - Assist with budget development.
  - Ensure adequate number of prevention programs are evidenced based.
  - Provide technical assistance.
  - Collaborate with other prevention providers.
- 1/10th of 1% Mental Health Sales Tax
  This stream of County tax funds are designated for therapeutic courts, child and youth prevention programs, and behavioral health service gaps in Cowlitz County.
  - Assist with contract and budget development.
  - Manage contracts for programs funded with mental health sales tax.
  - Collect quarterly reports demonstrating outcomes.

- o Review reports and meet with providers to ensure contract compliance.
- o Coordinate with program evaluator.
- o Facilitate funding to support operations of therapeutic courts, including Adult and Juvenile Drug Court, Mental Health Court, and Dependency Court.
- o Facilitate funding for Mental Health Services in Cowlitz County Jail.
- o Develop and maintain Opioid response plan, in alignment with WA state plan.
  - Coordinate with behavioral health organizations, managed-care organizations, local providers, educational systems, law enforcement and other public health and community based programs regarding opioid response.
  - Encourage and support wide-spread community engagement and stakeholder involvement with opioid response.
  - Collaborate with state and regional partners for opportunities to partner and utilize additional resources connected to opioid response.
- Liaison
  Liaison activities coordinate programs between Cowlitz County HHS, the Medicaid behavioral health system, and other Cowlitz County services that connect individuals to behavioral health and physical care.
  - o Collaborate with the Behavioral Health Organization.
  - o Provide technical assistance, training, and support for local providers.
  - o Develop and maintain the continuum of care for Cowlitz County.
  - o Participate in Quality Management activities with BHO and local providers.
  - o Develop relationships to expand and/or improve behavioral health services, improve access to care, increase integrated services and promote prevention and diversion programs.
- Care Management
  Care management facilitates access to care, collects information to support appropriate referrals, and coordinates care among providers for high risk consumers in Cowlitz County.
  - o Manage care for high risk individuals of all ages with mental health, substance use disorders (SUD), and co-occurring mental health and SUD conditions.
  - o Review individual cases for clinical appropriateness of authorization requests.
  - o Attend community meetings with service providers to coordinate care.
  - o Participate in treatment/service planning for high risk individuals and provide clinical consultation.
  - o Follows all Great Rivers Behavioral Health Organization clinical processes.

CORE SERVICE: HOUSING & HOMELESS SERVICES
Housing & Homeless services programs implement a variety of housing and homeless services addressing needs on the continuum of care for the at-risk and homeless population in Cowlitz County.

KEY ACTIVITIES AND OUTPUTS
- Coordinate contract with Washington Department of Commerce.
- Assist with development of budget and contracts for service providers in the community.
- Develop and release Request for Proposals (RFP's) for services addressing 10 year plan.
- Represent Cowlitz County at regional and state meetings.
- Provide technical assistance and training opportunities for providers.
- Perform annual site reviews with each provider to ensure contract compliance.

- Review quarterly reports from providers.
- Monitor Homeless Management Information System (HMIS) data entry
- Develop and maintain 10-year plan addressing homelessness in Cowlitz County.
- Coordinate Homeless Housing Task Force.
- Complete Housing Inventory Report annually.
- Complete County Expenditure Report annually.
- Complete Point in Time count annually.
- Submit Essential Needs Report in partnership with CAP annually.

PERFORMANCE MEASURES

Developmental Disabilities	
Measure	Metric
Timeline to process Developmental Disabilities service authorizations and change requests	$\leq$ 3 days
Timeline to send annual provider site reviews summary and outcomes to providers	$\leq$ 60 days after site review

Behavioral Health	
Measure	Metric
Prevention activities funded by DBHR are evidence-based	$\geq$ 60%
Timeline to submit behavioral health liaison report to Great Rivers BHO	Quarterly
Timeline to coordinate care for all Great Rivers Behavioral Health Organization service recipients discharged from a hospital setting	$\geq$ 30 days following discharge

Housing & Homeless Services	
Measure	Metric
Timeline to submit updated local Homeless/Housing plan to Washington Department of Commerce	$\leq$ every 5 years
Submit Point-in-Time data to Department of Commerce	Annually
Submit all Washington Department of Commerce required reports by deadline	100%

STANDARDS AND BENCHMARKS
- Local, state, federal, and other contracts
- Cowlitz County Policies
- Revised Code of Washington (RCW 43.185C Homeless Housing and Assistance)
- Revised Code of Washington (WAC 388 Department of Social and Health Services)
- Revised Code of Washington (RCW 74.34 Abuse of Vulnerable Adults)
- Federal Funding Accountability and Transparency Act (FFATA)
- Health Insurance Portability and Accountability Act of 1996
- SAMHSA's National Registry of Evidence-based Programs and Practices
- WA State Health Care Authority
- WA State Department of Commerce CHG/ESG Guidelines

- US Department of Housing and Urban Development

PLANNED OPERATIONAL IMPROVEMENTS
- Implement Individualized Technical Assistance (ITA) for DD adults
- Create tool kit for Point in Time count (Project Homeless Connect)

HEALTH DEPARTMENT: ENVIRONMENTAL HEALTH

The Environmental Health section is composed of two groups: the Environmental Health Services (EHS) and the Environmental Health Unit (EHU). These two groups are responsible for regulations in foundational public health areas such as sewage disposal, food safety, solid waste disposal, school health, clean water, etc. The Environmental Health section regulates these areas under various State rules and authorities including Department of Health, Department of Ecology, and Department of Licensing. The Environmental Health section enforce various RCW's, WAC's, and local ordinances.

Key Functions/Services:

CORE SERVICE: CLEAN INDOOR AIR PROGRAM
The clean indoor air program works with businesses and residents to ensure compliance with State laws around smoking.

KEY ACTIVITIES AND OUTPUTS
- Respond to complaints associated with smoking in violation of clean indoor air act
- Receive and log complaints
- Determine follow-up method (Letter, site visit, phone contact)
- Verify Clean Indoor Air Act signage posted at food establishments

CORE SERVICE: CHEMICAL/PHYSICAL PROGRAM
The chemical/physical program works to identify, correct, enforce, and educate residents on issues related to environmental and chemical risks.

KEY ACTIVITIES AND OUTPUTS
- Complaint response
  - Receive and log complaint
  - Determine follow-up method (Letter, site visit, phone contact)
- Emergency response
  - Provide technical assistance
  - Close facilities
  - Suggest corrective measures
- Childhood Blood Lead
  - Provide technical assistance to Community Health Staff
- Respond to public records requests
- Mold
  - Provide educational material
  - Provide landlord tenant resource material
- Methamphetamine Labs
  - Investigate potential drug labs
  - Post warning signs and potential drug labs
  - Determine whether property is Unfit for Use from drug lab manufacturing
  - Oversee cleanup of property by drug lab cleanup contractor
  - Review work plans submitted by drug lab contractors
  - Review cleanup and sample results submitted by drug lab contractors

o   Respond to complaints

CORE SERVICE: DRINKING WATER PROGRAM

The drinking water program works in partnership with the Washington State Department of Health and Cowlitz County Department of Building and Planning to ensure safe and reliable drinking water in our public water systems and for new or remodeled buildings. Environmental Health is the designated permitting authority for small public and individual water systems in the County.

KEY ACTIVITIES AND OUTPUTS

- Individual and shared (two-party) water systems
    - Review application materials
    - Verify compliance with sampling requirements
    - Perform well site inspections
- Group A Water Systems
    - Conduct sanitary surveys of Group A systems each year.
    - Perform well site Inspections
    - Provide technical assistance to Group A systems
    - Respond to water system emergencies
    - Investigate potential waterborne illness outbreaks associated with public water systems
    - Respond to adequacy requests
    - Respond to boil water advisories
    - Provide information to members of public regarding water systems
- Group B Water Systems
    - Issue permits to Group B systems
    - Conduct plan reviews of most new Group B systems
    - Review modification reports for changes to existing systems
    - Conduct surveys of all Group B systems periodically
    - Verify compliance with sampling requirements
    - Perform well site Inspections
    - Provide technical assistance to water system operators
    - Provide annual newsletter to water systems
    - Respond to adequacy requests
    - Respond to complaints
    - Respond to boil water advisories
    - Respond to unsatisfactory water samples
    - Investigate potential waterborne illness outbreaks associated with public water systems
- Nonpublic nonresidential water systems
    - Review and approve sources for commercial water systems that are not classified as Group B or Group A
    - Respond to adequacy requests
    - Provide technical assistance

CORE SERVICE: FOOD SAFETY PROGRAM

The food safety program works to promote and enforce food safety with businesses engaged in food preparation and sales in conjunction with State food safety rules. Environmental Health is the designated permitting authority for food facilities in the County.

- Respond to complaints
- Investigate illness reports associated with food establishments
    - Log complaint
    - Visit indicated regulated facility
    - Check with operator for similar complaints
    - If confirmed outbreak (one or more of the following):
- Ensure provision of Food Handler Testing
- Conduct plan reviews of new food establishments and changes to food establishments
- Issue retail food establishment permits (restaurants, grocery, espressos, bars, etc.)
- Conduct food establishment inspections for risk based standards compliance and permit requirements
- Issue permits and inspect temporary food establishments
- Respond to emergencies (floods, power outages, outbreaks)
    - Consult with food service establishments
    - Consult with water systems
- Close unsafe food establishments
- Provide technical assistance to food establishment operators or prospective operators
- Provide newsletter to food service establishments
- Respond to food recalls
    - Provide public notification
    - Ensure retailers have removed affected products
    - Answer public inquiries

CORE SERVICE: ON-SITE SEWAGE SYSTEMS (OSS) PROGRAM

The OSS program works with residents and businesses to comply with State and local rules concerning OSS. The program also works to educate residents and businesses on their responsibilities for ongoing operation and maintenance of OSS. Environmental Health is the designated permitting authority for OSS in the County.

KEY ACTIVITIES AND OUTPUTS
- Process OSS Permits
    - Review septic designs
    - Perform site and soil evaluations
    - Issue permits for approved septic designs
    - Conduct final inspections of installed on-site septic systems
    - Review septic designer evaluations to utilize existing OSS and establish reserve areas, as applicable
- Conduct residential O&M program
    - Review residential O&M reports for deficiencies
    - Create and distribute educational materials to the public
    - Conduct OSS Homeowner Education Classes for the public
- Conduct OSS professional licensing activities in accordance with State and Local laws
    - License OSS Pumper Companies
    - License OSS O&M Providers

- o License OSS Installers
- Conduct Food Service Establishment O&M program
  - o Coordinate with EHS staff to determine annual list of applicable food service establishments
  - o Review restaurant O&M reports for deficiencies
  - o Cite establishments that are out of compliance
- Perform Community Outreach
  - o Participate in Earth Day
  - o Participate in Cowlitz County Home and Garden Show
  - o Participate in Cowlitz County Open House

CORE SERVICE: CUSTOMER SERVICE

Customer service is integral to all of the environmental health programs. EH strives to provide consistent excellent customer service throughout all the programs in its areas of responsibility.

KEY ACTIVITIES AND OUTPUTS

- Research historic address files to determine septic and water availability history
- Research historic files to provide information on food, public water, and pool facilities
- Provide guidance to the public on permit/ plan review process
- Provide front-line counter service to assist walk-in customers
- Provide technical assistance to home owners on maintenance and repair of existing system
- Provide technical advice to septic professionals
  - o Code compliance
  - o Soils identification
  - o Site constraints
  - o Equipment or treatment options
  - o Operation and Maintenance issues
  - o Construction issues

CORE SERVICE: SURFACE WATER QUALITY MONITORING PROGRAM

The surface quality monitoring program works with the public and other agencies to monitor and improve surface water quality in the County.

KEY ACTIVITIES AND OUTPUTS

- Ensure development and maintenance of Quality Assurance Project Plan (QAPP)
- Ensure development and maintenance of Standard Operating Procedure (SOP)
- Perform water sampling
  - o Sample for Cyanobacteria when indicated by presence
  - o Sample according to developed QAPP
- Perform data management
  - o Collect data
  - o Present data in usable format
  - o Make data available to public
- Perform grant writing for funding opportunities

- o Research and pursue, when appropriate, grants related to water quality monitoring projects
- o Research and pursue, when appropriate, grants related to water quality improvement projects
- Participate in development and maintenance of Watershed Management Plan Development
    - o Write grant for plan development
    - o Write management plan
    - o Coordinate with community
    - o Coordinate with community groups
- Respond to reports of blue-green algae blooms
    - o Determine if sampling necessary
    - o Collect water samples when appropriate
    - o Post warning signs in response to blue-green algae blooms and sample results
- Monitor bathing beaches
    - o Review water sample reports from bathing beaches
    - o Provide technical assistance to bathing beach operators
    - o Investigate potential outbreaks related to bathing beaches

CORE SERVICE: RECREATIONAL VEHICLE (RV) PARKS

The RV Park program enforces and educates RV Park owners concerning local health rules specific to RV Parks. EH is the designated permitting authority for RV Parks in the County.

KEY ACTIVITIES AND OUTPUTS
- Perform annual inspections
- Issue renewal licenses

CORE SERVICE: SOLID WASTE

The solid waste program works to enforce, permit, and educate facilities that handle, process, or dispose of solid waste in compliance with State and local laws. EH is the designated permitting authority for solid waste facilities in the County.

KEY ACTIVITIES AND OUTPUTS
- Monitor solid waste facilities
    - o Perform annual inspections
    - o Review quarterly and annual reports for compliance with sampling requirements
    - o Perform annual permit renewal processes
    - o Respond to complaints
- Conduct enforcement related to illegal dumping of solid waste enforcement
    - o Track complaints
    - o Conduct investigations of potential solid waste violations
    - o Write enforcement letters
    - o Prepare citations and represent the County in judicial proceedings

CORE SERVICE: TEMPORARY CAMPGROUND PERMITTING

EH is responsible for administering the health aspects of temporary campground permits.

- Review Applications
- Inspection of proposed temporary campground

CORE SERVICE: BUILDING RECORD UTILITY VERIFICATION

EH has responsibility that new construction or extensive remodel have adequate sewage and water available

KEY ACTIVITIES AND OUTPUTS
- Depending on building project, research existing water and/or sewer information
- Correspond with contacts to acquire missing water and/or sewer documents, information, etc.
- Verify adequate water and/or sewer utility

CORE SERVICE: LIQUID AND SOLID WASTE COMPLAINTS

EH investigates and enforces complaints and reports of sewage and solid waste violations.

KEY ACTIVITIES AND OUTPUTS
- Receive complaints
- Investigate validity of complaint
- Determine compliance schedule for remediation of illegal activity

CORE SERVICE: SUBDIVISION PLAT REVIEW

EH provides comment on proposed land subdivision and enforces those requirements during the process in relation to compliance with applicable rules and regulations.

KEY ACTIVITIES AND OUTPUTS
- *Review for water availability*
- *Review for On-site septic adequacy*

CORE SERVICE: ORGANIZATIONAL CAMPS

EH permits and inspects organizational camps in compliance with State rule.

KEY ACTIVITIES AND OUTPUTS
- Issue permits for organizational camps
- Inspect organizational camps
- Respond to complaints
- Investigate potential outbreaks associated with organizational camps
- Provide technical assistance related to code compliance, siting, permitting, and food safety.

CORE SERVICE: SCHOOL SAFETY

EH is responsible for ensuring that schools provide a healthy place for children to learn under State rules.

- Perform plan reviews of new or remodeled K-12 schools and playgrounds
- Respond to complaints associated with environmental health of K-12 schools
- Provide technical assistance to school personnel
- Investigate potential outbreaks associated with environmental health in K-12 schools

CORE SERVICE: SWIMMING POOL AND SPA SAFETY (HOTELS, SCHOOLS, CLUBS, APARTMENTS, ETC.)

The Pool and Spa Safety program works to promote and enforce Pool and Spa Safety with for public pools and spas. EH is the designated permitting authority for Pool and Spa facilities in the County.

KEY ACTIVITIES AND OUTPUTS
- Conduct preopening inspections of new swimming pools and spas
- Inspect swimming pools and spas
- Respond to complaints
- Investigate potential outbreaks associated with swimming pools and spas
- Provide technical assistance to pool/spa operators

CORE SERVICE: VECTOR/ZOONOTIC DISEASE

EH is responsible for investigating zoonotic disease in the County. The EH also participates in quarantining and testing processes.

KEY ACTIVITIES AND OUTPUTS
- Investigate animals for potential exposure to rabies
- Order quarantine of animals that are potentially exposed
- Respond to reports of possible zoonotic diseases
- Respond to dead bird reports
- Coordinate with communicable disease staff regarding rabies and other zoonotic diseases
- Prepare shipping containers for shipping specimens to DOH lab
  - Ensure local Veterinarians have shipping containers
  - Arrange for pickup and shipping
  - Answer questions related to processing and packing, e.g. dismemberment, brain preservation, etc.
- Review sites for special slaughter applications
- Inspect petting zoos
  - Handwashing
  - Code compliance
- Provide technical assistance
  - Code compliance
  - Euthanasia
  - Exposure avoidance
  - Animal quarantine

PERFORMANCE MEASURES

Drinking Water Program	
Measure	Metric
Age of Group B Water Systems most recent sanitary survey	<8 Years
Timeframe for responding to water adequacy request	<1 week

Food Safety Program	
Measure	Metric
Percentage of food establishments that have been inspected at least the minimum number required inspections per year	95%
Percentage of food establishments that have same repeated violation over third consecutive routine inspection in a year *(Measure of program effectiveness)*	<1%
Timeframe for completion of follow-up inspections	<30 days
Time frame for completing foodborne illness complaint interview and beginning of any investigation if needed	<3 days
Timeframe for responding to complaints regarding active imminent health risks at establishment	Same Day
Timeframe between receiving plans and initial plan review comments submitted to applicant	<2 weeks
Percentage difference between inspectors average inspection violation point total issued per year from combined average of all staff	<10%

On-Site Sewage Systems (OSS) Program	
Measure	Metric
Time to issue septic permit after application	<3 weeks
Time to perform final septic inspection after request has been received	<2 days
Time to issue a septic tank replacement permit	<1 hour
Time to perform septic tank inspection after request has been request	<1 day
Time to initiate investigation after receiving a liquid waste complaint	<1 day
Percent of license renewal for septic professional are issued the same day payment is received	95%
Percent of residential and commercial O&M reports reviewed for completeness within 7 days of submittal	30%
Percent of reviewed food permit O&M reports within 7 days of receipt	30%

Surface Water Monitoring Program	
Measure	Metric
Percent of scheduled water quality events completed	>90%
Percent of scheduled water quality data points completed	>90%
Test on Lewis River, Toutle River, Silver lake and Horseshoe Lake with sonde (rotating basis)	>Quarterly

Lab test on Lewis River, Toutle River, Silver lake and Horseshoe Lake for fecal coliform/e. coli (rotating basis)	>Quarterly

Recreational Vehicle Park Program	
Measure	Metric
Percent of RV parks inspected annually	>95%
Timeline for RV permit renewal	>3 days

Solid Waste Program	
Measure	Metric
Investigation initiated after receipt of solid waste complaints	<5 days
Confirmed complaint, a letter is sent to the property owner requesting corrective action	<2 days
Follow-up letter sent for no response to initial letter	<2 days
Citation issued if property owner has not responded	<5 days
Percent of Solid Waste Facility Permits issued or denied within 90 days	95%
Percent of Solid Waste Facilities inspected annually	100%
Timeline for plan review comments sent to applicants	<2 weeks

Temporary Campground Program	
Measure	Metric
Time to issue temporary campground permit after application	<5 days
Percent of temporary campgrounds inspected a minimum of one time during an event	50%

School Safety Program	
Measure	Metric
Percentage of K-12 schools that have received a routine inspection in 12 month period	100%

Swimming Pool and Spa Program	
Measure	Metric
Percentage of pools and spas that have been inspected at least twice annually	>90%
Percentage of water recreation facility inspections resulting in a closure violation *(Measure of program effectiveness)*	<10%

STANDARDS AND BENCHMARKS
- Local, state, federal, and other contracts
- Cowlitz County Code (CCC 15.42, CCC 15.30, CCC 18.56, CCC 18.34, CCC 18.38 ,CCC 6.12, CCC 15.38 & BOH Ord 13-002)
- Cowlitz County Policies
- Revised Code of Washington (RCW 70.05)
- Washington Administrative Codes (WAC 246 and 173)

- Code of Federal Regulations (CFR)
- Federal Funding Accountability and Transparency Act (FFATA)
- Food and Drug Administration (FDA) Standards For Food Handling
- Natural Resources Conservation Service (NRCS) Soils
- Environmental Protection Agency (EPA) Solid Waste Standards
- Environmental Protection Agency (EPA) Clean Water Standards
- Environmental Protection Agency (EPA) Onsite Wastewater Treatment Standards

PLANNED OPERATIONAL IMPROVEMENTS
- Implement comprehensive tracking and permitting database software for EHS programs to improve efficiency and effectiveness of programs.
- Fund and develop school inspection program as required by WAC 246-366 to ensure the health and safety of young children within school environments. Currently unable to perform the state mandated requirement due to lack of funds.
- Fully staff food program to conduct number of inspections required per facility per year and to comply with FDA standards for number of facilities per inspector.
- Create a searchable database and GIS layer of all properties utilizing OSS in the County.
- Develop a low interest loan program for repairing or replacing failing OSS.
- Develop and fund a permanent surface water quality program for the County.
- Complete water well location inventory to fulfil Washington State Department of Ecology requirements.

HEALTH DEPARTMENT: COMMUNITY HEALTH

The Community Health section of HHS is composed of three groups: Communicable Disease, Healthy Communities, and Maternal-Child Health (MCH) Children with Special Health Care Needs (CSHCN). These groups support activities aimed at improving the health of the community through various systems and interventions.

CORE SERVICE: MATERNAL-CHILD HEALTH AND CHILDREN WITH SPECIAL HEALTH CARE NEEDS

Maternal-Child Health (MCH) and Children with Special Health Care Needs (CSHCN) program promotes an integrated systems of care that assures that women and children 1-22 and children with special health care needs have the opportunity to achieve the healthiest life possible and develop to their fullest potential.

KEY ACTIVITIES AND OUTPUTS

- Enter all CYSCHN referrals for Cowlitz County into Child Health Information Form (CHIF) database per contract.
- Triage referrals to CYSCHN referrals based upon service criteria, when necessary, per CSHCN Manual guidelines.
- Contact families that are referred by mail, phone or home visits to provide them with information regarding support services available for children with physical or developmental disabilities.
- Coordinate health and social services, as needed, with families based on home and nursing assessment.
- Investigate child Lead Cases and report to the state on a quarterly basis. Investigation can include any or all of the following:
  - o Telephone contact with parent and completion of PHIMS Lead Screening Form.
  - o Coordinate with child's provider regarding the care and follow up of child with increased lead levels.
  - o Work with environmental health staff, as needed, to do a home assessment to determine the source of lead in environment.
  - o Educate clients about possible exposure routes.
  - o Educate clients about eliminating lead sources.
- Participate as a nursing consultant at quarterly ABCD Oral Health meetings.
- Serve as nursing consultant to Head Start for child health issues. This can include any or all of the following:
  - o Consultation with teaching staff regarding the health needs of a student.
  - o Consultation regarding Head Start Health and Safety Policies and Procedures, including medication administration, blood borne pathogens, management of illness at school, etc.
  - o Consultation as part of a child study team addressing all the needs of a child.
- Ensure the implementation of the MCHBG in Cowlitz County, either through HHS Staff or through contract partnership services with other community providers serving Women and Children 1-22 or Children with Special Health Care needs.

CORE SERVICE: WORKFIRST PROGRAM

The Work-First Program provides evaluation services for the State of Washington Department of Social & Health Services (DSHS) to determine if a parent of a child with special health care needs is able to participate in *Washington State's WorkFirst program.*

Key Activities and Outputs
- Receive DSHS referrals and schedule appointments with clients.
- Contact DSHS when client misses prearranged appointment or refuses service.
- Schedule and perform home visit to evaluate impact of child's special needs, using the DSHS interview tool.
- Provide one-time consultation with parent and child care provider to determine if child care is appropriate for child.
- Provide linkage to community resources for families.
- Complete DSHS evaluation form and submit to DSHS.
- Attend DSHS case staffing meetings, as requested.
- Enroll child in CSHCN program if child meets CSHCN criteria.

CORE SERVICE: COMMUNICABLE DISEASE INVESTIGATION AND CONTROL

HHS is tasked by Washington State Law and in cooperation with Department of Health (DOH) to ensure surveillance, case finding, epidemiologic analysis, and contact tracing for over 75 reportable communicable diseases that can impact the health of the public. This information is utilized in preventing the spread of disease; Identifying trends, including geographic and demographic, in disease; rapid identification, with coordinated planning and intervention in health threat; and utilized in policy decisions, i.e., resource allocation, and determining public health priorities

KEY ACTIVITIES AND OUTPUTS
- Staffing of Communicable Disease (CD) phone line and fax line in order to receive reports of notifiable communicable diseases.
- Ensure Duty Officer Coverage during non-business hours in order to respond to urgent public health needs.
- Ensure Health Officer Coverage during all business and non-business hours to respond to urgent public health needs.
- Respond within one (1) hour to all immediately reportable health conditions during business and non-business hours.
- Conduct weekly review of cases and potential public health issues with CD staff and Health Officer.
- Provide communicable disease consultation and information to providers and the community through phone, email, and in person meeting.
- Investigate all reportable conditions using DOH Notifiable Conditions Forms within established DOH time frames. Activities can include any or all of the following:
  - Client phone contact
  - Field visits, as needed
  - Protected records request
  - Receive and fax protected health information
  - Consultation with DOH

- o Notification and consultation with Health Officer regarding Notifiable Conditions when needed
- o Implementation of Health Officer's request to provide information and education to clients and providers
- Provide linkage to care for clients needing treatment.
- Respond to active cases of Tuberculosis (TB) and TB exposure cases, including Health Officer medical management, staff case management, surveillance, securing medications, etc. This can include any or all of the following actions:
  - o Case investigation to determine active TB cases and TB exposure cases.
  - o Collaborate with Health Officer to determine candidates eligible for treatment, treatment regimen, and planning for management of cases.
  - o Obtain Health Officer orders for labs (x-rays, sputum, blood test). Staff coordinate with clients to ensure all labs completed including securing transportation to clinic, incentives to clients to get labs, coordination of necessary follow up.
  - o Educate client(s) on need for treatment and treatment plan. Secure consents for treatment.
  - o Provide all health information in language of client(s) choice.
  - o Order medications based on treatment regimen; secure medications.
  - o If using state medications, make up daily or weekly medication packets for clients.
  - o Educate client(s) in medication usage, side effects, etc.
  - o Dependent upon the medical regimen, establish Direct Observation Treatment (DOT) with clients daily or weekly in the home or at HHS.
  - o Notify Health Officer of any complications or side effects client(s) are experiencing.
  - o Maintain and document health records on all active TB and LTBI clients.
  - o Health Officer reviews and signs all physician orders.
- Document activity related to Notifiable Conditions through the state database, PHIMS.
- Document all client encounters in database.
- Maintain expertise in the most frequently reported Notifiable Conditions.
- Review, evaluate, and update policy, procedures, tasks and forms related to Communicable Diseases annually and as needed.
- Maintain staff Respiratory Protection Program for all CD staff working with TB cases.
- Manage confidential data information system, collect data, and perform assessment of data for epidemiological evaluation.
- Provide monthly and annual Notifiable Health Conditions reports.
- Provide Syringe Exchange Program (SEP) for IDU Outreach
  - o Provide new, sterile syringes in exchange for used, contaminated syringes to mitigate the spread of HIV and other blood-borne infections.
  - o Link IDU clients to behavioral health treatment and health care.

CORE SERVICE: HEALTHY COMMUNITIES - COMMUNITY EDUCATION AND MOBILIZATION

Healthy Communities supports the overall work of HHS mission, goals, and priorities in addressing the health needs of Cowlitz County residents through a population-based, collective impact model. Under the guidance and direction of HHS leadership, Healthy Communities facilitates and supports community partners in implementing policy, systems, and strategies that will lead to whole person health across Cowlitz County. The work includes data analysis and assessment, prevention and education, community partnerships, grants research, policy development, and communications support. Health priorities are

identified by varying community assessment resources, such as the Strategic Plan, HHS Advisory Boards, Behavioral Health Gap Analysis, Community Health Improvement Plan, or other tools.

KEY ACTIVITIES AND OUTPUTS

- Create and distribute marketing material about HHS projects and programs.
- Provide decision makers and stakeholders education about policies, programs, and rebar Health & Human Services concepts.
- Provide one time consultation for subject matter expertise.
- Serve on committees engaged in planning.
- Provide one time topical presentations.
- Provide workshops and presentations on NEAR Sciences.
- Serve on community boards and work groups to provide subject matter expertise and/or leadership from a population health perspective.
- Develop and manage project work plans using milestone and goal tracking.
- Receive and disburse grant funding for project or program work
- Convene project and community partners and facilitate moving towards action on project or program objectives.
- Design and conduct evaluation of projects and programs.
- Provide community groups with consulting on organizational development.
- Facilitate monthly meetings that educate and empower residents to advocate for walkability and other active transportation.
- Create and distribute a monthly newsletter highlighting advocacy opportunities and news related to walkability and active transportation.
- Design and manage volunteer data collection related to walkability and active transportation in Cowlitz County.
- Conduct workplace wellness assessments.
- Provide employers recommendations on workplace wellness changes.
- Provide employers information and coaching to implement wellness recommendations.
- Facilitate local organizations to connect with and utilize South Kelso Community Health Advocates
- Provide subject matter expertise and facilitate connection to other state wide experts on Community Health Workers (CHW) to local projects that could create CHW workforce opportunities

CORE SERVICE: HEALTHY COMMUNITIES - COMMUNITY HEALTH IMPROVEMENT PLANNING & CAPACITY DEVELOPMENT

Healthy Communities conducts participatory planning processes that result in actionable documentation informed by stakeholder dialog and interactions with available data and scientific evidence. When possible, planning activities are the groundwork for developing community collaborative infrastructure and funding development.

KEY ACTIVITIES AND OUTPUTS

- Design and perform surveys.
- Design and facilitate focus groups or structured interviews.
- Design and facilitate community forums, listening posts, or other public events.
- Construct data sets from complex publicly available data sources.

- Use analytical techniques to interpret meaning from data.
- Produce useful information products based on data and analysis.
- Meet regularly with stakeholders to maintain awareness of stakeholder priorities and opportunities for collaborative projects.
- Produce publicly available reports and plans.
- Conduct a public process to update the Community Health Improvement Plan at least once every five years.
- Research and write grants.
- Develop and implement shared measurement strategies that improve alignment and coordination of community activities.

CORE SERVICE: HEALTHY COMMUNITIES - LOCAL/REGIONAL/STATE HEALTH SYSTEMS TRANSFORMATION

Communities works in a supportive role to Health and Human Services and community partners in developing and deploying emerging best practices for mobilizing communities and systems towards the triple aim of health reform in Washington State.

KEY ACTIVITIES AND OUTPUTS

- Review information related to the Healthier Washington statewide initiative to identify tangible local opportunities.
- Monitor and participate in the Accountable Community of Health, Cascade Pacific Action Alliance.
- Monitor and participate in the Healthy Living Collaborative of Southwest Washington.
- Monitor and participate in local cross-sector collaborative groups or projects related to population wellbeing and/or health systems transformation.
  - HHS Public Advisory Structure
  - Cowlitz Community Network – Board Member, monthly meetings
  - Pathways 2020 – Board Member, monthly meetings
  - Cowlitz On The Move, monthly meetings
  - Quality of Place Workgroup, monthly meetings
  - Lower Columbia Workplace Wellness Coalition, facilitate monthly meetings
- Promote Cowlitz County Health & Human Services and Healthy Communities as a state leader in transformational work, within the local and regional spheres of influence.
- Develop strategy and content for and participate in HHS Strategic Initiatives
  - Community Health Worker Workforce Development & Promotion
  - Position HHS to serve Cowlitz County as the Chief Health Strategist
  - Opioid Response Plan
- Assess and evaluate Healthy Communities programs and activities to continuously improve practice and operations

PERFORMANCE MEASURES

Maternal-Child Health and Children with Special Health Care Needs	
Measure	Metric
Percent of total Maternal Child Health activities that are performed in the CYSHCN program area quarterly	>30%

Percent of total Maternal Child Health activities that are performed in the Children 1-22 program area quarterly	>30%

WorkFirst Program	
Measure	Metric
Timeline to initiate processing of WorkFIrst referrals	<3 business days

Communicable Disease Investigation and Control	Metric
Measure	
Percent of Communicable Disease staff that are mask-fit tested each year	100%
Timeline for Notifiable Health Conditions to be entered in to the state reporting database (PHIMS)	<3 Business days
Timeline to respond to immediately reportable health conditions during business and non-business hours	<1 hour

Healthy Communities	
Measure	Metric
NEAR presentations given in the community in a given calendar year	>5
Percentage of annual Health Communities time that demonstrates activity across a minimum of two sections of HHS	>40%
Perform review of Healthy Communities programs and activities	Annually

STANDARDS AND BENCHMARKS
- Local, state, federal, and other contracts
- Revised Code of Washington (RCW 70.05)
- Washington Administrative Codes (WAC 246)
- Health Insurance Portability and Accountability Act of 1996
- National Performance Measures identified by Maternal-Child Health Bureau
- Federal Funding Accountability and Transparency Act (FFATA)
- Children with Special Health Care Needs Manual

PLANNED OPERATIONAL IMPROVEMENTS
- Increase provider engagement with Communicable Disease Team through quarterly meetings with provider groups.
- Increase assigned staff capacity and knowledge for Communicable Disease work.
- Continue to transition MCH-CYSHCN work to population-based health work.
- Maintain existing contract work for all programs, evaluating each at end of established cycle, using Health & Human Services assessment tool for strategic planning.
- Continue existing contract work with HIA to meet deliverables.
- Establish protocol for assessing and evaluating new contract work.
- Define the role of Health & Human Services and Healthy Communities in the Accountable.

- Communities of Health (ACH), Cascade Pacific Action Alliance (CPAA) and assign those roles based on program needs, staff skill set, and staff capacity.
- Operationalize strategic plan for Healthy Communities team that defines their role in Health & Human Services, the community and the area their work encompasses.

PARKS DEPARTMENT

Core Service: Parks and recreation
Meeting community and visitor needs by providing a safe unified system of parks, trails, recreational facilities and natural areas that maintains environmental stewardship and provides diverse recreational programs and opportunities.

Key Activities and Outputs:
- Maintain over 958 acres of developed park land, open spaces and trails to insure a safe and unified park system.
- Performs parks landscaping and grounds cleaning duties; performs needed activities to address parks' weather, littering or vandalism effects to the park's grounds.
- Perform park facilities building maintenance repairs and inspection; repairs weather or vandalism damage.
- During winter months, perform maintenance repairs and inspections of County office buildings.
- Perform cleaning and sanitation of park's building facilities; does cleanness inspections and replenished restroom supplies.
- Perform parks garbage pick – up, removal, and disposal.
- Perform general maintenance, repairs, and service of department tools and equipment.
- Perform customer service tasks when contacted by or addressing the public following established practices to address general issues or problems that come up at parks.
- Provide recreational opportunities for community members and visitors.
- Provide routine preventative maintenance.
- Utilize efficient maintenance practices.
- Promote tourism by developing viewpoints, picnic sites, interpretive information, to enhance a visitor's experience.
- Collaborate with Parks Board and other Citizen Committees to identify current and future needs of parks.

Performance Measures:

Measure	Metric
Percentage of scheduled preventive maintenance completed	100%
Percentage of public use of trails, water ways and parks reviewed to identify potential future improvements	100%
Timely response to citizen complaints and concerns	Within 2 days
Timely cleanup after park related activities	< 2 days
Responding to weather related events; complete repairs and cleanup within 5 days	> 95%
Percent of parks facilities with monthly safety inspections, lighting inspection and vandalism reports and playground inspections completed	100%

Standards or Benchmarks:
- Cowlitz County Parks Comprehensive Plan
- Monthly Parks Board Meetings
- Path and Trails Comprehensive Plan
- Cowlitz County Strategic Planning

- Washington State Parks Plan, Centennial 2013 Vision

Operational Improvements:
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COWLITZ COUNTY OFFICE OF PUBLIC DEFENSE OPERARIONAL OVERVIEW

2017-2018

COWLITZ COUNTY OFFICE
OF PUBLIC DEFENSE
OPERATIONAL OVERVIEW

MISSION STATEMENT

It is the mission of the Cowlitz County Office of Public Defense (OPD) to provide highly skilled and zealous representation to people who are appointed counsel in the courts of Cowlitz County by tirelessly striving to protect and defend the fundamental rights and liberties of each person entrusted to us. OPD seeks to obtain the best possible results for our clients and ensure that they are treated fairly and with dignity by the legal system.

CORE SERVICE – REPRESENTING ADULTS CHARGED WITH FELONIES IN SUPERIOR COURT

OPD has seven attorneys who provide representation to adults charged with felonies in Superior Court. OPD's director also assists in providing such representation. This representation begins at their first appearance in Court and continues on until their legal matters are resolved at the Superior Court level. In cases that necessitate appeals being filed in the Court of Appeals, OPD prepares and files the legal documents necessary to initiate those appeals and have counsel appointed to represent OPD's clients in those appellate proceedings.

KEY ACTIVITIES AND OUTPUTS

- Providing defendants with in-court representation beginning at their first appearance and continuing on until all court proceedings in Superior Court have been concluded

- Communicating with clients throughout the pendency of their cases to keep them apprised of issues, developments and all relevant information related to their cases

- Reviewing and analyzing police reports, witness statements and evidence received from the state

- Preparing, filing and arguing appropriate pre-trial motions

- Engaging the services of investigators and expert witnesses as needed

- Assisting clients in obtaining mental health, substance abuse and social services as needed and available

- Preparing referrals for Diversion, Drug Court and/or Mental Health Court when appropriate

- Representing clients in Adult Drug Court proceedings

- Engaging in plea negotiations with the prosecuting attorneys and keeping clients informed as to those negotiations

- Providing clients with advice as to various possible means of resolving cases

- Resolving cases by way of negotiated plea agreements when such is the desire of clients

- Simultaneously with all of the above activities, preparing cases for trial

- Identifying, locating and presenting defense witnesses as appropriate

- Trying cases either before a jury or a judge as requested by clients

- Representing clients at sentencing hearings and post sentencing hearings

- When appropriate, initiating appeals on behalf of clients and obtaining court orders providing clients with counsel on appeal

PERFORMANCE MEASURES   METRICS

Cases Accepted into Diversion Program	Number of Cases
Cases Accepted into Drug Court	Number of Cases
Cases Accepted into Mental Health Court	Number of Cases
Cases Resolved Via Fast Track Offers	Number of Cases
Cases Resolved by Dismissal	Number of Cases
Cases Resolved by Trial	Number of Cases
Cases Resolved by Guilty Plea	Number of Cases
Caseload Compliance	% Above or Below

CORE SERVICE – SUPERIOR COURT JUVENILE CASES

OPD has two attorneys who provide representation to children in Juvenile Court in Offender, Dependency, Youth at Risk, CHINS and Truancy cases. This representation begins at their first appearance in Court or upon appointment by the Court and continues until their legal matters are resolved in Juvenile Court at the Superior Court level. In cases that necessitate appeals being filed in the Court of Appeals, OPD prepares and files the legal documents necessary to initiate those appeals and have counsel appointed to represent OPD's clients in those appellate proceedings.

KEY ACTIVITIES AND OUTPUTS – SUPERIOR COURT JUVENILE CASES

- Providing children with in-court representation beginning at their first appearance and continuing on until all court proceedings in Superior Court have been concluded

- Communicating with our children clients throughout the pendency of their cases to keep them apprised of issues, developments and all relevant information related to their cases

- Reviewing and analyzing police reports, witness statements and evidence received from the state

- Preparing, filing and arguing appropriate pre-trial motions

- Engaging the services of investigators and expert witnesses as needed

- Assisting children in obtaining educational, mental health, substance abuse and social services as needed and available

- Preparing referrals for Diversion, Deferred Disposition and/or Drug Court when appropriate

- Representing children in Juvenile Drug Court proceedings

- Assisting children in dependency cases in obtaining their desired residential, familial and custody status

- Engaging in plea negotiations with the prosecuting attorneys and keeping the children involved informed as to those negotiations

- Providing children/clients with advice as to various possible means of resolving cases

- Resolving cases by way of negotiated plea agreements when such is the desire of the accused children

- Simultaneously with all of the above activities, preparing cases for trial

- Identifying, locating and presenting defense witnesses as appropriate

- Trying cases before a judge as requested by clients

- Representing children at sentencing hearings and post sentencing hearings

- When appropriate, initiate appeals on behalf of children and obtain court orders providing them with counsel for those appeals

PERFORMANCE MEASURES   METRICS

Cases Accepted into Juvenile Drug Court	Number of Cases
Cases Accepted into Juvenile Diversion Program	Number of Cases
Cases Resolved by Deferred Sentences	Number of Cases
Case Resolved by Dismissal	Number of Cases
Cases Resolved by Familial Unification or Separation As Desired	Number of Cases
Increased School Attendance	Number of Cases
Cases Resolved by Trial	Number of Cases
Cases Resolved by Guilty Pleas	Number of Cases
Caseload Compliance	% Above or Below

CORE SERVICE – DISTRICT COURT MISDEMEANOR CASES

OPD has two attorneys who provide representation to clients charged with misdemeanor and gross misdemeanor cases in District Court. This representation begins at their first appearance in Court and upon appointment by the Court and continues until their legal matters are resolved at the District Court level. In cases that result in appeals to being filed, OPD either represents the clients in their appeals or prepares and files the legal documents necessary to initiate those appeals and have outside counsel appointed to represent the clients in those appellate proceedings.

KEY ACTIVITIES AND OUTPUTS

- Providing defendants with in-court representation beginning at their first appearance and continuing on until all court proceedings in District Court have been concluded

- Communicating with clients throughout the pendency of their cases to keep them apprised of issues, developments and all relevant information related to their cases

- Reviewing and analyzing police reports, witness statements and evidence received from the state

- Preparing, filing and arguing appropriate pre-trial motions

- Engaging the services of investigators and expert witnesses as needed

- Preparing referrals for the DWLS 3 Reinstatement Program, Diversion and/or Mental Health Court when appropriate

- Assisting clients in obtaining educational, mental health, substance abuse and social services as needed and available

- Representing clients in Mental Health Court proceedings

- Engaging in plea negotiations with the prosecuting attorneys and keeping clients informed as to those negotiations

- Providing clients with advice as to various possible means of resolving cases

- Resolving cases by way of negotiated plea agreements when such is the desire of clients

- Simultaneously with all of the above activities, preparing cases for trial

- Identifying, locating and presenting defense witnesses as appropriate

- Trying cases either before a jury or a judge as requested by clients

- Representing clients at sentencing hearings and post sentencing hearings

  When appropriate, initiate appeals on behalf of clients and obtain court orders providing clients with counsel for their appeals

PERFORMANCE MEASURES   METRICS

Cases Accepted into DWLS 3* Reinstatement Program	Number of Cases
Cases Resolved by Reduction to Infraction	Number of Cases
Cases Resolved by Deferred Sentence	Number of Cases
Cases Resolved by Dismissal	Number of Cases
Cases Resolved by Trial	Number of Cases

Cases Resolved by Guilty Plea	Number of Cases
Caseload Compliance	% Above or Below

STANDARDS OR BENCHMARKS

- Cowlitz County Code Title 2, Chapter 2.44

- Washington State Superior Court Criminal Rule, 3.1 – Standards for Indigent Defense

- The Revised Code of Washington

- The Constitutions of the United States and the State of Washington

- All Applicable State and Federal case law

PLANNED OPERATIONAL IMPROVEMENTS

- Immediately hire an additional attorney in order to comply with the Standards for Indigent Defense set forth in Superior Court Criminal Rule 3.1. We have available office space for this new hire.

- Reduce the amount of time between clients being appointed to OPD and an OPD attorney actually receiving a case file by making the current part time legal secretary position a full time position. This will not affect current office space.

- Improve the quality of defense services provided to clients by increasing usage of investigative services.

- Continue to work with the Cowlitz County Department of Health and Human Services to establish a first point of service entry at OPD by adding Social Service staff to OPD. We have space for this addition.

COWLITZ COUNTY DEPARTMENT OF PUBLIC WORKS

OPERATIONS OVERVIEW

JULY 2017

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Public Works Department

Mission:
The Department of Public Works (Public Works) provides cost-effective, safe, reliable, and sustainable transportation and utility systems that promote long-term economic prosperity, social well-being, and exceptional quality of life throughout Cowlitz County.

Vision:
As Cowlitz County communities work through this decade, continued growth will create more demand for essential facility, transportation and utility services as financial resources become more limited. Accountability and measured performance will continue to be resources that promote community vitality, business prosperity, public health, safety, security, and environmental quality.

Public Works will meet emerging challenges with new efficiencies driven by innovative technology, internal process improvement, stronger strategic partnerships, and outcome based long-range planning. Through its leadership and direction, the Department will promote planned development and integrated services that ensure a viable, safe, and progressive county that meets the diverse needs of a dynamic population.

Values:
We are a highly efficient and dynamic public workforce characterized by professionalism, integrity, honesty and compassion. We are an ethical, knowledgeable and responsible team committed to providing accountable public works, facility management, transportation and utility services that promote economic vitality, healthy people, and safe, prosperous communities throughout Cowlitz County. Above all, we are dedicated to sustaining the essential cornerstones of communication, collaboration, understanding, and trust as the central foundation for our work with community partners, each other and our customers.

Service Division Purpose Statements:

Administrative Services - The Administrative Services Division provides administrative oversight of Public Works Department operations, programs, projects, and initiatives, including financial management, and document tracking and storage. In addition, the Division provides support to overall Department efforts.

Communication Services – The Communications Service Division provides timely public information and community outreach for all Divisions within public works. In addition, the Communication Service Division acts as the County liaison to the Department of Emergency Management during emergency/disaster events and preparation and planning.

Engineering Services - The Engineering Services Division provides planning, design, and construction administration for public infrastructure in an efficient and cost-effective manner. In addition, the Engineering Division provides oversight of private development projects including plan review, permitting, and inspection. The Engineering Division provides engineering services to local independent Diking, Drainage, Flood Control, and Flood Control Zone Districts. The Engineering Division also provides bridge inspection services to the Cities of Castle Rock, Kelso, and Longview.

Fleet Management - The Fleet Management Division strives to provide a safe and dependable vehicle and equipment fleet for all departments within Cowlitz County in a cost effective manner. The Division promotes short and long range goals for the necessary maintenance of and improvements to the County fleet, the County shop, and the vehicle maintenance facilities. The Division seeks to provide the necessary training and career opportunities for the advancement of employees and to provide a safe and healthy working environment.

Road Operations - The Road Operations Division strives to provide a safe, high quality public road system for the citizens of Cowlitz County. The Division promotes short and long range planning, maintenance, and capital improvement goals for maintaining and improving the public road system and its associated appurtenances. The Division seeks to provide the necessary training and career opportunities for the advancement of employees and to provide a safe and healthy working environment.

Solid Waste – The Solid Waste Division strives to provide a safe, efficient and effective solid waste disposal system, providing services that preserve the quality of life, enhance community pride, ensure dependable waste disposal services and protect the natural environment.

Utilities - The Utilities Division provides drinking water, wastewater collection, and wastewater treatment services to the citizens of Cowlitz County while protecting the environment, public health, and prosperity of the community. The Utilities Division is responsible for all facets of water, wastewater collection, and wastewater treatment in rural areas served by this utility. The division provides treatment and delivery of drinking water, the collection and treatment of wastewater, active management of a cross-connection control program, utility infrastructure planning and management, and customer and meter reading services. The division is also responsible for planning and maintaining sufficient water supply and pressure throughout the distribution system to allow fire personnel to respond to fires and other emergencies.

ADMINISTRATIVE SERVICES

Core Service: Administrative Services for all Public Works Department Operations
Provides support to overall Public Works efforts in the standards development, record keeping, accounting and payroll processing, and public information and outreach. This includes Utilities, Fleet Management, Road Operations, Solid Waste, Communications, and Engineering Services.

Key Activities and Outputs: many of these are not activities, they are categories of activities/ outputs
- Capital Improvement Program Management and Implementation
- Personnel Resources
- Regulatory Compliance
- Utility Customer Service Information and Support
- Payroll Services
- Accounting Services
- Bid and Purchasing Services
- Document Management and Retention
- Clerical support

Performance Measures:

Measure	Metric
• Timeline: Process billings and payments for utilities	< 8 hours
• Timeline to process vendor invoices and delivery invoices	< 45 days
• % of County Road Administration Board (CRAB) and other agency reports completed on time	>95%
• % of asset and depreciation records completed on time	>95%

Standards or Benchmarks:
- Capital Improvement Program (CIP)
- State Auditor Annual Review
- CRAB annual review

Planned Operational Improvements:
- Reduce timecard processing time
- Reduce processing time for mail, customer payments and revenue receipts
- Reduce invoice volume by increasing use of P-cards.

COMMUNICATION SERVICES

Core Service: Public Information and Outreach
Public Works Communication Services oversees the public information and outreach efforts for the Department, coordinates actions between Divisions, and provides support to Public Works related communications programs.

Key Activities and Outputs:
- Utilize newsletters, flyers and press releases to inform customers, affected property owners, other agencies and the general public of key activities of all divisions of Public Works.
- Participate in the Annual Cowlitz County Open House.
- Actively maintain Public Works Social Media accounts to inform the public of projects and events that may affect travel, safety or property rights.
- Regularly review and update the Public Works portion of the County Website
- Provide informative programs to community groups and organizations as requested.
- Participate in trade fairs, career days and local events that promote the Department and Cowlitz County in a positive manner.
- Manage and promote the Cowlitz County Adopt–a–Road Program
- Serve as liaison to other governmental agencies, councils, boards and commissions
- Investigate and respond within 24 hours to complaints received by the Department
- Respond within five days to Public Information Requests
- Promptly respond to, and be available for, interview requests by the media

Core Service: General Communication
Public Works Communication Services ensures open communications are maintained with the public, the business community, other County Departments and public agencies, and within and between all divisions of the Department, through participation in and contributions to the BOCC Meetings, Open Houses, press releases, web site and social media updates, public meetings and intra-departmental and Countywide committees and training sessions.

Key Activities and Outputs:
- Conduct project specific public meetings to inform and receive input from concerned and interested citizens. Provide public information updates through various resources including flyers, press releases, County web site and Facebook page updates.
- Support the Public Works Director in presenting to the BOCC those issues which require further clarification.
- Present project related intergovernmental and professional service contracts, construction contracts, and other pertinent issues to the applicable Department or County Committee for direction or approval.
- Coordinate with other departments and agencies as needed, to resolve issues and maintain administrative continuity.
- Meet with involved parties including property owners, residents and business owners to provide status updates and discuss any necessary revisions.
- Provide regular updates to the travelling public regarding projects that will impact travel on County roads and bridges.

- Act as liaison with the Department of Emergency Management during emergency/disaster events and preparations and planning for future emergency events. Attend training and participate in regular drills to continually improve response to emergency events.
- Schedule and encourage participation in divisional and intra-departmental staff meetings to facilitate the necessary flow of information critical to efficient operations within a diverse Department.
- Provide informational reports in a timely manner as required or requested by other departments or agencies.

Core Service: Office Communication

Public Works Communication Services oversees secretarial services and written communication from all divisions of Public Works to ensure consistency, quality and professionalism in correspondence from the department.

Key Activities and Outputs:
- Record, prepare and provide minutes for Solid Waste Advisory Committee.
- Format, distribute and scan monthly and annual reports for Solid Waste Division.
- Prepare and send press releases for Household Hazardous Waste Mobile Collection events throughout the year.
- Attend regular and special meetings of diking, flood control and other special districts supported by the Department. Prepare minutes, agendas, supervisor packets, payroll and other documents as needed for meetings or signatures.
- Submit annual budgets for special districts to the BOCC for approval.
- Prepare or format and send construction related correspondence and reports.
- Format/prepare bid documents; prepare agenda for BOCC execution.
- Acquire construction contracts to be printed and punched; add plan sheets and bind. Distribute to Department and BOCC; post to Public Works website and send to BXWA for posting.
- Prepare weekly statement of working days for Construction Manager.
- Finalize change orders as needed.
- Maintain current project file. Scan documents as they are received into the project file log and add physical documents to the project file.
- Prepare reports, as needed, for projects involving Federal Aid, CDBG, Public Works Trust Fund or other grant funding.
- Log and file all project photos.
- Attend pre-construction meetings for contractor projects and prepare minutes and other documents as needed for meetings.
- Prepare and format Grant Agreements, Sole Source, Ordinances, Request to Surplus, Notices of Hearings, road vacations and other documents through Agenda Quick for BOCC action.
- Prepare Six-Year Transportation Improvement Plan, Annual Road Construction Plan, CRAB Reports, Consultant Roster, Final Cost Report and other annual reports.
- Attend meetings of the Industrial Way/Oregon Way Intersection Project Executive Committee and project team. Prepare minutes, format reports and documents and maintain contact list and detailed table of parties interested in receiving information regarding the project.
- Process water/sewer, solid waste and other miscellaneous counter payments.
- Distribute office and interoffice mail and faxes.
- Distribute and explain permit forms; forward permit to appropriate inspector or engineer; complete permits returned by inspector or engineer and mail.

- Prepare and send press releases for road and bridge closures, road delays due to construction or maintenance activities and department news.
- Process Water/Sewer liens and releases.
- Prepare and distribute monthly and annual Water/Sewer reports to Washington State Department of Ecology (DOE) and Washington State Department of Health (DOH).
- Scan and file all Department documents.
- Review and forward general Department phone and email messages.

Performance Measures:

Measure	Metric
• Response to Media requests	< 12 hours
• Adopt – a – Road cleanup events	>30 miles / year
• Number of new Adopt – a – Road sponsoring groups	+ 2/ year
• Number of chip sealing complaints	< 12 / year
• Number of road striping complaints	< 15 / year
• Number of road operations complaints	< 10 / year
• Number of other Department operations complaints	< 25 / year
• Initial response to customer complaints	< 2 days
• Initial response to public information requests	< 5 days

Standards or Benchmarks:
- Washington State Department of Transportation Local Agency Guidelines Manual
- Federal Highway Administration (FHWA) regulatory rules & reporting standards
- Chapter 42.56 RCW: Public Records Act
- Washington State Department of Health regulatory rules & reporting requirements
- Washington State Department of Ecology regulatory rules & reporting requirements
- CRAB Standards of Good Practice (WAC 136-11 through 136-70)
- Six Year Transportation Plan requirements (Chapter 36.81.121 RCW)
- Priority Array of Arterial Roads (WAC 136-14-040)
- Bridge Inspection reporting requirements (WAC 136-20-060)
- Annual Construction Plan requirements (Chapter 36.81.130 RCW)
- FEMA regulations & requirements
- Cowlitz County Code, Policy and Standards
- Title VI Non-discrimination and accommodation requirements

Planned Operational Improvements:
- Reduce response time to media for both emergency events and general inquiries.
- Increase number of Adopt-a-Road sponsors and miles of roads cleaned.

ENGINEERING SERVICES

Core Service: Roadway Capital Improvement Projects
The Engineering Division provides planning, design, construction administration, survey layout and inspection for roadway capital improvement projects. These projects include all work within the roadway prism including but not limited to roadway reconstruction, intersection improvements, safety improvements and culvert replacement.

Key Activities and Outputs:
- Identify needed projects, develop planning level cost estimates and identify funding sources.
  - Develop Six-year Transportation Improvement Plan (STIP) per Washington State Department of Transportation (WSDOT) requirements, present to the BOCC for adoption prior to budget adoption and submit adopted plan to WSDOT.
  - Develop Annual Construction Program (ACP) per County Road Administration Board (CRAB) requirements, present to BOCC prior to budget adoption and submit adopted program to CRAB.
  - Maintain a priority array for road, culvert, safety, and guardrail projects that are not currently funded. Update the arrays throughout the year as new projects are identified.
- Identify projects that are good candidates for grant funding and submit applications as grant opportunities become available.
- Determine if any consultant services are needed for the projects included in the annual construction program. Develop all necessary contracts for the consultants and manage all work they are completing to conform to the County's standards and timelines.
- Develop 30%, 60%, and 90% plans and specifications. These plans are reviewed by Public Works staff at each stage, reviewers generally include the design engineer, Engineering Manager, Construction Manager, assigned Construction Inspector, Public Works Director and the area Roads Supervisor. Depending on the funding source these plans are also sent to the funding agency (WSDOT, CRAB, TIB, etc.).
- Once the design reaches the 60% design phase the right-of-way agent will begin the process of obtaining necessary right-of-way, easements and temporary construction easements. This can be a timely process depending on the funding agency and can take more than a year on large projects or projects that require relocation of residents or businesses.
- During the design process between the 60% and 90% plan development, the required environmental permits are applied for and obtained. This process is for all local, state and federal permits. Possible required permits include: Critical Areas, Shoreline Permit, SEPA, JARPA and 404 Wetland permit. Depending on the complexity of the project and the work load of the reviewing agency the permitting process can take 2 months to a year. These permits often require that consultants be hired to complete required reports and mitigation plans.
- Complete project design and develop contract documents and engineer's estimate.
- Obtain approval of the project design and project funding from the funding agency if the project is not being completed exclusively with County funds.
- Prepare call for bids and present to BOCC.
- During advertisement, respond to bidder questions and issue addenda as needed.
- Review bids received and determine if the low bidder is responsive and prepare paperwork for BOCC to award the contract.
- During construction respond to Contractor information requests.
- During the design and construction process submit required reports to WSDOT, CRAB or other funding partners.

- Participate in required project audits by funding partners. These audits include review of all project documentation from the design and construction phases of the projects.
- Design and have completed all permit required mitigation projects.

Standards or Benchmarks:
- WSDOT LAG Manual
- RCWs and WACs
- WSDOT Design Manuals
- WSDOT Standard Specifications
- CRAB Standards
- MUTCD

Core Service: Construction Management and Inspection
Manages and inspects infrastructure projects from award of construction bid through final project completion and acceptance. Also reviews and issues utility permits and approach/access to County road permits to the County road right-of-way. Throughout the construction, staff performs inspections to ensure that the work performed conforms to plans, permit conditions, and meets standards.

Key Activities and Outputs:
- Assist in gathering and verifying field information during the design phase of Public Works projects.
- Upon award of capital improvement projects begin working with contractor to obtain all documents required prior to start of construction.
- Schedule and hold pre-construction conference for all roadway capital improvement projects, utility projects, solid waste projects and special purpose district projects.
- Review all contractor material submittals for conformance with the plans and specifications.
- Daily construction project activities.
  - Review that work in progress meets the plans and specifications.
  - Assure that materials incorporated into the project match the approved materials.
  - Coordinate and/or perform various tests on materials.
  - Respond to contractor questions about the plans and specifications. This includes coordination with the design engineer.
  - Coordinate with the contractor, design engineer and other entities to resolve issues and field conflicts.
  - Complete daily construction inspection reports that includes work completed, equipment used and weather conditions.
- Prepare and authorize monthly progress payments based on the daily construction inspection reports and contract bid prices.
- Review and verify the contractor's submitted certified payroll.
- Prepare contract change orders as needed. This includes development of quantities and unit prices with the contractor and development of all required documents for approval by the Public Works Director or BOCC.
- Prepare contract completion documentation. Including all paperwork required for approval by the BOCC.
- Communicate with the public about construction projects. This includes responding to questions, explaining the overall project, traffic impacts, and project timeline.
- Review and approve right of entry and utility permits for work within the County right-of-way.

- Inspect right of entry and utility permits for compliance with the approved permits.
- Investigate non-permitted work within the public right-of-way and assist the violator to come into compliance.

Standards or Benchmarks:
- Cowlitz County Standards
- WSDOT Standards and Specifications
- Utility Accommodation Policy

Core Service: Survey Services
The Engineering Division shall provide survey services for internal projects and other departments. In addition, right-of-way and survey information is provided to the public.

Key Activities and Outputs:
- Property boundary and right-of-way resolution for county properties, as requested by the various departments and groups (typically these are public works engineering, public works road crew, the various special purpose districts, facilities, parks, utilities, and administration). Typically, these are for the purpose of establishing fences, documenting encroachments, determining access, designing roadway improvements (retaining walls, new roadbed, culverts, etc.), and/or selling off remnant parcels. These types of projects require the following key activities (the amount of time for each being determined by the size of the project):
  - Research County Engineer's and County Auditor's files for previous recorded and unrecorded surveys.
  - Research County Auditor's files for chain of title and document history of each property.
  - Research other unrecorded sources of records as necessary (timber company records, private surveyor records, adjacent homeowner private records, etc.).
  - Review research and calculate search coordinates for field crew.
  - Field work to locate monuments indicated in the research, and any other monuments found during the course of the survey. Note – WA has only had a survey recording law since 1973, so we find many monuments that don't show up in the Auditor's Office records.
  - Field work to locate lines of possession (fences, mow line, walls, landscaping, etc. in order to determine if something is an encroachment or indication of ownership for indeterminate boundaries.
  - Recalculate additional search areas based on what the field crew found. Sometimes we have to drastically expand our search area if there are no monuments found, or sometimes finding a monument will indicate that there is probably another one at a certain spot in the research.
  - Field work for these additional searches.
  - Adjusting the final field work in a least squares adjustment software, to the specifications of state law. Many times, state plane coordinates are desired, which requires additional considerations, and has other state law requirements to be shown in the final mapping.
  - Importing the final adjusted coordinates into Computer Aided Drafting Software (CAD).
  - Resolving and drafting the boundary and/or right-of-way lines in the CAD software package.
  - Once the boundary has been resolved, a map needs to be created, to the requirements of state law. Many times, state law requires maps (Records of Survey (ROS), Land Corner Records (LCR), permit to destroy a survey monument, etc.) beyond what is required to design the project or accomplish the task required.

- o Record with the Auditor's Office, file in the County Engineer's Office, and/or file with the Department of Natural Resources any required survey maps or permit drawings.
- Set and/or document and preserve County survey monuments. In order to know where County rights-of-way and property boundaries are, we typically set monuments at all angle points of the boundaries and rights-of-way that we determine (above), per the specifications of state law. This requires office calculations, and then field work to set these monuments.
- Topographic mapping for the purposes of design, as requested by the various County departments (typically public works engineering, public works road crew, solid waste, and the various diking districts). Typically, these projects are for the final purpose of installing drainage improvements (culverts and ditches), rebuilding roadways, building retaining walls, building bridges, etc. The following key activities are required:
  - o Coordinate with engineer or architect who is responsible for the overall project to come up with topographic survey needs (project requirements).
  - o Generate a limits of survey sketch for the field crew.
  - o Field work to prepare site for survey (options as follows):
    - Cutting brush manually by the survey crew and/or recruiting help from the road crew.
    - Coordinating with the Public Works Road Crews to use equipment (usually a mower) to brush all or portions of the site.
    - Coordinating with the Correction Crew to manually brush the required areas.
    - Call to request utility locates.
  - o Field work to locate topographical surface, and any features to be shown per the project requirements (fences, trees, rocks, etc.).
  - o CAD drafting of the topographic surface, any existing features, and additional items as necessary for the specific project.
  - o Coordination with the various consultants (normally a geo-tech and biologist) regarding test pits, wetlands flagging, and/or ordinary high water line flagging.
  - o Field work to tie these new items, once they are in place.
  - o Adding these items to the drawing.
  - o Coordination to provide drawing information to the various consultants and County departments involved with the project.
- Write legal descriptions for easements, right-of-ways and vacations, as necessary for the various projects. Typically this requires that a boundary survey has already been performed. Sometimes, record boundary information can be used. Assuming the boundary and/or right-of-way has already been determined, then CAD drafting the legal exhibit can begin. The exhibits have specific state law requirements for size, border, and content. Once the exhibit(s) are completed, then the legal description can be written per state guidelines for content. On easement or ROW projects, once the initial descriptions and exhibits are completed, they are marked "review copy" and given to the ROW Agent for negotiating with the property owners to obtain the new easement(s). Many times there are revisions and coordination with the ROW agent and the owners to give them all the information they require to finalize the agreement. Many times there is field work required to stake out the proposed easement(s) so the owner(s) can see where it falls on their property. Once all this is done, we sign and stamp the final descriptions and exhibits and give them back to the ROW Agent for recording.
- Provide construction staking as specified for County road or other improvement projects. Typically, this requires reviewing the construction documents and plans, coordinating with the contractor, and then calculating locations for survey stakes to be placed. Field work is then performed to complete the actual staking. Much coordination is required between the surveyor, survey crew, engineer,

general contractor, and the general contractor's subs in order to make sure that everyone knows what each stake is showing in the field. Due to the fact that state law requires a permit be submitted to the Department of Natural Resources every time a monument gets destroyed, this requires extensive field surveying and office research to determine where these monuments are, and coordination with the engineer to decide which monuments will most likely be destroyed and require a permit. We also coordinate with the construction manager, engineer, and contractor to make sure that the monuments are located and protected or replaced (after a permit is filed) on projects that are staked by the contractor's surveyor.

- Review surveying specific items, as requested by the various County departments.
  - o Review annexation legal descriptions and other documents as requested by the boundary review board. This usually requires coordination with the board and the surveyor submitting the description, as well as the actual review.
  - o Provide survey expertise as requested during short plat review.
  - o Review survey work completed by a private surveyor for other departments to verify that it meets state law requirements and standards of practice.
- Maintain and organize documents related to surveying for roads and county properties. State law has specifically made the County Engineer's Office an office of public record, charged the County Engineer's Office with acquiring and maintaining all documents and plans relevant to County Roadways and properties, and required that our records be open to public inspection. We also need these records in order to document County rights-of-way, County ownership, and the location of these facilities. Among the many documents in the possession of Public Works that fall under Survey, are the following:
  - o Survey field books from 1885 to present. These 132 years of field books contain record of thousands of surveys that have been performed by the Public Works department over the years, and are the only record of thousands of reference monuments that give the location of County rights-of-way and County properties, that would otherwise be un-locatable, or extremely time consuming and expensive to locate.
  - o County Survey Book and unrecorded private surveys. Prior to the recording law in 1973 that required all private surveys to be filed in the County Auditor's Office, the County Engineer's Office was the only place for private surveyors (and the County) to officially record their surveys. We have approximately 2000 unrecorded surveys in our various collections, many of which detail the locations of County properties and rights-of-way.
  - o FM Lane survey records. FM Lane was the County Surveyor in the 1890s and 1900s. He was also County Commissioner, Diking Commissioner, and Diking Engineer at various points in his career. His field books and survey records cover the 1885 – 1933 time frame and are invaluable for surveying public and private properties (especially around the Woodland Dike).
  - o County Road Index Book and Right-of-Way books. Prior to about 1900, state law required the County Engineer to keep a book showing all the Roads in the County. This book was also maintained by the Auditor, who included affidavits for each roadway in order to cross reference with his Road Books (also in our possession) that included the official documents for each road (Petition, Bond, Surveyor's Report, Establishment, Waivers, etc.).

    Some of the above records (and many others that we have) are the only copy that exists anywhere. We are actively backing up these records onsite and giving copies (digital scans) to other organizations as additional backups in case of emergency (DNR's Public Land Survey Office and State Archives). Many of the documents in our collection are only partially indexed. We are actively indexing these records so that we can use them in our projects. Many times, these records include answers that are not available anywhere else.

- Work with property owners and surveyors researching right–of–way and general boundary information. Our survey and right-of-way records go back as far as 1855. This means that we get many requests for these records (on a weekly basis). Most of these requests require one to three hours to research and complete.
- Maintain records of survey control points. Over the years, County projects have required a large amount of benchmarks to be created and maintained for County purposes (movement monitoring projects, FEMA permits, DNR Ordinary High Water Line establishments, etc.). There is a large database of this information that we maintain for County projects, private surveyor requests, and other public entity requests.
- Complete old survey mapping projects. Unfortunately, the survey department did not have sufficient staff and/or direction for many years to keep up with all County responsibilities in regard to surveys. This has left a gap in the local County survey maps (from approximately 1973 when the recording act came in to being to 2012). In 2012, the new surveyor and County Engineer scaled back what the survey department was doing previously in order to focus on boundary surveying and monument preservation (the two survey items that have the most State Law requirements). Many monuments were set during the 1997 – 2012 time frame that have no completed survey map on them. Much time is required to deal with inquiries about these monuments and to provide documentation.

Standards or Benchmarks:
- WACs and RCWs regarding Land Surveys and property rights.
- Case law regarding surveying and property rights.
- WSDOT specifications for performing land surveys.
- WSDOT specifications for roadside safety while surveying along roadways.

Core Service: Right-of-way Services
The Right-of-Way section of Engineering Services provides research and analysis services for easement, waiver and fee title right-of-ways, road establishments, road vacations, and real estate records, as well as direct communication with property owners near County infrastructure projects.

Key Activities and Outputs:
- Research written and electronic files and maps to determine size, location, type and nature of right-of-way property rights along public roads, bridges, drainages, diking/retention structures, utility lines or other County property, to assist Department personnel with road maintenance, construction, engineering and surveying.
- Assist private surveyors, developers, residents and property owners in determining the location and size of County right-of-way.
- Research County records to assist Department staff or other County departments in the approval process for Short Plats and Subdivisions under County jurisdiction.
- Meet, and regularly communicate with, property owners and residents along projects proposed by Public Works divisions or the special districts.
- Review and analyze proposed new right-of-way segments through private property parcels. Report any apparent liens, unpaid taxes, pending foreclosures or other significant issues affecting property and recommend a title report when warranted.
- Acquire, compile and compare data on recent sales and current offerings of properties that are similar in nature to the parent parcels that are subject to partial acquisition of easement rights.

- For lesser easements or other property rights valued at less than $25,000 and involving non-complex properties, analyze the most similar sales and listings and prepare a valuation report for the County Engineer.
- For easements or other property rights valued at $25,000 or more, or involving complex valuation issues, obtain a written appraisal report from an approved appraiser. Assist the County Engineer with a review of the appraisal report.
- Draft and/or review right-of-way correspondence with property owners.
- Assist the County Engineer in the preparation of Offer Letters and Administrative Settlements.
- Meet directly with property owners to review and discuss the right-of-way area and type of property rights requested and amount offered by County.
- Maintain a Journal or Diary for each owner of property within/along proposed County projects.
- Attend WSDOT, IRWA and other professional seminars and courses to remain current on recommended and required ROW activities.
- Process County ROW vacation requests from staff, governmental agencies or private property owners.
- Provide valuation estimates or recommendations of County-owned real estate for the Department and other County departments.

Standards or Benchmarks:
- WSDOT Local Agency Guidelines Manual

Core Service: Stormwater Management
Responsible for implementation of the County's National Pollutant Discharge Elimination System (NPDES) Phase II Permit requirements within the urbanized area of the County. Implementation of Cowlitz County Code 16.20 and 16.22 as they apply to all areas in the County. Respond to drainage issues within the entire County.

Key Activities and Outputs:
- Maintain a map of the stormwater system within the urbanized area of the County.
- Investigate stormwater complaints from citizens.
- Investigate reports of illicit discharges to the stormwater system.
- Attend regional stormwater forum meetings.
- Develop public outreach programs.
- Develop public education opportunities.
- Participate in regional stormwater monitoring Program.
- Complete the NPDES annual report.
- Maintain the stormwater code and Manual to meet the NPDES permit requirements.
- Train staff to meet the NPDES requirements.
- Inspect all stormwater facilities (public and private) within the urbanized area.
- Implement the Stormwater Pollution Prevention Plan (SWPPP) for the county maintenance facilities.
- Train staff to implement the SWPPP.
- Complete annual reports for DOE.
- Apply for grants and manage grants received that relate to the NPDES permit requirements and stormwater facilities.

Standards or Benchmarks:
- NPDES Phase II Permit
- Cowlitz County Code 16.20
- Cowlitz County Code 16.22

Core Service: Bridge Services
The Engineering Division manages the records for and inspects the bridges within the County's inventory. Staff maintains their certifications and provides inspection services to the Cities within Cowlitz County.

Key Activities and Outputs:
- Perform bridge inspections for 64 County bridges.
- Perform bridge inspections for the cities of Castle Rock, Kalama, Kelso and Longview.
- Prepare inspection reports and enter into WSDOT database. This database is used by WSDOT to create an annual bridge report to Federal Highways Administration (FHWA).
- Prepare an annual bridge report for the BOCC and CRAB.
- Maintain inspection certification by attending all required trainings.
- Develop and maintain bridge load ratings.
- Develop and maintain an inventory of all short span bridges. This is a new and evolving requirement from WSDOT and FHWA.
- Maintain bridge records per WSDOT and FHWA requirements.
- Participate in WSDOT audits of the bridge records.
- Maintain Bridge Scour Plan of Action

Standards or Benchmarks:
- Cowlitz County Standards
- WSDOT Standards and Specifications
- WSDOT LAG Manual
- RCWs and WACs
- WSDOT Bridge Inspection Manual
- National Bridge Inspection Standards
- AASHTO Manual for Bridge Evaluation

Core Service: Support Services
The Engineering Division provides support services and technical information internally to other departments/divisions and externally to consultants, agencies, and the public.

Key Activities and Outputs:
- Provide information to the public regarding projects, property, utilities, regulations, and County Standards.
- Provide technical information to and perform engineering services for other departments/divisions.
- Coordinate with other public agencies and private engineers to facilitate their and our projects, planning, and proposed improvements.
- Provide assistance to property owners by responding to inquiries regarding required procedures, information requests, public relations.
- Provide new hires and existing staff ongoing training to achieve and maintain a high level of proficiency in a variety of subjects among a limited staff.

- Maintain maps for roads, water, sewer, storm, and solid waste. Complete updates of County records as changes occur and infrastructure is modified or replaced.
- Provide technical support, problem analysis, and cost estimates for grant applications.
- Develop annual Engineering Division budget and capital project financial planning.
- Perform condition assessment of approximately 531 centerline miles of public roads.
- Maintain pavement ratings for 531 miles of public roadway.
- Update road log and pavement surface condition ratings per CRAB requirements.
- Maintain digital database of collision data in coordination with WSDOT. Maintain a map of the collision data. Evaluate collision data to identify correctable high accident locations. Maintain an array of projects to correct high accident locations.
- Issue Oversize load permits for all County roadways (approximately 400 per year).
- Maintain flashing school zone signs. This entails annual programing of the signs per the school calendar and response to complaints about the signs malfunctioning.
- Maintain digital database of traffic-count records. Road Operations Division completes the traffic counts and provides the raw data to the Engineering Division. Engineering Division processes this data and submits it to CRAB in the Maintenance Management database.
- Perform minor traffic studies in response to perceived problems or requested changes.
- Maintain historical maps, drawings and project files.
- Maintain standard construction drawings and specifications for use on public infrastructure projects.
- Maintain franchises for utilities that utilize the County right-of-way for their distribution network.
- Maintain county codes that pertain to the public right-of-way and County utility systems.
- Participate in local transportation planning efforts through CWCOG MPO/RTPO Technical Advisory Committee.
- Work with Roads Operations Division to obtain permits required for roadway maintenance activities.
- Develop and implement ADA program per WSDOT requirements.

Standards or Benchmarks:
- Cowlitz County Code
- Cowlitz County Maps
- National Bridge Inspection Standards
- WSDOT Local Programs Bridge Inspection Program

Core Service: Private Development
The Engineering Division provides plan review and construction inspection within existing and proposed public right-of-way for private development to ensure compliance with Federal and State regulations, County codes and standards, as well as addressing public safety on the street system and in the vicinity of construction activities. In addition, the Engineering Division reviews development for potential impacts to the public right-of-way, compliance with the Stormwater ordinances (CCC 16.20 and 16.22) and lot divisions.

Key Activities and Outputs:
- Review proposed subdivisions for development within the existing and proposed right-of-way to verify compliance with roadway standards and utility standards in areas where the utilities are provided by the County.
- Inspections of public improvement work for all private development projects.
- Attend project pre-application meetings at the request of Building and Planning to provide direction to potential applicants on potential Public Works requirements.

- Review commercial, industrial and residential projects for compliance with the stormwater ordinance and impacts on public right-of-way and traffic.
- Subdivision Plat Review for compliance with County Standards.
- Provide available property information to property owners and/or their engineers
- Review large lot subdivisions and short plats as requested by the Building and Planning Department for compliance with survey standards, right-of-way requirements and site distance at all access points.
- Work with the Building and Planning Department to review and revise existing and proposed planning code.
- Review SEPA determinations and provide comments on recommended conditions of approval to mitigate impacts to the County public right-of-way, utility or stormwater system.
- Review private road development for compliance with County code and standard engineering practice.

Standards or Benchmarks:
- Cowlitz County Code
- Cowlitz County Road and Street Design Standards
- Cowlitz County Standard Plans
- Cowlitz County Stormwater Code

Core Service: Special Purpose District Support Services
The Engineering, Administrative Services, Utilities and Road Divisions provide support services for six Special Purpose Districts within Cowlitz County (Two Consolidated Diking Improvement Districts, a Diking Improvement District, a Drainage Improvement District, a Flood Control District and a Flood Control Zone District). Support services include engineering, administrative and operation services.

Key Activities and Outputs:
- Attend District Meetings to present actions that have occurred in the past month, record the meeting and obtain needed signatures.
- Prepare meeting minutes from meeting recordings and notes taken during the meeting. Have the minutes reviewed and approved by staff attendees and outside counsel.
- Prepare meeting agendas and packets.
- Scan and store District Records in Laserfiche.
- Prepare and present annual budgets to meet the various timelines outlined in the RCWs. Once the budgets are adopted by the Districts they are prepared for presentation to the BOCC and Assessor.
- Code and process all District bills for payment by the County Treasurer.
- Prepare monthly cash flow reports for each District.
- Prepare payroll hours and provide to outside accounting firm for processing. Also coordinate with the accounting firm payment of all required payroll taxes.
- Provide capital improvement project support. This effort includes but is not limited to coordination of projects with consultants and project design and development as outlined for roadway capital improvement projects.
- Coordinate with the Districts to obtain funding for large capital projects. Funding sources can include grants, loans and bonds.
- Contract for needed repair services to District facilities.
- Maintain pump systems (3 districts) (Water and Sewer Division).

- Provide annual maintenance services such as mowing when requested (Road Operations Division).
- Be the primary source of contact for the US Army Corps of Engineers (USACE) for annual system inspections.
- Review USACE Inspection Reports and develop a list of needed repairs and maintenance activities to maintain system eligibility in USACE programs.
- Inspect the systems for changed conditions and needed repairs.
- Respond to public requests for information.
- Respond to public concerns.
- Process requests to alter the systems and shepherd the applications through the USACE 408 process.
- Provide storm event response, including emergency pump operations, installing emergency generators, installing closure structures and contracting for emergency services.
- Review SEPA determinations and provide comments on recommended conditions of approval to mitigate impacts to the Special Purpose Districts.
- Complete annual reports required by the Southwest Clean Air Agency for emergency generators.
- Complete annual dam inspections of the two dams owned by the Districts. Prepare and submit the required annual dam inspection reports.
- Annually update the District's Flood Response Manuals.
- Work with FEMA to obtain and maintain Levee Certification.

Standards or Benchmarks:
- USACE Standards
- Department of Ecology Standards
- Revised Code of Washington

Performance Measures:

Measure	Metric
• % of Change orders due to design errors	<25%
• Timely issuance of right-of-way permits	<5 days
• Timely response to requests for survey information	< 3 days
• Timeline for obtaining DNR monument destruction permits	> 2 days prior to construction
• Initial response to construction staking requests	< 3 days
• Complete PFEs for right-of-way projects within project timeline	>75%
• Initial response to requests for right-of-way information	< 2 days
• Timely investigation of stormwater complaints	< 2 working days
• Timely investigation of illicit discharge reports	< 2 working days
• Percent of stormwater facilities within the urbanized area inspected annually	30%
• Timeline to complete bridge inspections	Every 24 months
• Response time for requests for information or technical data	< 3 days
• Issue Oversize Load Permits	Within 48 hours
• Timeline for review of private Development projects for compliance with applicable regulations, codes and standards	< 10 days per submittal
• Timeliness of storm event response	<2 hours

Engineering Planned Operational Improvements:

- To facilitate succession planning and counter a loss of institutional knowledge reinstate an EIT/ Engineer 1 within the department.
- Include right-of-way (ROW) documents and maps in a GIS layer. This will allow much faster resolution of ROW research projects, and would allow Road Crew staff to find ROW information for themselves while in the field, utilizing their tablets, thus lowering and possibly eliminating survey staff to research ROWs for anything other than the projects we are working on.
- Put a computer in the lobby area to allow limited public access to laserfiche road files (possibly online as well). This would eliminate much of the time required by survey staff to help with public research requests, and allow us to instead focus on County projects.
- Review file system to include an efficient storage method of incomplete projects that can be easily retrieved in the future.

FLEET MANAGEMENT

Core Service: Fleet Management – Support Services
Fleet Management provides procurement, set up, fabrication, installation, special vehicle construction, preventive maintenance, repair, replacement, and disposition services for the County's vehicles and equipment. The County fleet includes equipment used for police, corrections, coroner, and daily maintenance in streets, water, utilities, parks, and solid waste. The fleet contains 336 pieces of equipment, including 49 police patrol vehicles, and 11 standby generators used for emergency power. Provide a full-service vehicle program, from specifications writing and initial purchase to fabrication, assembly, maintenance, and final disposition of public works vehicles, averaging over 170 work orders per month for repairs and preventive maintenance.

Key Activities and Outputs:
- Perform repairs, fabricate, and perform scheduled preventive maintenance and safety inspection services, averaging approximately 2,000 work orders per year.
- Write specifications, purchase, construct, outfit and in-service new and replacement vehicles.
- Trade, transfer or disposition of excess and aged vehicles.
- Schedule yearly safety inspections and tests of building maintenance and roads bucket trucks, vehicle mounted and building cranes, and shop lift vehicles.
- Respond to out of shop locations for breakdowns of County vehicles.
- Keep spare parts properly ordered, maintain hardware and parts inventory.
- Maintain the fleet asset management data base.
- Perform preventative maintenance and repairs on 61 Washington State motor pool vehicles as requested.
- Assess vehicle fuel efficiency and usage.
- Update fleet assessment system data for critical components.

Performance Measures:

Measure	Metric
• Planned preventive maintenance completed on schedule	>85%
• Timeline: Fleet vehicles repaired after conditions are reported	< 1 week
• % of emergency response equipment with annual compliance inspection	100%
• Number of obsolete vehicles/equipment removed from service annually	80%
• Maximum out of shop breakdown response time	<1 Hour
• Level of critical equipment spare parts inventoried	100%
• % of vehicle service provided in compliance within specified intervals	90%
• Timeline: newly delivered vehicles equipped and operational	< 6 weeks

Standards or Benchmarks:
- Fleet Asset Management System
- Low-Fleet Use Program
- Washington State Statute, BARS

Planned Operational Improvements:
- Increase technician training on the latest technology.
- Purchase specialty tools and diagnostic equipment for fleet repairs

- Continuous training on R.T.A.
- Fostering a better sense of teamwork within the Division
- Working cooperatively in an environment of respect
- Listen and respect all points of view
- Stay involved until the object is complete
- Reduce inventory cost and improve turn rate. Acquire approval and funds to build a new fleet maintenance facility.

ROAD OPERATIONS

Core Service: Road Maintenance

The Road Operations Division provides pavement management, assessment, maintenance, and repair services for approximately 531 centerline miles of publicly owned roads. Staff performs all traffic control signage maintenance, snow and ice removal, and the annual right-of-way trimming program. The Road Division also maintains the county's stormwater facilities. Staff provides emergency preparedness, response, and mitigation services as well as preventative maintenance. Perform daily maintenance activities for roads, traffic control devices, street lights, and appurtenances. Provide storm event response, including removing standing flood water and debris. Inspect and maintain local drainage facilities and sweep public roads.

Key Activities and Outputs:
- Continue the process of road preservation through pre-level and chip seal by maintaining consistent road rotation.
- Patch asphalt and repair potholes.
- Crack seal all roads that develop cracks to prevent water infiltration.
- Recognize problem areas in the road system and apply preventative measures such as asphalt patching or snivi-patch to prevent potholes from forming.
- Plow snow, de-ice/anti-ice as needed.
- Inspect all roads that are scheduled for chip seal and clear all vegetation that could cause a hazard for the crew and travelling public.
- Mow the right-of-way at least every other year.
- Trim vegetation away from road signs and intersections.
- Spray shoulders to maintain a buffer between vegetation and roadway prism.
- Inspect the right-of-ways and treat for noxious and broadleaf weeds.
- Flush and inspect roadway culverts.
- Inspect the roadside ditches. Clean and maintain the ditch flow line.
- Replace damaged culverts.
- Inspect and clean catch basins.
- Replace and maintain all signs that are damaged or show age.
- Identify and upgrade signs as needed to meet Manual on Uniform Traffic Control Devices (MUTCD) standards.
- Clean all signs.
- Inventory and repair all county street lights.
- Perform storm event preparedness, response, recovery and mitigation.
- Assure utility locates for storm drains, and County owned street lighting.
- Participate in ESA 4d Road Maintenance Program
- Hydro seed will be applied to all slide areas no later than the fall of each year.
- Maintain all shoulders and add rock as needed
- Clean and maintain bridges as needed.
- Install to County standards all new driveway culverts within the county right-of-way.
- Maintain all guardrail and repair all damage as needed.
- Provide support work for other local government entities (such as striping and chip sealing).
- Continue to provide a safe and efficient road system by eliminating hazards such as downed trees.

DEPARTMENT OF PUBLIC WORKS OPERATIONS OVERVIEW

Performance Measures:*

Measure	Metric
• % of chip seal projects completed on schedule	85%
• % of roads flushed or broomed on schedule	100%
• Timeline: potholes repaired after notification	< 48 hours
• Clean and maintain flow line of each ditch once a year	75%
• During snow storms cover all roads at least once a day	80%
• % of catch basins cleaned and inspected annually	100%
• MUTCD compliance of all street signs	100%
• % of total intersection sight triangle inspected & trimmed	25% annually
• Time to perform utility locates for storm drains, and street lights	<2 days from request

*Measures are often skewed by weather conditions

Standards or Benchmarks:
- Cowlitz County Code
- MUTCD

Planned Operational Improvements:
- Continue to meet with other Counties to discuss problems and solutions to those problems.
- Continue to upgrade equipment to cut costs through fuel efficiency and ease of operation.
- Thoroughly investigate new equipment that has the quality and efficiency to be used for more years, thus cutting operational costs and potentially reducing ERR rates.
- Continue to stress a safe workplace at all times by reviewing accidents and developing safety protocols to prevent reoccurrence of the same type of accident. Investigate new methods of road preservation and test methods that provide a cost savings

SOLID WASTE

Core Service: Solid Waste Handling
The Solid Waste Division provides waste management services for the 105,000 citizens of Cowlitz County and to both large paper mills located within the County. In addition to the 105,000 tons of waste generated by local residents and commercial institutions, the Solid Waste division provides disposal service for 220,000 tons per year of industrial waste from the local pulp and paper industry. As part of the business model in purchasing the Headquarters Landfill in 2014 the division has taken on the task of accepting an additional 240,000 tons of waste annually from outside of the County in an effort to keep operational costs low while providing long term disposal operations within the county that protect the natural environment.

Key Activities and Outputs:
- Develop and operate state of the art landfill to dispose of 570,000 tons of waste annually.
- Maintain leachate ponds, pump station and 15 miles of pipeline to transport 45 million gallons of leachate generated annually to regional treatment plant for treatment.
- Conduct utility locates on leachate pipeline to protect the integrity of the pipeline.
- Control emissions of landfill gas by installing gas collection laterals at a minimum of 150 feet spacing for every 30 feet lift of refuse and connect to ground flare for gas destruction in an effort to control odors and greenhouse gas emissions.
- Control emissions of hydrogen sulfide from clarifier solids placed by prior owner with effective maintenance and operation of caustic gas scrubber.
- Maintain 2 miles of gravel roads on 607 acre footprint of the landfill facility to minimize damage to equipment and injury to customers. These roadways serve 52 ton vehicles with 30 ton payloads to the active landfill.
- Insure waste accepted into the facility meets criteria as a solid waste by implementing an effective waste screening and load checking program at the landfill and transfer station.
- Maintain $4M in heavy equipment inventory to insure 3 pieces of refuse compacting and dozing equipment are available during the 10.5 hour daily operation for the 264 days a year the facility is open.
- Meet permit requirement of EPA Title V air permit by conducting quarterly surface emissions monitoring and discharge emission standards and upgrading gas collection system as appropriate to comply with regulatory standards.
- Conduct quarterly groundwater and surface water sampling and reporting to insure landfill is not impacting water resources above background levels.
- Conduct quarterly gas monitoring to insure landfill is in compliance with solid waste gas standards for off-site migration.
- Develop annual financial assurance statement to insure that financial obligation for closure and post closure care is achieved.
- Establish and review disposal rates to insure cost of waste disposal and system programs are self-supporting.
- Complete monthly and/or annual reporting required by solid waste, air discharge, groundwater, stormwater, NPDES discharge, wetlands and moderate risk waste permits and programs.
- Prepare and maintain $15.5M annual budget so that it functionally anticipates and meets the operational and developmental needs of the largest landfill in Washington State.
- Provide state of the art transfer station to 105,000 citizens of Cowlitz County via contract with private waste disposal firm.

- Provide waste transport of 105,000 tons of municipal waste from transfer station to landfill via contract with private waste transport firm.
- Maintain 100 acre closed municipal landfill by monitoring, maintaining and operating the gas collection, leachate collection/transport system and stormwater control system for 30-year post closure period.
- Provide moderate risk waste disposal options for all households and small quantity generators in Cowlitz County. Provide twice weekly disposal option for free hazardous waste disposal for all households in the county. Also, provide for annual collection event to satellite communities outside of the Longview and Kelso, urban area.
- Provide free disposal of motor oil and antifreeze within 10 mile radius of urban population within the county by maintaining 9 collection sites.
- Maintain solid waste management plan with 5 year updates to provide 20-year disposal capacity for citizens of Cowlitz County.
- Provide Solid Waste Advisory Committee with annual updates on state of the solid waste system in Cowlitz County and utilize the committee to develop the comprehensive/moderate risk waste plans.
- Provide for local waste disposal option for Toutle residents by maintaining a drop box facility for citizen use in Toutle.
- Provide general facility maintenance to 6 rural drop off recycling sites.

Performance Measures:

Measure	Metric
• Number of Notice of Violation of permit conditions	< 2 NOVs per year
• Number of formal odor complaints	<5 per year
• Percentage of customers with on-file waste screening application	>95%
• Number of random load checks per month	4 minimum
• Timeline: Perform utility locates for leachate pipeline	< 2 days
• Pig leachate pipeline	1 per month
• Removal efficiency of from landfill gas	>80%
• Standard amount lined landfill airspace available.	>500,000 CY
• Limit: Gas collection and control outages	< 2 hours

Standards or Benchmarks: Cowlitz County Solid Waste Code; CCC15.30 and CC15.34
- Washington State Solid Waste Regulations for Municipal Landfills; WAC 173-351
- Cowlitz County Waste Disposal Permit for Headquarters Landfill:13-SW407
- Cowlitz County Headquarters Landfill Air Discharge Permit: SWCAA 15-3157
- Cowlitz County Headquarters Landfill NPDES Discharge Permit; pending approval
- Cowlitz County Headquarters Landfill/Shop Stormwater Permit; WAR000916 and WAR001254
- Cowlitz County Headquarters Landfill Wetlands Permit; NW-013812

Planned Operational Improvements:
- Upgrade gas collection system on intermediate landfill areas that currently do not support gas collection in effort to increase collection efficiency and reduce fugitive equivalents.
- Minimize heavy equipment repairs and down time by replacing equipment before 12,000 hours have accumulated.
- Decrease dust emissions and labor associated with dust control by paving landfill access road between scales and cell 7 of the landfill.

- Upgrade gas flare to accommodate flows over 1000 scfm.
- Replace worn intermediate landfill tarps to minimize contact of waste with rainfall runoff.
- Clean leachate ponds of sediment to minimize pumping suspended solids through the leachate force main and minimize sediment removal when pond liners are replaced.
- Implement adaptive animal management plan at landfill to minimize the need for physical barrier controls.
- Implement updated scale software to aid in tracking the type and source of waste streams.
- Increase backend gas removal technology to meet sulfur dioxide emissions or tighten front end waste screening to minimize contributing waste.

UTILITIES

Core Service: Community Water Supply – Drinking Water Treatment

The Cowlitz County Utilities Division is responsible for treating and delivering potable water resources to the residents and businesses of Cowlitz County. Providing Cowlitz County residents with safe, high-quality potable water is one of the core services performed by the Utilities Division. The County operates (4) Water Treatment Plants providing millions of gallon per day that supplies the majority of the counties community drinking water. The County also conducts frequent water sampling and testing throughout the community for a variety of potential contaminants in compliance with state and federal Safe Drinking Water Act standards and requirements. All water treatment facilities treat the water to meet extremely high standards using a sophisticated filtration and disinfection process.

Key Activities and Outputs:

- Operate and maintain (4) water treatment facilities
- Treat millions of gallons of water annually
- Maintain compliance with Safe Drinking Water Act standards, Department of Health (DOH) and EPA regulations
- Perform water quality laboratory tests throughout the year
- Perform DOH Sanitary Site Surveys
- Maintain compliance with following Washington State regulatory standards:
  - *Total coliform rule (bacteria E.coli and fecal coliform)*
  - *Stage 2 Disinfection Byproduct Rule (TTHM, HAA5's Analytes)*
  - Radionuclides 6-year Rule
  - Chemical Contaminant Rule (inorganic, volatile organic and synthetic compounds)
  - Lead and Copper 3-year Rule
  - Asbestos

Standards or Benchmarks:

- Cowlitz County Water Sewer Utility Policy – Last Revised March 22, 2015
- Washington State Department of Health; DOH 331-123
- Federal Safe Drinking Water Act 1974
- U.S. Environmental Protection Agency
- Title 40 State and Federal Safe Drinking Water Standards and Requirements

Core Service: Community Water Supply - Drinking Water Distribution

The Cowlitz County Utilities Division is responsible for treating and delivering potable water to the residents and businesses in the County. Cowlitz County distributes potable water from various water sources; Castle Rock, Campbell creek and private wells via transmission lines, distribution mains, pump stations, reservoirs, fire hydrants and associated appurtenances to approximately 1,213 water service connections. Operation of the system requires maintaining pressures that meet state and local standards throughout the system for both domestic and emergency fire flow response. One of the highest priorities is to ensure that pristine water quality is distributed to every customer, while safeguarding customers from any byproducts used in the treatment and disinfection process. The Utilities Division also manages a Cross-Connection Control Program that is designed to prevent cross-contamination between the public potable water and private non-potable water systems.

Key Activities and Outputs:
- Deliver average of 77 million gallons water annually
- Manage and market the Water Conservation Program
- Annually test private backflow assemblies throughout the distribution system
- Cross-Connection Control Program – Washington State program requiring backflow prevention devices on properties with Jacuzzis, wells, irrigation systems, etc.
- Water Use efficiency Program - DOH annual report of water system loss
- Investigate and Manage all illicit Unauthorized Connections
- Locate and repair +/- 15 water service line failures per year
- Operate and maintain:
  - +/- 56 miles of water mains
  - 2 water pumping stations/Booster stations
  - 5 water reservoir sites
  - Thousands of water valves and fire hydrants
  - +/- 1,213 meters

Standards or Benchmarks:
- Cowlitz County Water Sewer Utilities Policy – Last Revised March 22, 2015
- Washington State Department of Health DOH 331-123
- Federal Safe Drinking Water Act 1974
- U.S. Environmental Protection Agency
- Title 40 State and Federal Safe Drinking Water Standards and Requirements
- State DOE NPDES Discharge Permit – Water Pollution Control Law, CH 90.48 RCW
- State Cross-Connection Control program, WAC 246-290-490
- Cowlitz County Unauthorized Connection Policy, Chapter 4, D-5
- State DOH Water Use efficiency Program Chapter 246-290 WAC

Core Service: Wastewater Collection, Treatment and Discharge
The Cowlitz County Utilities Division is responsible for wastewater collection, treatment, discharge, accredited laboratory, regulatory involvement and compliance, and technical support. The wastewater collection system consists of sanitary sewer mains, manholes and lift stations that collect and pump millions of gallons of wastewater to the Toutle, Ryderwood, Woodbrook and Camelot wastewater facilities. The plants operate pursuant to a National Pollutant Discharge Elimination System (NPDES) permit administered by the U.S. Environmental Protection Agency, and conducts regular sampling and analysis for many various pollutants.

Key Activities and Outputs:
- Operate and maintain (4) waste water treatment facilities
- Treat millions of gallons of waste water annually
- Operate and maintain:
  - 4 sanitary sewer lift stations
  - Several miles of sanitary sewer mains
  - sanitary sewer manholes, cleanouts and force-mains
- Operate a wastewater laboratory that performs thousands of various wastewater tests each year in compliance with Clean Water Act and State Department of Ecology standards and regulations
- Clean sewer mains as needed

- Inspect via CCTV sewer mains as needed
- Participate in EPA Quality Control/ Quality Assurance unknown lab samples test
- Inspect/clean/pump out Camelot Sanitary Drain field and tank
- Operate sewer system within fiscal year budget allocation
- DOE wastewater laboratory permit
- DOE wastewater laboratory performance audit

Standards or Benchmarks:
- U.S. Environmental Protection Agency
- State DOE NPDES Discharge Permit – Water Pollution Control Law, Ch 90.48 RCW
- Cowlitz County Unauthorized Connection Policy, Chapter 4, D-5
- DOE Laboratory Permit – Ecology's Environmental Laboratory Accreditation
- Department of Health (WAC 246-272B)
- NPDES Biosolids Permit state biosolids rule (Chapter 173-308 WAC)

Core Service: Financial Management and Utility Infrastructure Planning
The long-term financial health and viability of the Utilities Division will be determined in large measure by how effectively Cowlitz County can deliver high quality and reliable water and wastewater service while managing the long-term operation and maintenance requirements of its critical assets. The Financial Planning and Utility Infrastructure Planning function provides oversight of utility operations and planning to ensure the financial stability of the utility while maintaining fair and reasonable water and wastewater rates. Cowlitz County maintains a continuous Asset Management & Fiscal Program planning the funding and implementation of critical infrastructure that ensures infrastructure integrity and provides for critical system planning and installation. Cowlitz County therefore provides annual budgeting and financial review and analysis for the utility, including development of the annual operating budget and Capital Improvement Program; financial projections for current and future operations; and timely, accurate and meaningful financial information to support management decision-making, and fiscal accountability to the citizens of Cowlitz County. Cowlitz County also develops alternatives and recommendations for financing strategies and rate structures for consideration by the Director and the BOCC. Failure to properly manage the utility's assets could result in reductions and/or interruptions in service levels leading to unplanned maintenance costs, unanticipated and volatile rate increases and reduced long-term financing opportunities and flexibility. Cowlitz County also maintains and updates a Capital Improvements Plan (CIP) that balances the need for new infrastructure with the need to manage and replace deteriorating infrastructure in the existing built environment. Cowlitz County is responsible for effectively managing the lifecycle cost of critical assets to ensure the long-term financial and operational viability of the utility.

Key Activities and Outputs:
- Prepare project specific, monthly and annual reports, current and projected financial reports
- Develop and manage Working Capital Reserves, Debt Service requirements, Capital Improvement Plans and Asset Management
- Provide public education regarding the value of services relative to community perspectives of fair and reasonable rates
- Implement and update the Asset Management Plan, Capital Improvement Plan, Strategic Planning, and Operations Plans
- Provide Maintenance and Operations Management to identify, optimize, and implement preventive, corrective, and predictive maintenance and operations

- Implement and update the Annual Infrastructure Renewal Program, Asset Management Plan and Capital Improvement Program
- Review CIP financial needs
- Research grant funding opportunities
- Prepare Utility Division Annual budget
- Perform utility rate studies
- Determine utility infrastructure timeline implementation
- Complete CIP Planning update
- Revise and update asset management program

Standards or Benchmarks:
- Capital Improvement Plan
- Asset Management Program
- Capital Improvement Program
- Cowlitz County Utility Division Annual Water Sewer budget

Core Service: Utility Customer Service, Information and Support

In support of water and wastewater services, The Cowlitz County Utilities Division provides support to approximately 1,250 residential and commercial customer accounts. Customer Service, Information, and Support services by the Utilities Divisions include meter services (installation, maintenance, and reading), customer relations, and development services for County permitting process. The development services include assisting the development community with coordination and implementation of land development review, plans and permits, and related technical assistance serving their water and sewer infrastructure needs. Staff review land development plans, prevent illegal water use, assist in ensuring appropriate fees are assessed, collect System Development Cost (SDC's) Fees, and confirm that compliance issues have been addressed prior to new meter and sewer service installations. Utilities Division staff also provide direct support to customers for water quality concerns, pressure issues, water leaks and sewer drainage problems and general questions about service.

Key Activities and Outputs:
- Provide customer service for approximately 1,250 accounts
- Complete customer service calls regarding billing, water and sewer connections, leaks, odor complaints, and fulfill requested work orders each year

Standards or Benchmarks:
- Cowlitz County Utilities Policy

Performance Measures:

Measure	Metric
• Compliance level: DOH and EPA Drinking Water Standards	100%
• DOH Sanitary Site Surveys every 5-years	100% compliance
• % of total water produced meeting treatment standards	100%
• Number of days each water filtration plant is off line	<2 days
• Frequency of water quality lab testing	Monthly
• Water quality complaint response time	<24 hours
• Total valves exercised yearly	70%

Measure	Metric
• Total water meters replaced annually	30
• Percent of fire hydrants flushed annually	100%
• Compliance level: DOE and EPA Drinking Water Standards	100%
• Percent of time sanitary lift stations are operational	100%
• Complaint response time	<24 hours
• WWTP Influent/Effluent Flow meters inspected	Once annually
• NPDES Biosolids Permit handling and disposal compliance	100%
• NPDES Discharge Permits compliance level	100%
• Response timeline: customer inquiry answer/call-backs	<24 hours
• Response timeline: work order requests	<24 hours

Planned Operational Improvements:
- Develop "Standard Operating Procedures" for every plant to ensure operation efficiency during critical outages. Provide key training to support higher-level senior projects.
- Encourage cross training of water and sewer plants through job sharing.
- Research, discover and implement new technologies that advance water plant and sewer plant operational efficiencies while meeting EPA, Ecology and State regulations.
- Prioritize and advance the existing 20-year Capital Improvement Plan for each utility and integrate and track it with annual budget
- Determine various funding sources and identify feasible grant revenues.
- Identify and document the number, location, age and type of each existing utility infrastructure system within the County.
- Transform the existing utility information into usable maps with the use of tools such as LiDar survey, AutoCAD and County ArcMap systems.
- Implement the use of ArcMap Mobile in field based systems as part of daily operations to reference, view, prioritize and implement the repairs and replacement of each utility entity.
- Identify and create operational and preventative maintenance efficiencies by tracking each utility infrastructure issue, failure, repair and replacement as well as customer complaints.
- Replace all manual read water meters with auto-reads creating accuracy and efficiency.

WSU Extension Cowlitz County Operations Overview 2017- 18

WSU Extension Cowlitz County
Operations Overview

Mission:

Washington State University Extension engages people, organizations and communities to advance knowledge, economic well-being and quality of life by fostering inquiry, learning, and the application of research.

In addition, the Extension Service in Cowlitz County spearheads a three-way partnership between Washington State University, Cowlitz County and the United States Department of Agriculture. WSU Extension in Cowlitz County provides research-based information and educational programs in the areas of Family Living, Small Farm Management, Small Business Growth, Water Quality, Food Safety, 4-H, Youth Development, Urban Horticulture, Leadership Advocacy and Community Development.

Core Service: Natural Resources, Urban Horticulture and Food Production

Many landowners have gardens, yet lack the skills and knowledge to grow food or solve landscaping problems. Community worries over use of pesticides, water conservation, composting, buying local food and food safety have increased as consumers are knowledgeable about the food they eat. Programs are developed and delivered to update the general public that encourages producing food, protect their property from harm, enhance natural resources and provide unbiased info when using pesticides.

KEY ACTIVITIES AND OUTPUTS

- Responsible to develop and manage an annual county budget.
- Work in support of program promotion.
- Fund raising efforts which support the local Extension programs.
- Development of an annually updated Civil Rights Plan.
- Insures compliance with appropriate civil rights, affirmative action, and diversity related statues. Seeks to expand programming to reach traditionally underserved audiences.
- Interacts with County Commissioners and county department heads in carrying out county government public service functions.
- Gathers public input for local programming needs and direction.
- Participates with other WSU Extension County Program Directors.
- Contribute an accurate, consistent, and positive message about Extension to funding partners, participants, and the wider community.
- Manages facilities which includes employees to ensure office safety, maximize staff productivity, and maintain public accessibility.
- Provide information to serve educational needs of Cowlitz County citizens.
- Work with local community leaders and agencies to build educational and leadership opportunities for local residents to engage with and serve their communities.
- Develop new partnerships with city councils, chambers, local business, and schools to build linkages with other organizations to serve the needs of Cowlitz County residents.
- Coordinate the Master Gardener program to promote recruitment and retention of volunteers.
- Promote volunteer efforts to provide information and address the educational needs in support of gardening efforts by the general public.
- Provide programs highlighting current agricultural information to promote urban horticulture.
- Provide continuing education of veteran MG volunteers.

- Facilitate youth gardening activities through school gardens to promote decision making, communication and leadership skills.
- Work with the County juvenile center personnel to provide learning, experience and leadership skills to youth through gardening activities.
- Assist in controlling spread of non-native invasive species through work with the local weed board to assist in the education.
- Work to preserve water quality in watersheds located in Cowlitz County.
- Provide information to farmers to prevail over higher production costs, urbanization of rural land and increased regulations.
- Target programs to increase farming enterprises, diversity of product, maketing opportunities, farm sustainablity and farmland preservation.
- Creates high quality scholarly products related to programmatic focus.
- Effectively leads committees and other groups as appropriate.
- Seeks and acquires on-going professional development.
- Understands and follows WSU policies and procedures.
- Conduct Leadership Academy.

PERFORMANCE MEASSURES   METRICS

Number of volunteers becoming a veteran Master Gardeners (bi-annually)	>25
Annual percent of total comments that are negative for WSU Extension	<1%
Hours per Master Gardener annually delivered to community service	>75
Percent of clientele waiting over 24 hours for service (phone)	<5%
Percent of clientele waiting over 1 hour for service (walk in)	<1%

STANDARDS/BENCHMARKS

- Washington State University Faculty Handbook
- Washington Department of Agriculture Pesticide Handlers Policies
- Cowlitz County Policies

PLANNED OPERATIONAL IMPROVEMENTS

- Develop training to certify WSU Master Composters and Recyclers.
- Develop training to certify WSU Master Watershed Stewards.
- Secure equipment to provide broadcasts to general public of educational programs produced from WSU.

Core Service: Rural Economic Development

The primary focus of the Small Business Development Center (SBDC) program is business development education through individual and small group advising. In addition to the instruction/advising component of the position, the Business Advisor performs significant outreach activities to engage the community through regular contact with Chambers of Commerce, Economic Development Councils, service clubs and community organizations and legislators in conjunction with the Lead Office staff. The SBDC is a network of entrepreneurially minded professional business advisors with significant experience in small business who enjoy the intrinsic value of helping business owners/managers developing or improving their business knowledge and skills to effectively manage the operations of their business.

KEY ACTIVITIES AND OUTPUTS

- Collaborate with advisors across the state who request assistance on behalf of a client with need for specific expertise.
- Demonstrate to clientele comprehensive knowledge and experience of small business operations.
- Guide clientele in developing a solution that they are willing and able to implement.
- Seek professional development opportunities to expand their core competencies in all areas of business.
- Develop and maintain a referral network within local service areas to ensure a robust client caseload capable of delivering significant economic impacts to the local community and the state.
- Build relationships with various and diverse stakeholders to advocate support of the SBDC program.
- Complete a certification program within six months of hire to become fully certified as an advisor.
- Advising and training individuals in activities relating to starting or enhancing the operation of small businesses.
- Provide assistance and guidance in developing business and operating plans for marketing, management, and/or commercial financial proposals.
- Perform research, data compilation, and budget analysis for use in managerial decision making and implementing marketing program plans.
- Develop and teach workshops in the operational aspects of business management to individuals and groups of business owners and managers.
- Engage and collaborate with internal and external stakeholders to coordinate services to the small business community.
- Report on client activities using the Client Management application.
- Attend regional meetings as required and statewide staff meetings.

PERFORMANCE MEASSURES   METRICS

Number of advisors certified within 6 months of hire	>90%
Number of businesses started/formed annually	>5
Number of jobs created/saved	>20
% positive response to annual client service/impact survey	>90%
Timeline for response to requests for data/ research	<2 Weeks

STANDARDS/BENCHMARKS

- SBDC Annual Work Plans
- SBDC Employee Handbook
- SBA Cooperative Agreement
- SBDC Standard Operating Procedures

PLANNED OPERATIONAL IMPROVEMENTS

- Develop local expertise and knowledge to assist businesses in areas such as cyber security and export readiness

Core Service: Obesity and Public Health

Cowlitz County is a rural and urban mix. 17.4% of adults and 24.2% of youth live below the poverty level. Nearly 58% of single female head of households live in poverty, especially if they have children less than five years of age. Nearly a third of households in Cowlitz County use SNAP benefits. According to the 2017 County Health Rankings 32% of adults in Cowlitz County are obese. Many of these families received food assistance but don't have the skills to select, prepare, plan and store food choices that promote good health and maintain a healthy weight. Programs will promote using the available financial resources and community services to purchase and prepare healthy foods for the family to reduce risk of disease and obesity. The limited resource families of Cowlitz County are the focus of most of our work although the work will transfer to other populations in Cowlitz County.

Food Safety practices both in the home and in food service is important for the health of the community. Programs for food service employees help the community to have safe places to purchase food and help the business provide for the general economy of the community.

Food Preservation has become popular with more people wanting to local source their food. Safe methods will prevent deaths and severe illness for those consuming foods unsafely processed.

KEY ACTIVITIES AND OUTPUTS

- Work with local community leaders and agencies to build educational and leadership opportunities for local residents to engage with and serve their communities.
- Develop new partnerships with community agencies, local business, and schools to build linkages to serve the needs of Cowlitz County.
- Provide leadership for planning, developing, conducting and evaluating a research and educational programs in the areas of Food Safety and Nutrition consistent with clientele needs.
- Evaluate programs and report results in terms of audience behavioral change.
- Carry out principles and requirements of Civil Rights Act of 1964, the Affirmative Action Plan and all pertinent rules and regulations.
- Develop effective working relationships with area Extension faculty; specialists; researchers; Extension administrators; local, state and federal agencies and other family and consumer sciences groups.
- Serve as a representative of Washington State University Extension to community and civic groups.
- Write and manage grants that will support special emphasis programming.

- Solicit private and public support from individuals, organizations, and agencies for Extension programs.
- Develop, manage and track specific budgets.
- Develop plans of work, coordinate evaluation and report program impacts.
- Serve as a consultant to 4-H food and nutrition programs.
- Recruit and manage staff related to grant funded projects.
- Develop leadership and management of volunteer programs that include recruitment, screening, training, supervising and recognition of volunteers.

PERFORMANCE MEASSURES   METRICS

Annual percent of total comments that are negative re: WSU Extension's work in public health	<1%
Percent of customer satisfaction from event evaluations	>75%
Percent of clientele waiting over 24 hours for service (phone)	<5%
Percent of clientele waiting over 1 hour for service (walk in)	<1%
Annual attrition rate for existing community partners	<5%

STANDARDS/BENCHMARKS

- Washington State University Faculty Handbook
- Cowlitz County Policies

PLANNED OPERATIONAL IMPROVEMENTS

- Add a Program assistant that would:
  - Expand the food safety and nutrition events in Cowlitz County
  - Develop a Master Food Preserver Volunteer Program

Core Service: Youth and Families

Eight years of national longitudinal research on 4H youth development indicates that 4H helps young people **excel beyond their peers** in the area of healthy behaviors; excelling in school including the sciences; and improving their communities [Dr. Richard Lerner, Tufts University]. To achieve these impressive outcomes, our Cowlitz County 4H volunteers work with youth in the framework of the "four Essential Elements" of positive youth development which are *Belonging/Bonding, Mastery, Leadership/Independence, Generosity.*

KEY ACTIVITIES AND OUTPUTS

- Provide youth development programming appropriate to meet the priorities of the service area and statewide leadership of 4-H equine educational programs.
- Expand the impact of youth development work in partnerships and school.
- Provide program direction for the 4-H youth program for youth, K-12 grade in Cowlitz County.
- Recruit, screen, and train potential 4-H volunteers to meet the requirement of being a certified 4-H volunteer.
- Manage 4-H volunteers to ensure delivering of high quality 4-H activities aligned with reached based positive youth development.
- Supervise, coach, support, and/or counsel adult 4-H volunteers who are continuing their service.
- Provide oversight to 4-H leaders to meet the required 4-H on-line enrollment process.
- Manage IRS tax exempt status for all chartered 4-H clubs to assure compliance with IRS tax exempt codes.
- Secure grants, contracts, and/or extra mural funds for 4-H outreach programs.
- Write grant for AmeriCorps positon, secure cash match, monitor outputs and outcomes, and evaluate program for effectiveness.
- Supervise, train, coach, and counsel one AmeriCorps member.
- Write 4-H publications as per WSU Extension scholarly expectations.
- Manage the delivery of the six 8 week SFP (Strengthening Families family/parent) education for 10-14 year olds programs per year.
- Manage fiscal oversight and budget management for SFP.
- Train, evaluate, and supervise 8 certified SFP facilitators and one program manager.
- Manage program evaluation of SFP in collaboration with WSU Human Development Faculty.
- Write reports and/or requests for information on the SFP.
- Follow and respond to WSU reasonable accommodation policy for all 4-H and family programs.

- Develop and maintain contacts with other youth serving organizations, schools, county Health and Human Services, and other prevention organizations/agencies to ensure cooperative relationships focused on prevention for youth and families.
- Ensure program outreach that includes diverse and under-served youth and their families, including youth and families living in poverty.
- Complete and submit reports in a professional manner and within communicated deadlines for grant funders; WSU, and others.
- Effectively and professionally leads county, community, and WSU Extension committees, and other groups as appropriate or requested.
- Complete on-going professional development to enhance program effectiveness.
- Maintain relationships with colleagues, other professionals, and stakeholders.
- Follow Cowlitz County, WSU, WSU Extension, and WSU 4-H policies and procedures.

PERFORMANCE MEASSURES   METRICS

Number of volunteers becoming a 4-H Leaders (annually)	> 10
Number of 4-H volunteers enrolled annually	> 80
Number of 4-H members and 4-H contacts (6 hours or more)	> 325
Number of Participants in SFP	> 200
Percent of 4-H volunteers waiting for service	< 10%

STANDARDS/BENCHMARKS

- Washington State University Faculty Handbook
- Cowlitz County AmeriCorps Grant Requirements
- Cowlitz County 1/10 % Grant requirements for SFP
- National Strengthening Families Program certification requirements for facilitators
- WSU 4-H State Policies and Procedures
- Cowlitz County Policies

PLANNED OPERATIONAL IMPROVEMENTS

- Improve response time to requests for placing youth in volunteer led 4-H clubs.
- Improve response time for requests of information from continuing 4-H volunteers.
- Increase number of 4-H clubs and certified 4-H volunteers.
- Implement 4-H Common Measures evaluation with 4-H members.
- Seek continued funding for Strengthening Families program with 1/10 1% Mental Health Tax.