



Jefferson County Strategic Plan

In early 2001, the leadership of Jefferson County came together to develop a strategic plan for the County. The results of that effort are presented below. The elected officials, their appointed staff and the various Citizen Advisory Boards developed a series of “issues” to address. With the aid of the public and the dedication of the Board of County Commissioners, the Constitutional and Statutory Officers, and the men and women in service to the people of this county, we are pleased to present the following.

Core Values

- Integrity
- Professionalism
- Accountability
- Resourcefulness
- Innovation
- Responsiveness
- Empowerment
- Service
- Citizen Involvement
- Value people, heritage & natural resources

VISION STATEMENT:

We envision Jefferson County as a balanced, sustainable community with economic opportunities for income potential that allows personal independence. Where post secondary educational opportunities exist and are tied to the local economy. Where the community accepts that a certain level of growth and development are healthy and necessary to maintain our quality of life. Where the enjoyment of a rural lifestyle is allowed without the necessity of urban services. Where growth is encouraged where appropriate infrastructure exists or is planned to exist, thus enabling urban and rural lifestyles to coexist. Where the community is engaged with their elected leadership to accept responsibility for contributing to the solution of community problems.

Measurement - Quality of life index (Collective measure of various performance indicators)

MISSION STATEMENT:

Jefferson County Government is committed to effective public policy, superior public service, courteous public contact, judicious exercise of authority and stewardship of public resources, to meet the needs and concerns of our citizens.

Jefferson County Commission
Jefferson County Courthouse
1820 Jefferson Street
P. O. Box 1220
Port Townsend, WA 98368

Ph. 360-385-9100
800-831-2678

Fax. 360-385-9382

jeffboc@co.jefferson.wa.us

GOALS and STRATEGIES:

1. Create a sustainable and balanced economic base focused on family wage jobs and geographic distribution. *Performance Indicators to be recommended by the Data Users Group (might include employment as % of labor force, median earned wage adjusted geographically, % of wage earners as % of OMB Poverty)*
 - a. Perform an asset-based review of unincorporated Jefferson County to identify industries by Standard Industrial Classification Codes that are most compatible with the community's strengths and location advantages.
 - i. Evaluate basic community infrastructure (roads, water, sewer, power, telecommunication) to serve the business and industrial needs of targeted industries.
 - ii. Evaluate the Comprehensive Plan and its development regulations to ensure opportunities for business development coincide with targeted industries.
 - iii. Develop a sharply defined recruitment and expansion program for targeted industries.
 - b. Review institutional impediments to business development and/or expansion and develop policies to overcome these impediments.
 - i. Reduce or eliminate artificial barriers to the growth of a sustainable economy in all geographic locations of the County.
 - c. Formulate a common community vision on economic development with the City, Port, and P.U.D.

2. Promote educational opportunities to support post secondary schooling, lifelong learning, and workforce training. *Performance Indicators to be recommended by the Data Users Group*
 - a. Evaluate training and education of the workforce to assure that an adequate supply of trained labor is available.
 - i. Formulate policies and if appropriate initiate or implement program necessary to ensure an adequate workforce.
 - b. Expand educational opportunities and increase accessibility across the entire age and economic spectrum of the community.
 - i. Support a full range of educational opportunities, from formal education leading to a college degree, to life long learning.
 - (1) Assure said educational opportunities are within the economic reach of the less advantaged.

3. Improve the balance between the cost of housing and earned income. *Performance Indicators to be recommended by the Data Users Group*
 - a. Perform an economic analysis of factors influencing or affecting "affordable housing", including a definition of the term that is realistically attainable.
 - i. Formulate policies and if appropriate initiate or implement programs to reduce or eliminate artificial barriers to affordable housing.
 - b. Review institutional impediments to affordable housing development and/or expansion and develop policies to overcome these impediments.
 - i. Reduce or eliminate artificial barriers to affordable housing in all geographic locations of the County.

4. Sustainable utilization of natural resources that preserve our county's physical beauty and delicate ecosystems. *Performance Indicators to be recommended by the Data Users Group*
 - a. Maintain environmental quality, while providing opportunity for sustainable natural resource utilization.
 - i. Define sustainable.
 - b. Enhance and where appropriate repair damaged ecosystems.

5. A healthy and safe citizenry. *Performance Indicators to be recommended by the Data Users Group*
 - a. Assure that all community members have access to health care including medical, dental, mental, and chemical dependency in a holistic and integrated fashion.
 - b. Support programs addressing substance abuse issues that emphasize prevention, early intervention, recovery and overcoming community complacency.

6. Adequate public facilities for work and play. *Performance Indicators to be recommended by the Data Users Group*
 - a. Determine long term community facility and recreational needs.
 - b. Implement interim solutions consistent with long term need.

7. Affordable Government. *Performance Indicators to be recommended by the Data Users Group*
 - a. Seek non-local sources of revenue.
 - i. Develop a Community Development Block Grant Six-year Consolidated Plan following the U.S. Dept. Of HUD Entitlement Community Guidelines.
 - b. Create internal revenues by improving the effectiveness and efficiency of County government.

LEADERSHIP'S GUIDING PRINCIPLES:

- Provide an environment that ensures the continued effectiveness of representative local government and promotes the understanding that democracy confers rights, privileges and responsibilities on each citizen.
- Advocate a forum for meaningful citizen participation and citizen involvement in the political process and facilitate the clarification of community values and goals.
- Respect the special character and individuality of each community while recognizing the interdependence of communities and promoting coordination and cooperation.
- Seek balance in the policy formulation process through integration of the social, cultural, and physical characteristics of the community.
- Promote balance between the need to use, and the preservation of human, economic, and natural resources.

- Advocate equitable regulation and service delivery, recognizing that the needs and expectations for public service may vary throughout the community.
- Recognize that the elected leadership of the community is responsible for and accountable to citizens for the establishment of public policy and that those responsible for policy execution must be responsive and accountable to the elected leadership.
- Develop a responsive, dynamic local government organization that continuously assesses its purpose and seeks the most effective techniques and technologies for serving the community.
- Create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
- Demonstrate commitment to professional ethics and ideals and support colleagues in the maintenance of these standards.
- As stewards of public resources we must be able to use the means at our disposal to meet the situations and circumstances we encounter effectively and efficiently.

BOARD OF COUNTY COMMISSIONERS' OBJECTIVES:

- Consider all that comes before us in relationship to our core values, vision statement, mission statement, goals, and guiding principals.
- Develop policies that help ensure this vision of the future may become a reality.
- Dedicate the resources necessary to achieve success.

ADMINISTRATORS' OBJECTIVES:

- Work with the elected leadership and others to develop measurable performance indicators to monitor our level of effort and degree of success in fulfilling our vision.
- Direct the various departments to evaluate their programs and ensure that they further the vision of the County.
- Direct the various departments to prepare action plans, with appropriate performance measurements, that further the vision of the County.
- Assign responsibility and hold staff accountable for their efforts to achieve the vision.
- Monitor programs funded by the County for consistency with our vision.
- Coordinate multi jurisdictional efforts to achieve our vision through associated action and tactical plans.