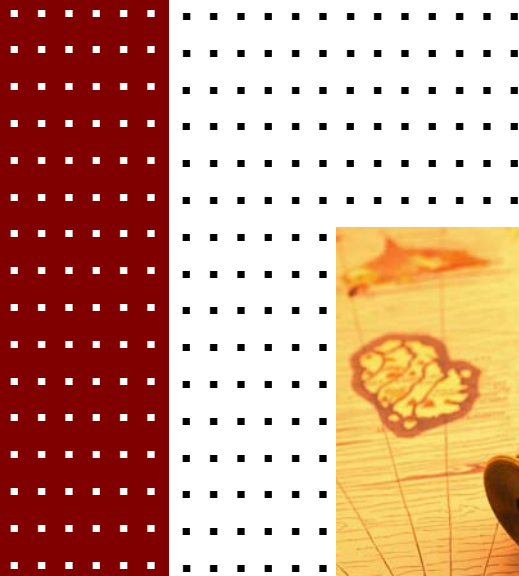


# Cowlitz County, Washington



## Strategic Plan 2009

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## Strategic Plan



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# Vision Statement

## Commissioners' Vision

Cowlitz County is recognized for collaboration among public and private community leaders, creating a place to live that is known for its economic, societal, and environmental quality of life.

*Board of  
Cowlitz County  
Commissioners  
2009*

Kathleen Johnson  
District 1

George Raiter  
District 2

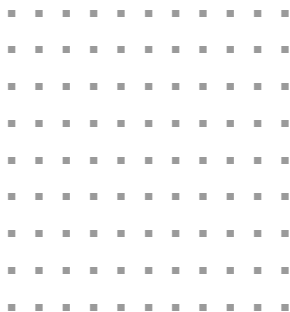
Axel Swanson  
District 3

### Statement

As believers in government functionality, pursuing cost savings and delivery of effective services, this strategic plan will assist us to reshape local government and identify obstacles in order to get through the barriers.

Dwight Eisenhower, as Commander of the largest military operation in the history of civilization, once said: *"In preparing for battle I have always found that plans are useless, but planning is indispensable."*

The County team that put together this strategic plan recognized that reality. It was determined that this plan would have to be reviewed annually and updated periodically to be viable. To assure ongoing planning efforts, a "Push the Plan" team was established.





# Mission Guiding Values

## Mission Statement

Serve the people in 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.

# The Process

## *Consensus*

*From extensive planning efforts, the Vision and Mission Statements, Guiding Values, and Strategic Plan were developed.*

*Cowlitz County officials brought a great diversity of opinions and perspectives.*

*As a result, significant consensus emerged, and concerns about issues such as quality of life, safety, and the role of government were shared.*

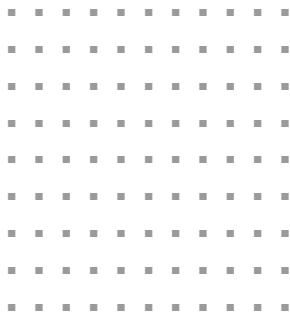
## **Implementation**

The functions of county government are largely determined by the Washington State constitution and state law. Community preferences and priorities are communicated by the public to elected officials who then determine how these services are provided. Cooperation among departments is essential to ensure the provision of high quality services that encourage responsible economic growth while respecting the environment and cultural heritage of the community.

Based on the future vision identified by the county officials, major strategies were developed to correspond with each vision. Action plans for accomplishing each of the strategies are also defined.

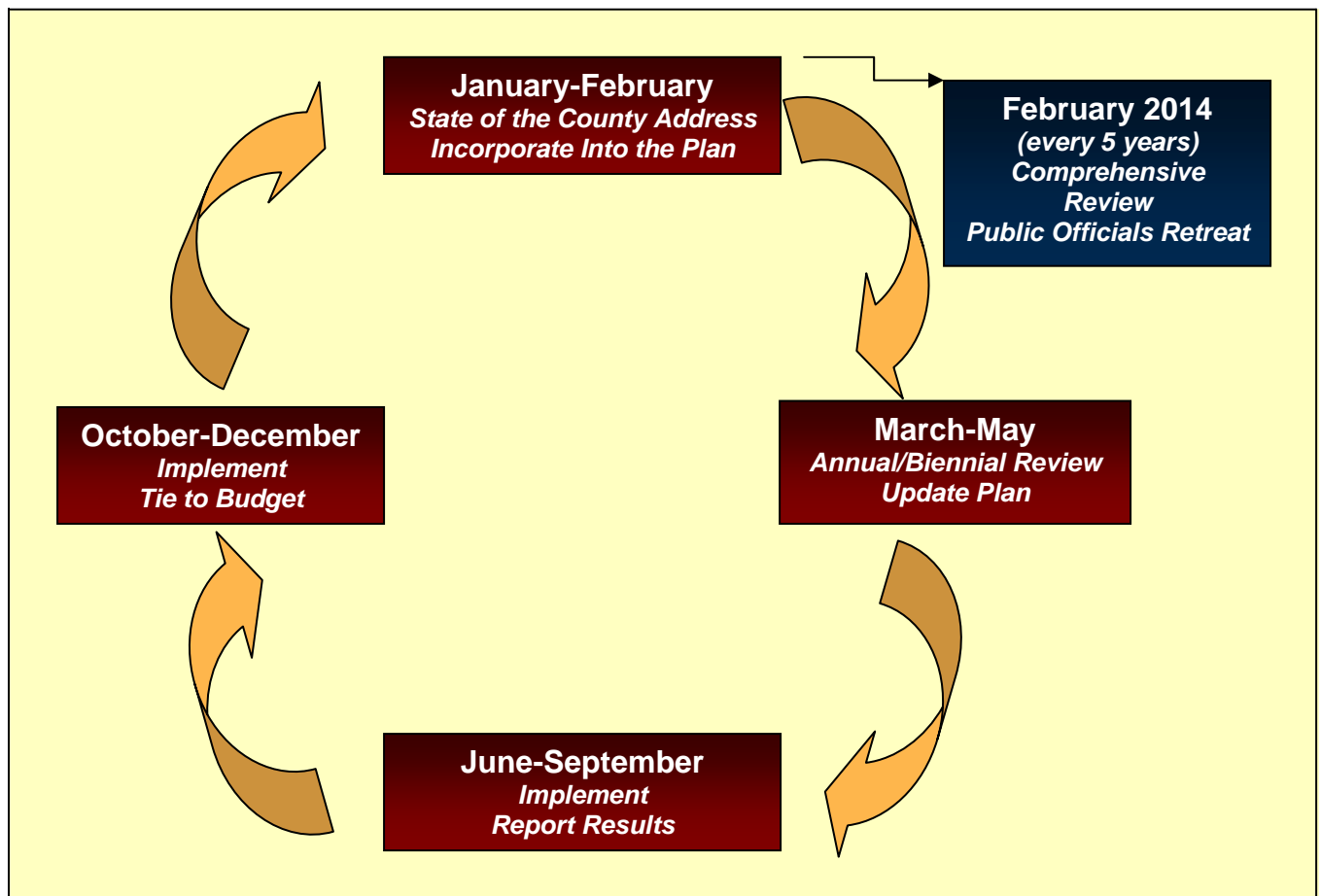
Cowlitz County's Strategic Plan provides a roadmap to allocate resources, improve overall performance and ensure delivery of results.

Departments will continue to include these goals and objectives in their annual budgets. By linking department operations to the plan, they become accountable for achieving their component of the overall plan.



## Updates

The strategic planning process is constantly evolving. Progress will be continuously monitored and strategies will be re-evaluated annually, with a major review conducted during each biennial budget year. A comprehensive review will be completed in conjunction with a public officials' retreat every five years to coincide with the development of a new biennial budget. Recommendations resulting from these reviews will be incorporated into the plan and the cycle will repeat.



**Cowlitz County Strategic Plan Cycle**

# Elements of the Plan



## **Support and encourage crime prevention through a comprehensive and integrated approach.**

Encourage and support healthy families and promote parenting skills.

Identify, support and enhance effective mental health and drug treatment programs and increase availability as funding permits.

Identify and support current, effective mental health programs.

Educate public regarding crime prevention.

Reduce response time of first responders by supporting system and resource improvements.

Increase collaboration between intra-county jurisdictions.

Re-establish the Court Security Unit within the Cowlitz County Sheriff's Office.



## **Integrate public health and behavioral health to assure comprehensive services to the community.**

Integrate services provided to the public by Cowlitz County Health and Human Services Department.

Collaborate with stakeholders and other service providers to identify the synergistic opportunities that result from working with the same clients to improve the health and well-being of the community.

Engage in an ongoing comprehensive community assessment process to generate, gather, compile, analyze, and utilize data for the benefit of the ongoing community.

Facilitate access to the continuum of preventive, medical, and mental health services available.

Develop and implement an annual public health policy agenda for the enhancement of community health and well-being.



**Manage For Responsible Growth**

**Utilize a collaborative process to update Cowlitz County’s Comprehensive Plan and plan for changing demographics across all county services.**

Establish a Steering committee to guide and oversee the planning process.

Establish a Community Vision Statement via a public involvement and visioning process.

Research and report on existing conditions.

Develop the Comprehensive Plan.

Implement the Comprehensive Plan.



**Fiscal Responsibility**

**Continuously improve fiscal responsibility, accountability and communication with the public.**

Establish a sufficient and predictable financial foundation and provide the resources necessary to support and sustain an adequate, consistent, and responsible level of county-wide services that ensure public safety, enhance the physical infrastructure and environment of Cowlitz County, and improve and sustain quality of life and community. Ensure growth in programs is consistent with projected revenues.

Manage Cowlitz County owned property proactively and strategically to promote the public interest and, whenever possible, to enhance Cowlitz County’s overall financial resources. Protect and preserve capital assets of Cowlitz County; plan for regular maintenance, repair, replacement and upgrade of capital assets and adequately finance them.

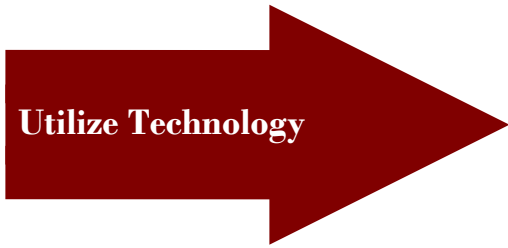
Develop and maintain investment and cash management procedures to maximize return on investments while protecting the public’s assets and ensuring that sufficient funds are available to meet the current expenditures of any operating period.

Provide a framework for wise and prudent use of debt financing; maintain a good credit rating in the financial community.

Maintain sound financial practices that meet all applicable standards in order to minimize financial risks; implement and maintain effective systems of internal controls.

Seek efficiency, improvement, innovation and accountability in Cowlitz County financial and budgetary systems.

Engage in continuous process improvement and quality efforts in order to maintain or improve services and efficiency and to control costs; be willing to reduce or eliminate services that are no longer relevant if there are no significant impacts on mandated or essential services.



**Invest in, capitalize on and promote the use of technology to provide quality customer service, communication and information.**

.....  
Expand and enhance data functionality.

Ensure, expand and enhance the viability of the information technology infrastructure.

Articulate, expand and enhance processes in support of information technology.

Continue and explore long-range information technology requirements.



**Develop a comprehensive facilities plan that protects and preserves public assets.**

.....  
Preserve and protect existing capital investments by making facility maintenance a top priority. Focus on preservation to protect Cowlitz County's current investment, to reduce operating maintenance costs, to improve operational efficiency, service delivery and to ensure functional facilities.

Provide appropriate space to departments that allows them the ability to achieve their primary objective with consideration for expansion to meet future workloads and space requirements.

Develop and maintain a multi-year long range capital plan to ensure integrated planning among all Cowlitz County facilities, functions, and resources and require individual projects be linked to the capital plan.

**Develop Principled Leadership**

**Develop skilled and motivated people for delivery of efficient and effective services.**

.....  
Develop and maintain a leadership and supervisory training and employee development program.

Develop and maintain a Cowlitz County Employee Development Curriculum and Training System that includes but is not limited to; challenges related to retirement, greater public expectations, reduced revenues and increased expenditures.

Increase the number of employees who understand and exhibit ethical standards as part of Principled Leadership Guidelines.

**Push the Plan**

**Ensure the effective implementation of the Strategic Plan.**

.....  
Monitor, follow-up and communicate the efforts and results of the county-wide planning effort.



# Prevent Crime

## *Team*

### *Champion*

**Bill Mahoney**

### *Members*

**Sue Baur**

**Carlos Carreon**

**Chad Connors**

**Marin Fox Hight**

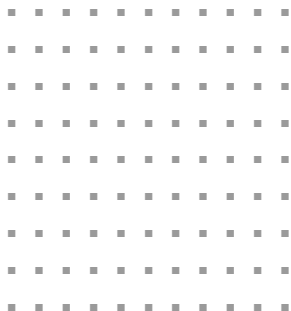
**Lynn McDermott**

**Terry Mulligan**

Support and encourage crime prevention through a comprehensive and integrated approach targeting the following areas:

- Encourage and support healthy families and promote parenting skills;
- Enhance treatment options for drug addiction;
- Increase availability of effective mental health programs;
- Educate public regarding crime prevention;
- Reduce response time of first responders by supporting system and resource improvements;
- Increase collaboration between intra-county jurisdictions; and
- Re-establish the Court Security Unit within the Cowlitz County Sheriff's Office.

**NOTE:** *The sub-committee chooses to take the topic of Customer Service and incorporate it into all aspects of this plan, rather than have it a separate topic. Customer service, like ethics, should be a constant throughout public service.*



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |   | Assigned To  |                           |
|---|-----------|---|--|---------------------------|
| Goal                                    | Objective | Description   | Agency Position  | Timeline                  |
| <b>Goal 1</b>                           |           | <b>Encourage and support healthy families and promote parenting skills</b>  |  |                           |
|   | 1.1       | Identify all programs and efforts locally. Support grants for best practice areas and bring proven programs to county if feasible.    | Corrections Director   | Complete. On-going review |
|   | 1.2       | Actively support Head Start and Early Childhood Education & Assistance Program at legislative levels.                                 | Juvenile Chief Administrator   | On-going                  |
|   | 1.3       | Provide links on county websites to identified programs.  | Sheriff  | On-going                  |
|   | 1.4       | Establish and support a Child Advocacy Center   | Prosecutor   | 12-1-09                   |
|   |           |   |  |                           |
| <b>Goal 2</b>                           |           | <b>Identify, support and enhance effective mental health and drug treatment programs and increase availability as funding permits</b> |  |                           |
|   | 2.1       | Work with Cowlitz Meth Action Team and others to support grant requests   | Corrections Director, Juvenile Chief Administrator, and Health and Human Services Director | On-going                  |
|   | 2.2       | Continue to support all Drug Courts   | Corrections Director, Juvenile Chief Administrator, and Health and Human Services Director | On-going                  |
|   | 2.3       | Identify & support current efforts to enhance treatment options for inmates both in custody and upon release                          | Corrections Director   | On-going                  |
|   |           |   |  |                           |

| Strategic Management Goals & Objectives |           |  | Assigned To                      |          |
|---|-----------|--|----------------------------------|----------|
| Goal                                    | Objective | Description  | Agency Position                  | Timeline |
| <b>Goal 3</b>                           |           | <b>Identify and support current, effective mental health programs</b>  |                                  |          |
|   | 3.1       | Add law enforcement representative on Regional Support Network.  | Prosecuting Attorney             | 8-1-09   |
|   | 3.2       | Identify & support current efforts to enhance treatment options for inmates both in custody and upon release | Corrections Director             | On-going |
| <b>Goal 4</b>                           |           | <b>Educate public regarding crime prevention</b>   |                                  |          |
|   | 4.1       | Establish Crime Prevention Program within Sheriff's Office   | Sheriff                          | 1-1-10   |
|   | 4.2       | Install crime prevention information onto all county websites  | Sheriff                          | 7-1-09   |
|   | 4.3       | Expand Neighborhood Watch  | Sheriff                          | 10-1-09  |
|   | 4.4       | Gather data from other jurisdictions that have lowered crime; transfer here if appropriate.                  | Law Enforcement Records Director | On-going |
| <b>Goal 5</b>                           |           | <b>Reduce response time of first responders by supporting system and resource improvements</b>               |                                  |          |
|   | 5.1       | Research current data to establish baseline  | Law Enforcement Records Director | 8-1-09   |
|   | 5.2       | Ascertain what system parts constitute current response time   | Sheriff                          | 7-15-09  |
|   | 5.3       | Create plan to reduce response time  | Sheriff                          | 8-1-09   |

| Strategic Management Goals & Objectives |           |   | Assigned To                       |                    |
|---|-----------|---|-----------------------------------|--------------------|
| Goal                                    | Objective | Description   | Agency Position                   | Timeline           |
| <b>Goal 6</b>                           |           | <b>Increase collaboration between intra-county jurisdictions</b>  |                                   |                    |
|   | 6.1       | Obtain copies of each city's and Washington State Patrol plans, if created, for crime prevention              | Prosecuting Attorney              | 8-1-09             |
|   | 6.2       | Work to create coordinated, county-wide plan that incorporates all plans where possible                       | Sheriff                           | 10-1-09            |
|   | 6.3       | Include Crime Prevention Through Environmental Design in building and planning practices in all jurisdictions | Prosecuting Attorney and Sheriff  | 1-1-10             |
|   | 6.4       | Safety Committee meetings include Crime Prevention information  | Office of Public Defense Director | 7-1-09             |
|   | 6.5       | Crime Prevention information available at all government counters and contact points for public               | Office of Public Defense Director | 8-1-09             |
|   |           |   |                                   |                    |
| <b>Goal 7</b>                           |           | <b>Re-establish the Court Security Unit within the Cowlitz County Sheriff's Office</b>                        |                                   |                    |
|   | 7.1       | Design unit as appropriate to supply security to the Hall of Justice and Juvenile.                            | Sheriff                           | 8-1-09             |
|   | 7.2       | Add back sufficient security officers and deputies to staff this unit.  | Sheriff                           | 1-1-10 (or sooner) |

# Public Health and Human Services

*Team  
Champion*

**Carlos Carreon**

*Members*

**Chad Connors  
Tim Davidson  
Megan Guffey  
Jill Johanson  
Grover Laseke**

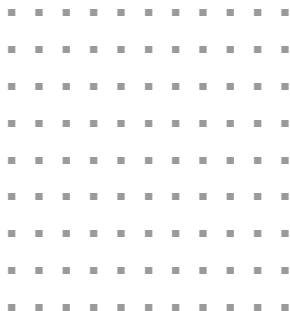
Integrate public health and behavioral health to assure comprehensive services to the community.

Collaborate with stakeholders and other service providers to identify the synergistic opportunities that result from working with the same clients to improve the health and well-being of the community.

Engage in an ongoing comprehensive community assessment process to generate, gather, compile, analyze, and utilize data for the benefit of the ongoing community.

Facilitate access to the continuum of preventive, medical, and mental health services available.

Develop and implement an annual public health policy agenda for the enhancement of community health and well-being.



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |   | Assigned To  |  |
|---|-----------|---|--|--|
| Goal                                    | Objective | Description   | Agency Position  | Timeline                                   |
| <b>Goal 1</b>                           |           | <b>Integrate services provided to the public by Cowlitz County Health and Human Services Department (HHSD)</b>  | To be determined (Tbd) pending budget  | In development                             |
|   | 1.1       | Chair an interdisciplinary workgroup to address integration by 11-30-08   |  |  |
|   | 1.2       | Identify community stakeholders key to integration process by {tbd}   |  |  |
|   | 1.3       | Create final implementation plan for integration by {tbd}   |  |  |
|   | 1.4       | Create redundant public information officer systems for HHSD through joint training   | HHSD: Health Local Emergency Response Coordinator and Human Services Assistant Planner | Training 8-5-09; to be completed by 9-1-09 |
|   | 1.5       | Emergency Response joint planning and implementation for HHSD   | HHSD: Health Local Emergency Response Coordinator                                      | In process                                 |
|   | 1.6       | Maximize joint training opportunities beginning with customer service Appreciative Inquiry training   | HHSD Director  | Beginning 6/26/09                          |
|   |           |   |  |  |
| <b>Goal 2</b>                           |           | <b>Collaborate with stakeholders and other service providers to identify the synergistic opportunities that result from working with the same clients to improve the health and well-being of the community</b> | HHSD Director Pathways 2020  | In development                             |
|   | 2.1       | Convene a meeting of stakeholders and other service providers to identify overlapping client groups by 4-6-09   | HHSD Director Pathways 2020  | In development                             |
|   | 2.2       | Participate in Access to Care Café  | HHSD Director Access to Care Café Committee  | Complete                                   |

| Strategic Management Goals & Objectives |           |  | Assigned To   |                             |
|---|-----------|--|---|-----------------------------|
| Goal                                    | Objective | Description  | Agency Position   | Timeline                    |
|   | 2.3       | Identify key training needs for the community to address the access crisis   | HHSD Director<br>Access to Care Café<br>Committee   | Tbd                         |
|   | 2.4       | Identify gaps in service delivery system based upon budgetary impact of statewide financial crisis.  | HHSD Director,<br>Human Services<br>Deputy Director,<br>Access to Care Café<br>Committee, Family<br>Policy Council, Peace<br>Health CEO, Family<br>Health Center<br>Executive Director,<br>Health Officer, and<br>others as identified. | Tbd                         |
|   | 2.5       | Identify the specific interventions that would benefit the identified clients.   |   |                             |
|   | 2.6       | Maximize synergistic benefits from working with Region IV Clark, Wahkiakum, Skamania Counties to improve health department and human services effectiveness              | Clark County Health<br>Department Director,<br>Wahkiakum County<br>Health Department<br>Director, and Cowlitz<br>County Health and<br>Human Services<br>Director, Assistant<br>Director and Finance<br>Manager                          | Begun<br>5-1-09,<br>ongoing |
|   | 2.7       | Explore opportunities for synergy with Clark County Regional Support Network (RSN) & Timberlands Regional Support Network  | Clark County RSN,<br>Timberlands RSN, and<br>Southwest RSN  | 9-01-09                     |
| <b>Goal 3</b>                           |           | <b>Engage in an ongoing comprehensive community assessment process to generate, gather, compile, analyze, and utilize data for the benefit of the ongoing community.</b> |   | In develop-<br>ment         |
|   | 3.1       | Reconvene the community assessment workgroup to assess community-wide data sources.  | HHSD Epidemiologist<br>and Pathways 2020  | Tbd                         |

| Strategic Management Goals & Objectives |           |  | Assigned To   |                |
|---|-----------|--|---|----------------|
| Goal                                    | Objective | Description  | Agency Position   | Timeline       |
|   | 3.2       | Survey other service providers in Cowlitz County to compile a master bank of data to be housed with the Cowlitz County Health Department.                                  | Deferred based upon budgetary limitations                                 | Tbd            |
|   | 3.3       | Prioritize the community needs based on available data to ensure programs are relevant.  | Tbd<br>Deferred based upon budgetary limitations                          | Tbd            |
|   | 3.4       | Distribute analysis back to service providers so that individual organizations can pursue programming based on relevant data and needs                                     | Tbd<br>Deferred based upon budgetary limitations                          | Tbd            |
|   | 3.5       | Increase frequency of convening Cowlitz County Board of Health from bi-monthly to monthly  | HHSD Director<br>Cowlitz County Health and Human Services Management Team | Tbd            |
|   |           |  |   |                |
| <b>Goal 4</b>                           |           | <b>Facilitate access to the continuum of preventive, medical, and mental health services available.</b>  | Deferred based upon budgetary limitations                                 | In development |
|   | 4.1       | Convene an Access Summit of all healthcare providers supported by Cowlitz County Health & Human Services, Pathways 2020, PeaceHealth, and Family Health Center by 2-28-08. |   |                |
|   | 4.2       | Identify the health care service delivery continuum throughout Cowlitz County.   |   |                |
|   | 4.3       | Develop a gap analysis to identify the needed services and barriers to access.   |   |                |
|   | 4.4       | Design a plan to effectively overcome the barriers and assure needed services are accessible and available.  |   |                |
|   |           |  |   |                |

| Strategic Management Goals & Objectives |           |  | Assigned To                               |                |
|---|-----------|--|---|----------------|
| Goal                                    | Objective | Description  | Agency Position                           | Timeline       |
| Goal 5                                  |           | <b>Develop and implement an annual public health policy agenda for the enhancement of community health and well-being.</b>                 | Deferred based upon budgetary limitations | In development |
|   | 5.1       | Create a policy team to brainstorm local health and human services issues that require governmental solutions.                             |   |                |
|   | 5.2       | Prioritize this list based on available resources and realistically achievable results   |   |                |
|   | 5.3       | Identify a community stakeholder or organization relevant to each prioritized item on the annual agenda                                    |   |                |
|   | 5.4       | Each issue will be researched and summarized with a brief that the policy champion can present to local or regional authorities for action |   |                |

# Manage For Responsible Growth

*Team  
Champion*

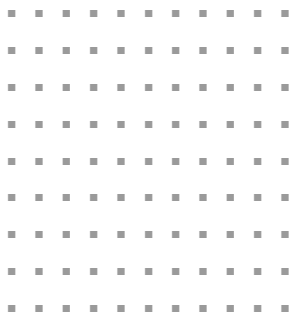
**Mike Wojtowicz**

*Members*

**Gary Fredricks  
Ken Stone**

**Utilize a collaborative process to update Cowlitz County's Comprehensive Plan and plan for changing demographics across all county services.**

- Establish a Steering committee to guide and oversee the planning process.
- Establish a Community Vision Statement via a public involvement and visioning process.
- Research and report on existing conditions.
- Develop the Comprehensive Plan.
- Implement the Comprehensive Plan.



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |  | Assigned To   |  |
|---|-----------|--|---|--|
| Goal                                    | Objective | Description  | Agency Position   | Timeline                               |
| <b>Goal 1</b>                           |           | <b>Establish a Steering Committee to guide and oversee the planning process. The Steering Committee will represent the broader community on <i>process</i> issues; content to be determined by the community at-large.</b> |   |  |
|   | 1.1       | Define representative groups; send invitations and follow up; and appoint members.   | Building and Planning Director, Council of Governments, and Board of County Commissioners                       | July 2009                              |
| <b>Goal 2</b>                           |           | <b>Establish a Community Vision Statement via a public involvement and visioning process.</b>  |   |  |
|   | 2.1       | Establish public involvement methods, format and schedule of public sessions, and make arrangements for sessions and other methods.  | Building and Planning Director, Council of Governments, and Consultant  | Oct/Nov 2009                           |
|   | 2.2       | Conduct series of public involvement sessions. Solicit input for vision, values, issues and priorities. Conduct other public involvement methods.  | Building and Planning Director, Council of Governments, Consultant, Steering Committee, and Planning Commission | Mid-October 2009 through February 2010 |
|   | 2.3       | Develop the Community Vision Statement for a determined number of future years; formulate county-wide planning policies; and adjust scope of work for balance of project.  | Building and Planning Director, Council of Governments, Consultant, and Steering Committee                      | March through June 2010                |

| Strategic Management Goals & Objectives |           |   | Assigned To   |  |
|---|-----------|---|---|--|
| Goal                                    | Objective | Description   | Agency Position   | Timeline                                 |
| <b>Goal 3</b>                           |           | <b>Research and report on existing conditions.</b>  |   |  |
|   | 3.1       | Identify existing condition topics, information to be portrayed, and set target dates for the information.  | Building and Planning Director,<br>Council of Governments,<br>and Steering Committee                | Mid-October 2009                         |
|   | 3.2       | Research and develop drafts of existing conditions.   | Building and Planning Director and<br>Council of Governments  | Mid-October 2009 through<br>January 2010 |
|   | 3.3       | Review, input and finalize existing conditions (format and theme).  | Building and Planning Director,<br>Council of Governments,<br>Consultant, and<br>Steering Committee | November 2009 through<br>February 2010   |
|   |           |   |   |  |
| <b>Goal 4</b>                           |           | <b>Develop the Comprehensive Plan</b>   |   |  |
|   | 4.1       | Identify demographic and health trends in Cowlitz County.   | Building and Planning Director and<br>Council of Governments  | September 2010                           |
|   | 4.2       | Study the adequacy and capacity of public infrastructure and services as well as the retention of resource and environmentally sensitive lands.   | Building and Planning Director,<br>Council of Governments,<br>and Steering Committee                | September 2010                           |
|   | 4.3       | Utilize the Planning Commission, Steering Committee, and Board of County Commissioners to determine key performance areas. These will be utilized throughout the planning process to “bend the trend” towards the desired vision. | Building and Planning Director and<br>Council of Governments  | September through<br>December 2010       |

| Strategic Management Goals & Objectives |           |   | Assigned To  |             |
|---|-----------|---|--|-------------|
| Goal                                    | Objective | Description   | Agency Position  | Timeline    |
|   | 4.4       | Combine the information gathered from the Visioning process, with community indicators from secondary sources (health, police, business, etc.) into a single tool that the stakeholders can use in decision making. | Building and Planning Director,<br>Board of County Commissioners,<br>Council of Governments,<br>Steering Committee, and<br>Planning Commission | Spring 2011 |
|   | 4.5       | The data will provide the decision makers and community with a “likely future.” Define which aspects of the community to be maintained and which should be altered.   | Building and Planning Director,<br>Board of County Commissioners,<br>Council of Governments,<br>Steering Committee, and<br>Planning Commission | Summer 2011 |
|   |           |   |  |             |
| <b>Goal 5</b>                           |           | <b>Implement the Comprehensive Plan</b>   |  |             |
|   | 5.1       | Reconfigure existing Cowlitz County codes and establish any required new ordinances and policies to enact the Comprehensive Plan’s goals and policies.  | To be determined (Tbd)   | Tbd         |

# Fiscal Responsibility

*Team  
Champion*

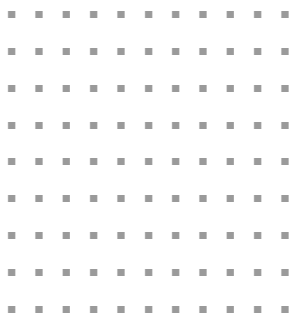
**Claire Hauge**

*Members*

**Laurie Masse  
Kathy Sauer  
Axel Swanson  
Kris Swanson**

Promote continuous improvement of fiscal responsibility, accountability and communication by:

- Managing current assets;
- Communicating to the public;
- Seeking alternative revenue sources;
- Seeking high quality/low cost solutions;
- Developing skilled and motivated people for efficient and effective services; and
- Maintaining a consistent level of service that meets state and federal mandates and, to the extent politically and financially possible, community expectations, within available resources.



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |  | Assigned To                                   |          |
|---|-----------|--|---|----------|
| Goal                                    | Objective | Description  | Agency Position                               | Timeline |
| <b>Goal 1</b>                           |           | <b>Establish a sufficient and predictable financial foundation and provide the resources necessary to support and sustain an adequate, consistent, and responsible level of county-wide services that ensure public safety, enhance the physical infrastructure and environment of Cowlitz County, and improve and sustain quality of life and community. Ensure growth in programs is consistent with projected revenues.</b> |   | On-going |
|   | 1.1       | Monitor & assess revenues.   | Office of Financial Management (OFM) Director | On-going |
|   | 1.2       | Develop realistic expense budgets to support operational and capital budgets consistent with growth in revenues.   | Elected Officials/ Department Heads           | On-going |
|   | 1.3       | Establish and maintain adequate reserves.  | Board of County Commissioners                 | On-going |
|   |           |  |   |          |
| <b>Goal 2</b>                           |           | <b>Manage Cowlitz County owned property proactively and strategically to promote the public interest and, whenever possible, to enhance Cowlitz County’s overall financial resources. Protect and preserve capital assets of Cowlitz County; plan for regular maintenance, repair, replacement and upgrade of capital assets and adequately finance them.</b>  |   | On-going |
|   | 2.1       | Provide adequate financing and operational support to preserve facilities and capital equipment.   | Board of County Commissioners                 | On-going |

| Strategic Management Goals & Objectives |           |   | Assigned To  |          |
|---|-----------|---|--|----------|
| Goal                                    | Objective | Description   | Agency Position  | Timeline |
|   | 2.2       | Develop multi-year capital plans.   | Capital Improvement and Preservation Committee         | On-going |
| <b>Goal 3</b>                           |           | <b>Develop and maintain investment and cash management procedures to maximize return on investments while protecting the public's assets and ensuring that sufficient funds are available to meet the current expenditures of any operating period.</b> |  | On-going |
|   | 3.1       | Maximize returns on investments.  | Treasurer  | On-going |
|   | 3.2       | Provide funds sufficient to meet expenditures in current operating period.  | OFM Director   | On-going |
| <b>Goal 4</b>                           |           | <b>Provide a framework for wise and prudent use of debt financing; maintain a good credit rating in the financial community.</b>  |  | On-going |
|   | 4.1       | Avoid deficit financing and borrowing for on-going services & operations.   | Board of County Commissioners                          | On-going |
|   | 4.2       | Restrict debt to constitutional limits and Cowlitz County's ability to finance without diminishing core services.   | Board of County Commissioners, Treasurer, OFM Director | On-going |
|   | 4.3       | Sustain and improve quality bond ratings.   | OFM Director   | On-going |
| <b>Goal 5</b>                           |           | <b>Maintain sound financial practices that meet all applicable standards in order to minimize financial risks; implement and maintain effective systems of internal controls.</b>   |  | On-going |
|   | 5.1       | Accurately forecast Cowlitz County revenues.  | OFM Director   | On-going |

| Strategic Management Goals & Objectives |           |   | Assigned To                         |          |
|---|-----------|---|-------------------------------------|----------|
| Goal                                    | Objective | Description   | Agency Position                     | Timeline |
|   | 5.2       | Prepare a budget that meets or exceeds requirements of Generally Accepted Accounting Principles (GAAP) and Budget, Accounting & Reporting System (BARS)   | OFM Director                        | On-going |
|   | 5.3       | Maintain strong internal controls.  | OFM Director                        | On-going |
| <b>Goal 6</b>                           |           | <b>Seek efficiency, improvement, innovation and accountability in Cowlitz County financial and budgetary systems.</b>   |                                     | On-going |
|   | 6.1       | Establish & maintain highest standards of accounting practices.   | Auditor, Treasurer and OFM Director | On-going |
|   | 6.2       | Provide technology to support a sound, reliable & efficient financial management system.  | Technology Committee                | On-going |
| <b>Goal 7</b>                           |           | <b>Engage in continuous process improvement and quality efforts in order to maintain or improve services and efficiency and to control costs; be willing to reduce or eliminate services that are no longer relevant if there are no significant impacts on mandated or essential services.</b> |                                     | On-going |
|   | 7.1       | Develop and implement a county-wide purchasing program.   | OFM Director                        | On-going |
|   | 7.2       | Develop and implement a county-wide grant program.  | OFM Director                        | On-going |
|   | 7.3       | Establish a Technology Committee.   | Board of County Commissioners       | On-going |

# Utilize Technology

*Team  
Champion*

**Kathy Sauer,  
Interim**

*Members*

**Roni Booth  
Dave Freece  
Dave Koss  
Kris Swanson  
Dee Wirkkala**

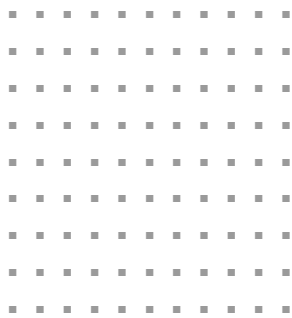
Current and future Cowlitz County business strategy development requires that information systems be present, functional and responsive now and into the future to achieve the optimum performance and service possible, both for the staff and to the public of Cowlitz County. As we continue into the 21<sup>st</sup> century, information technology considerations are essential to the viable business strategies and objectives of each Cowlitz County department individually and intra- operationally.

Invest in, capitalize on and promote the use of technology to:

- Provide quality customer service, communication and information;
- Enhance job efficiencies for Cowlitz County employees;
- Analyze data, workflow and processes; and
- Improve training.

By means of:

- Integrated networking and programs;
- Analysis of existing workflow and business processes;
- Comprehensive, on-going training;
- Long-range technology planning;
- Appropriate safeguards and supports; and
- Partnering with customers to develop goals and monitor progress.



## Index of Assignments and Timelines

| Strategic Management Goals and Objectives |           |   | Assigned to  |          |
|---|-----------|---|--|----------|
| Goal                                      | Objective | Description   | Agency Position  | Timeline |
| <b>Goal 1</b>                             |           | <b>Expand and enhance data functionality.</b>   |  |          |
|   | 1.1       | Explore, encourage, and develop means of digital data sharing across the enterprise.          | Key users committee and Program and Network staff                                  | On-Going |
|   | 1.2       | Explore, enhance and expand the obtaining, retrieval and retention of digital data.           | Key users committee and Program and Network staff                                  | On-Going |
|   | 1.3       | Explore, enhance, and expand the availability of data via the web.                            | Key users committee and Program and Network staff                                  | On-Going |
|   |           |   |  |          |
| <b>Goal 2</b>                             |           | <b>Ensure, expand and enhance the viability of the information technology infrastructure.</b> |  |          |
|   | 2.1       | Utilize enterprise applications to the fullest.   | Key users committee and Network staff  |          |
|   | 2.2       | Ensure technology systems meet user requirements.   | Tech and Network staff   | On-Going |
|   | 2.3       | Ensure information technology systems are secure.   | Network Analyst, Systems Analyst, System Administrator, and Tech and Network staff | On-Going |
|   | 2.4       | Ensure there is sufficient technology staff to meet user requirements.                        | Central Services Director and Program and Tech staff                               | On-Going |
|   |           |   |  |          |

| Strategic Management Goals and Objectives |           |   | Assigned to  |               |
|---|-----------|---|--|---------------|
| Goal                                      | Objective | Description   | Agency Position  | Timeline      |
| <b>Goal 3</b>                             |           | <b>Articulate, expand and enhance processes in support of information technology</b>  |  |               |
|   | 3.1       | Develop and document departmental and county-wide workflow and business processes   | Key users committee and Elected Officials and Department Heads   | 6/30/11       |
|   | 3.2       | Identify, develop and provide training opportunities for staff related to information technology  | Program and Tech staff   | Semi-annually |
|   | 3.3       | Develop, document and test Disaster Recovery and Response strategies as it relates to information technology  | Board of County Commissioners, Program and Tech staff, Dept. of Emergency Management and Risk Management Manager | Annually      |
|   |           |   |  |               |
| <b>Goal 4</b>                             |           | <b>Continue and explore long-range information technology requirements</b>  |  |               |
|   | 4.1       | Review status of existing and future enterprise applications  | Key users committee and Network and Program staff  | As needed     |
|   | 4.2       | Review hardware replacement cycles, strategies and known information technology initiatives   | Network staff  | Annually      |
|   | 4.3       | Develop a means to review new departmental and county-wide information technology initiatives and provide recommendations and prioritizations for these initiatives | Key users committee and Elected Officials and Department Heads   |               |

# Maintain Public Facilities

*Team  
Champion*

**Ron Junker**

*Members*

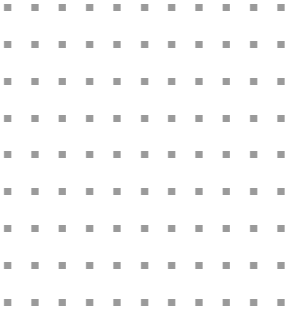
**Betty Barron  
Sue Baur  
Kent Cash  
Claire Hauge  
Kathleen Johnson  
Ken Stone  
Steve Warning**

In May 2002, the Board of County Commissioners adopted the Capital Facilities Program due to its recognized need for long-range planning for acquisition, development, improvement and preservation of Cowlitz County capital assets. The Board established the Capital Improvement and Preservation (CIP) Committee to assist with the identification and prioritization of all current and future capital projects.

Over the years capital needs have increased due to a number of factors such as the age of buildings, citizen’s use of facilities, the increased number of Cowlitz County employees, and court schedules.

Although the Capital Facilities Program has provided an avenue to identify capital requirements, the amount of revenue has not been sufficient to meet the request. Additionally, it is difficult to look long-term due to variability in staffing and available dollars to logically propose the best long-term solutions. Due to these two elements, the tendency has been to focus on short-term needs to fit the revenue stream rather than being dedicated to a long-term approach.

The Public Facility Strategic Team respectfully submits the Facilities Strategic Plan as part of Cowlitz County’s 2007-2009 strategic planning effort. The proposals in this plan are intended to support accomplishment of the goals, objectives and strategies developed by other Teams.



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |   | Assigned To  |                      |
|---|-----------|---|--|----------------------|
| Goal                                    | Objective | Description   | Agency Position  | Timeline             |
| <b>Goal 1</b>                           |           | <b>Preserve and protect existing capital investments by making facility maintenance a top priority. Focus on preservation to protect Cowlitz County's current investment, to reduce operating maintenance costs, to improve operational efficiency, service delivery and to ensure functional facilities.</b> |  |                      |
|   | 1.1       | Create one tracking device for both long-term capital requests from departments and life cycles of specific building equipment.   | Asset Management Director,<br>Facilities Maintenance Director and Project Manager      | 10-1-09              |
|   | 1.2       | Utilize manufacturers' recommended life cycle analysis of equipment, identify the specific year in which it is due to be overhauled or replaced and enter into the capital tracking device. Tracking shall include a 25 year outlook.   | Asset Management Director,<br>Facilities Maintenance Director and Project Manager      | 3-1-10               |
|   | 1.3       | Develop specific funding streams that will allocate and save for these expenditures up to the year allocation are requested.  | Office of Financial Management Director and Capital Improvement and Preservation Cmte. | 6-1-10               |
|   | 1.4       | Annually update costs for equipment identified on the capital tracking device.  | Facilities Maintenance Project Manager   | 12-1-09<br>each year |
|   |           |   |  |                      |
| <b>Goal 2</b>                           |           | <b>Provide appropriate space to departments that allows them the ability to achieve their primary objective with consideration for expansion to meet future workloads and space</b>   |  |                      |

| Strategic Management Goals & Objectives |           |               | Assigned To     |          |
|---|-----------|---------------|-----------------|----------|
| Goal                                    | Objective | Description   | Agency Position | Timeline |
|   |           | requirements. |                 |          |

| Strategic Management Goals & Objectives |           |   | Assigned To  |                |
|---|-----------|---|--|----------------|
| Goal                                    | Objective | Description   | Agency Position  | Timeline       |
|   | 2.1       | Develop a protocol for floor space allocation that will be used by elected officials and department heads to request allocation or re-allocation of building and room assignments. Protocol to be adopted by the Board of County Commissioners. | Facilities Maintenance Director and Capital Improvement and Preservation Committee     | 8-1-09         |
|   | 2.2       | Develop floor space plans for each Cowlitz County building. Enter the owners of each area within the floor plans and place the information on the intranet under the Maintenance Department heading.  | Facilities Maintenance Director and Capital Improvement and Preservation Committee     | 11-1-09        |
|   | 2.3       | Introduce protocol to all Elected Officials and Department Heads at a monthly staff meeting.  | Facilities Maintenance Director and Capital Improvement and Preservation Committee     | September 2009 |
|   |           |   |  |                |
| <b>Goal 3</b>                           |           | <b>Develop and maintain a multi-year long range capital plan to ensure integrated planning among all Cowlitz County facilities, functions, and resources and require individual projects be linked to the capital plan.</b>                     |  |                |
|   | 3.1       | Develop and maintain a capital inventory asset list for all facilities and equipment. Identify their conditions and incorporate the use of life cycle cost analysis to develop replacement cycles.  | Asset Management Director, Facilities Maintenance Director and Project Manager         | 12-1-09        |
|   | 3.2       | Develop a strategy to link all identified capital request and required operational budgets to best determine long-term fiscal capacity.   | Office of Financial Management Director and Capital Improvement and Preservation Cmte. | 2-1-10         |

# Develop Principled Leadership

*Team  
Champion*

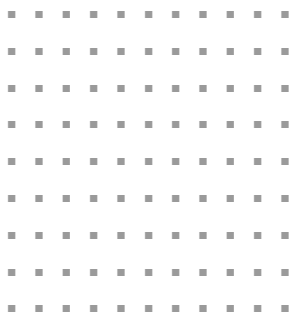
**Jim Zdilar**

*Members*

**Judy Ainslie  
Clyde Carpenter  
Marin Fox Hight  
Jennifer Leach  
George Raiter**

Develop and maintain principled leadership by:

- Continuing education and leadership training;
- Developing a peer review and accountability process;
- Increasing the use of Personnel Department resources;
- Maintaining high standards in the recruiting and hiring process;
- Cultivating a principled culture for top leadership;
- Striving to provide services where the customer's expectations are met or surpassed; and
- Facilitating the recognition of employee achievements.



## Index of Assignments and Timelines

| Strategic Management Goals & Objectives |           |  | Assigned To                            |               |
|---|-----------|--|--|---------------|
| Goal                                    | Objective | Description  | Agency Position                        | Timeline      |
| <b>Goal 1</b>                           |           | <b>Develop and maintain a Leadership and Supervisory Training and Employee Development Program</b>   |  |               |
|   | 1.1       | Ensure 100% of Cowlitz County employees attend or view the keynote leadership program entitled “ <i>Leaving A Legacy – A Time of Change, Challenge and Strategic Public Leadership.</i> ”  | Personnel Director                     | March 2010    |
|   | 1.2       | Provide Management Development training to 100% of all elected officials, department heads, managers, and supervisors. The training will be custom designed to lead participants through trends impacting Cowlitz County, identification of major challenges, and review of current and prospective strategic initiatives. | Personnel Director                     | March 2010    |
| <b>Goal 2</b>                           |           | <b>Develop and maintain a Cowlitz County Employee Development Curriculum and Training System that includes but is not limited to; challenges related to retirement, greater public expectations, reduced revenues and increased expenditures.</b>  |  |               |
|   | 2.1       | To make available to 100% of Cowlitz County employees employee’s a development and learning system that will create a foundation of greater productivity, collaboration and leadership development.  | Elected Officials and Department Heads | December 2010 |

| Strategic Management Goals & Objectives |           |  | Assigned To  |               |
|---|-----------|--|--|---------------|
| Goal                                    | Objective | Description  | Agency Position  | Timeline      |
|   | 2.2       | Make available to 100% of Cowlitz County employees a variety of key courses that become Cowlitz County's basic curriculum for continued employee and career development.                             | Elected Officials and Department Heads                                   | December 2010 |
|   | 2.3       | Identify existing employees who would make excellent trainers and provide "Train The Trainers" programs to those employees that can development them into strong teachers, motivators, and trainers. | Personnel Director and Elected Officials and Department Heads            | December 2010 |
| <b>Goal 3</b>                           |           |  |  |               |
|   |           | <b>Increase the number of employees who understand and exhibit ethical standards as part of Principled Leadership Guidelines</b>   |  |               |
|   | 3.1       | Provide to all Cowlitz County employees written guidelines and standards for communication and interaction between private interests and Cowlitz County employees.                                   | Board of County Commissioners and Elected Officials and Department Heads | December 2010 |
|   | 3.2       | Provide training to all Cowlitz County employees on ethics, standards, problem solving, and communicating with the public.   | Personnel Director   | December 2010 |
|   | 3.3       | Reduce to zero the number of ethical and confidentiality violations reported or discovered among Cowlitz County employees.   | Board of County Commissioners  | December 2010 |

# Monitor and Push the Plan

*Team  
Champion*

**Terry McLaughlin**

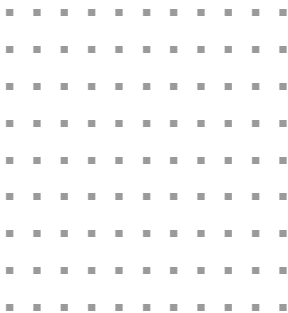
*Members*

**Stephanie Dunn  
Claire Hauge  
Ron Junker**

The County team that put together this strategic plan recognized that this plan would have to be reviewed annually and updated periodically to be viable.

To ensure the effective implementation and annual evaluations of the Strategic Plan occur, a subcommittee known as **Push the Plan** was appointed.

The team will be responsible for monitoring, following up and communicating the efforts and results of the county-wide planning effort.





# Strategic Plan

## 2007-2009 Timeline

| <b>Date</b>                | <b>Who</b>                                     | <b>Focus</b>  |
|----------------------------|--|---|
| September 2007             | Elected Officials and Department Heads (EO/DH) | Conduct one day retreat and begin long range strategic planning efforts.  |
| February 28, 2008          | EO/DH  | Finalize Mission Statement  |
| April 14, 2008             | Commissioners                                  | Push the Plan Committee present timelines and purpose<br>Revise after BoCC input for Champions meeting                                |
| May 7, 2008                | Champions                                      | Push the Plan Committee present timelines and purpose   |
| May 15, 2008               | EO/DH  | BoCC Vision and Committee Updates   |
| August 21, 2008            | EO/DH  | Team Champions present individual plans with feedback; ½ day session  |
| January 15, 2009           | Champions                                      | Team Champions submit formatted Draft Plan to Commissioners' Office for submittal to EO/DH  |
| January 20, 2009           | EO/DH  | Draft Plans distributed to EO/DH  |
| January 29, 2009           | EO/DH  | Feedback on Draft Plans at Staff Meeting  |
| February 2 - 13, 2009      | Champions                                      | Feedback from January 29 <sup>th</sup> meeting on Draft Plans to teams  |
| February 18, 2009          | BoCC/Champions                                 | Draft Strategic Plan to Board after input with teams  |
| April 2009                 | Push the Plan Cmte                             | Format Draft Strategic Plan   |
| May 13, 2009               | EO/DH  | Present Formatted Draft Strategic Plan at the staff meeting   |
| May 15, 2009               | Employees                                      | Draft Strategic Plan to employees – comments via e-mail to county's Global Address - Push the Plan                                    |
| May 29, 2009               | Push the Plan                                  | Comments back from all employees to e-mail Global address – Push the Plan   |
| June 3, 2009<br>10:30 a.m. | Push the Plan Cmte                             | Meet to compile comments from employees on Draft Strategic Plan. Submit comments from Push the Plan Cmte. to Team Champions on June 5 |
| June 8 – 16, 2009          | Champions                                      | Meet with committee members to discuss comments   |
| June 17, 2009              | Champions                                      | Submit changes of Draft Strategic Plan to Push the Plan Cmte to complete Final Draft Strategic Plan                                   |
| June 22, 2009              | Team Champions                                 | Meet with Board of Cowlitz County Commissioners to present the Final Draft Strategic Plan   |
| June 24, 2009              | Team Champions                                 | Present the Final Draft Strategic Plan at the staff meeting   |
| July 14, 2009<br>9:30 a.m. | Board of County Commissioners                  | Adopt the Cowlitz County Strategic Plan   |

# TASK FORCE

## MEMBERS

### **Prevent Crime**

Bill Mahoney – Team Champion.

Lynn McDermott, Sue Baur, Chad Connors, Terry Mulligan, Carlos Carreon, Marin Fox Hight

### **Public Health/Human Services**

Carlos Carreon – Team Champion.

Tim Davidson, Jill Johanson, Chad Connors, Grover Laseke, Megan Guffey

### **Manage for Responsible Growth**

Mike Wojtowicz – Team Champion.

Gary Fredricks, Ken Stone

### **Fiscal Responsibility**

Claire Hauge – Team Champion.

Kathy Sauer, Axel Swanson, Laurie Masse, Kris Swanson

### **Utilize Technology**

Kathy Sauer – Interim Team Champion.

Roni Booth, Kris Swanson, Dave Freece, Dave Koss, Dee Wirkkala

### **Maintain Public Facilities**

Ron Junker – Team Champion.

Betty Barron, Kathleen Johnson, Kent Cash, Steve Warning, Ken Stone, Claire Hauge, Sue Baur

### **Develop Principled Leadership**

Jim Zdilar – Team Champion.

Clyde Carpenter, George Raiter, Marin Fox Hight, Judy Ainslie, Jennifer Leach

### **Monitor and Push the Plan**

Terry McLaughlin – Team Champion.

Claire Hauge, Ron Junker, Stephanie Dunn

## FACILITATOR

Marty Jaecksch is a consultant with expertise in strategic planning, organizational assessment, leadership development and organizational change. He is an associate of Jaecksch Consulting based in Portland, Oregon. Marty Jaecksch is currently the Manufacturing Systems Manager at NORPAC, a joint venture between Weyerhaeuser and NPI of Tokyo.