

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF LEWIS COUNTY, WASHINGTON**

IN RE: APPROVAL OF THE 2009-2012)
LEWIS COUNTY STRATEGIC)
PLAN)

RESOLUTION NO. 09-412

WHEREAS, Lewis County created a Strategic Plan in July 2002 and updated said plan in December 2004, and

WHEREAS, the Lewis County Executive Steering Committee (ESC) whose membership is made up of all elected and appointed officials of Lewis County, in its advisory capacity has created a new Strategic Plan for Lewis County (included as Exhibit 'A'), and

WHEREAS, the ESC recommends the Board of County Commissioners adopt the 2009-2012 Lewis County Strategic Plan as it is in the best interest of the citizens of the Lewis County; NOW THEREFORE,

BE IT RESOLVED, that the 2009-2012 Lewis County Strategic Plan is adopted as recommended by the Lewis County Executive Steering Committee.

DONE IN OPEN SESSION this 21st day of December 2009

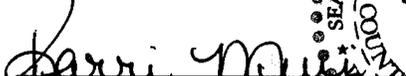
APPROVED AS TO FORM:
L. Michael Golden, Prosecuting Attorney

**BOARD OF COUNTY COMMISSIONERS
LEWIS COUNTY, WASHINGTON**

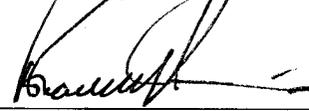
By: Deputy Prosecuting Attorney

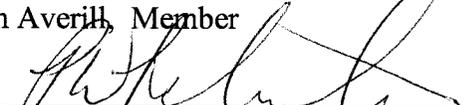

F. Lee Grose, Chairman

ATTEST:


Karri Muir, Clerk of the Board




Ron Averill, Member


P.W. Schulte, Member



LEWIS COUNTY
WASHINGTON

**LEWIS COUNTY STRATEGIC PLAN
2009-2012**

**PROTECTING AND ENHANCING THE ECONOMIC HEALTH
OF LEWIS COUNTY**

June 2009

Prepared for:
Lewis County

Prepared by:
Norton-Arnold & Company

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Introduction and Overview

This plan identifies strategic goals for Lewis County government over the next three years. Economic times are challenging for our county. We have experienced a flattening of revenue, but have not yet experienced the significant declines happening elsewhere in the state.

We have been more fortunate than some other jurisdictions. We began tightening our belts several years ago, and have managed to budget within the flat revenues by using reserves. We have succeeded in keeping the county's debt as low as possible, while maintaining fundamental services for our citizens.

But our past budgetary reductions have not been sufficient. In order to weather the current, very serious economic downturn in our regional and national economy, we must continue to scrutinize spending in the short term and examine ways to create greater governmental efficiencies over the long term.

As your elected officials, it is our responsibility to deliver basic services, and, at the same time, operate within our county's budgetary limits. This Strategic Plan is focused on initiatives that help us balance this year's budget and keep us fiscally responsible for the foreseeable future.

Beyond the budget there are various elements that contribute to the economic well-being of our county. For the short term, that may mean a reduction in our operating budget. For the longer term it means putting the infrastructure in place to guarantee that Lewis County can maintain a strong, sustainable, and vibrant economy that produces jobs and encourages business. This Strategic Plan is designed to guide our actions in making the budgetary changes necessary to weather the current economic storm, and, at the same time, provide for a strong economic future.

Your elected officials have identified seven strategic priorities in this plan. These are the areas where we believe it is most important for us to focus our collective efforts for Lewis County over the next three years.

Use this plan to hold us accountable. We are using it as a yardstick to measure our effectiveness. You should do the same.

2009-2012 Goals and Initiatives

1) Flood Mitigation

Certainly the last several years have clearly demonstrated the extent to which flooding is a very serious problem for Lewis County. The devastation from flooding directly impacts our economic health because it hinders existing commerce and puts a heavy burden on our emergency and human services providers. In addition, new businesses are reluctant to locate in Lewis County given the unpredictability and magnitude of the flooding that has occurred. Work is underway to find the best solutions for mitigating the damage from flooding over the long term. By 2010 a new regional flood control authority will have initiated a set of projects designed to ease the impacts of flooding.

Flood mitigation can be divided into structural and non-structural elements.

Structural

Structural elements include dams, dikes, levees, dredging, and other infrastructure to help reduce and mitigate the impact of floods. These projects generally require cooperation with federal, state, tribal, and local partners. As the lead agency for the Chehalis River Basin Flood Authority, Lewis County is working with these partners to determine which flood mitigation projects will be most effective and where they should be built.

Non-Structural

Non-structural elements include land use requirements, governmental regulations, (federal, state, and local), and educational outreach. Residents and businesses of Lewis County must be well-informed regarding the potential for flooding and strategies for mitigating damages. Emergency warning and response systems must be established and functional.

Timeframe for Completion

Intensive work on flood mitigation is under way in 2009, and will continue throughout the next several years.

Action Milestones to Measure Us By

February 2009: Washington State appropriated part of \$2.5 million for a Basin-wide Flood Mitigation Study of the Chehalis River. About half of this money has now been spent, and another \$574,000 in Federal funding has been appropriated for the Chehalis River Basin.

April 2009: The Washington State Legislature adopted rules to allow formation of a Tri-county Flood Control District.

August 2009: The Flood Authority will prepare a draft of the Chehalis River Basin Flood Mitigation Plan.

March 2010: Implementation of flood mitigation strategies and non-structural components will be underway.

December 2010: A voter approved Tri-county Flood Control District will be formed.

Elected Official Accountable for Completion of this Initiative

The Board of County Commissioners (BOCC) is responsible for the implementation of comprehensive flood control and mitigation strategies. The Board is supported in this endeavor by the Community Development and Public Works Departments. The Department of Emergency Management is responsible for coordinating emergency preparedness and for facilitating response and recovery efforts during flood events.

2) New Financial System

The county is in need of an updated financial and accounting program that takes full advantage of our current computer systems. A new financial management program will provide significantly greater efficiencies for county government, reducing operating costs.

Timeframe for Completion

The new system will be fully installed and operational by December 2012.

Actions Milestones to Measure Us By

September 2009: Issue an RFP/RFQ for a qualified contractor to install the new system.

December 2009: Select the vendor to install the system and put a contract in place to manage the vendor's work over the three-year installation period.

June 2010: Installation of new system in process.

December 2012: Installation complete.

Elected Official Accountable for Completion of this Initiative

The County Auditor is the lead for this project. The auditor is supported in this initiative by the County Treasurer, the Central Services Department, and the Budget/Fiscal Services Director.

3) Effective Budget Management and Governmental Efficiency

Like other jurisdictions throughout the United States, Lewis County has been heavily impacted by the current economic recession. Budget reductions were made in 2008 for the 2009 budget, and additional reductions will be required for 2010.

Lewis County is managing these budget reductions on both a short-term and long-term basis. In the short-term, the 2010 budgetary process will be carried out in a manner that clearly identifies mandatory county services and attempts to equitably fund them, while keeping in mind that reductions must be made in order to balance the budget.

Over the long-term, Lewis County government will continue to develop and implement efficiency measures that can help keep the cost of government as efficient as possible. Preliminary areas for evaluation in 2009 include:

- Inter-fund transfers
- Professional services
- Travel and training
- Salaries and benefits
- County insurance

Timeframe for Completion

Look in Appendix A of this Strategic Plan to review the approach government officials will take to the 2010 budget. The budget must be completed and approved by the Board of County Commissioners by December of every year. Government efficiency measures will be initiated in 2009, and will continue to be proposed, evaluated, and implemented every year into the foreseeable future. There is always room for continual improvement.

Action Milestones to Measure Us By

May-June 2009: New concepts in budget planning introduced to offices and departments.

July - August 2009: Offices and departments will review efficiencies and identify priorities to prepare a recommended budget.

September - October 2009: Preliminary budgets and new efficiencies will be presented to the Board of County Commissioners. At the Executive Steering Committee (ESC) each elected official will share their area of responsibilities—essentially what it is they do and why.

November 2009: The first public hearing will be held on the preliminary budget.

December 2009: The final public hearing will be held and the 2010 budget adopted.

Elected Officials Accountable for Completion of this Initiative

Although the Board of County Commissioners is ultimately responsible for the Lewis County budget, all elected officials are accountable for ensuring their budgets are appropriate and responsive to the needs of the public, and, at the same time, that their budgets incorporate ongoing efficiencies. The Budget/Fiscal Services Director is responsible for assisting the elected officials in the completion of this initiative.

4) Sustained Economic Development

Lewis County government plays a key role in economic development. County officials work closely with city representatives, the ports, and other interest groups to actively promote strong, sustained economic growth. Much of this activity occurs through the Economic Development Council (EDC). Past efforts have been successful in attracting new businesses, and Lewis County will continue to cooperate with other local jurisdictions to promote greater economic growth.

Lewis County has a direct role in economic development in three ways. First, it is county government's responsibility to ensure that the county is in compliance with the State of Washington's Growth Management Act. Second, the county takes a lead role in subarea planning, which, in turn, supports economic growth. Third, Lewis County is responsible for much of the infrastructure systems, including water, sewer, and transportation networks, that must be in place before new development can be carried out. Lewis County's economic development goals include:

- Support educational opportunities to ensure a highly educated, well-trained workforce – keep young people in Lewis County rather than have them seek jobs elsewhere.
- Lead subarea planning throughout the county, notably the South County and East County Subarea Plans, which are currently underway.
- Initiate necessary infrastructure improvements, such as the construction of new water, sewer, and transportation improvements.
- Ensure that concurrency requirements are fully met in order to mitigate any negative impacts of growth and development.
- Provide economic opportunities, diversification, and retention for business development in Lewis County. Provide incentives for flagship companies to locate in Lewis County.
- Reduce the impacts of flooding on industry and business.

Timeframe for Completion

The county is actively working on compliance issues with the Growth Management Act, and will submit the Agricultural Resource Lands (ARL) designations to the Growth Management Hearings Board by the end of 2009 for approval. Subarea planning is currently underway and will continue over the next several years. The county continues to actively participate with other local governments in economic development initiatives, for example, reducing the impacts of flooding, as emphasized in Initiative 1 of this Strategic Plan.

Action Milestones to Measure Us By:

December 2009: Agricultural Resource Land designations will have been submitted to, and approved by, the Washington State Growth Management Hearings Board. A public education and outreach program will be developed for land use planning.

December 2010: The South County Subarea Plan will be adopted.

December 2011: The East County Subarea Plan will be adopted.

Elected Officials Accountable for Completion of this Initiative

The Board of County Commissioners is ultimately responsible for sustained economic growth. They are assisted in this task by the Director of Community Development and the Economic Development Council.

5) Public Health Service Delivery

Lewis County governmental leaders recognize that physically and mentally healthy citizens are a vital component of successful economic development. Good health assures residents are able to lead active productive lives. It is also recognized that the health of a community is a responsibility shared among many public and private entities and organizations. County government is committed to improving the health and well-being of its citizens by collecting and analyzing pertinent health related data and making this information available to the community. The county also facilitates community partnerships to address priority issues so there is a coordination of available resources, services and activities to make a measureable difference in the lives of our residents.

One example of a successful community partnership has been the development of a draft Mental Health Strategic Plan. This plan is an outcome of collaboration within the Lewis County Community Health Partnership, which is made up of community agencies and elected officials.

Another product currently under development is the Health Status Indicators report, a compilation of the factors that should be monitored in relation to the health and well-being of county residents.

Timeframe for Completion

Work is underway now to finalize and implement the Mental Health Strategic Plan, and development of the Health Status Indicators is also underway.

Action Milestones to Measure Us By

June 30, 2009: A list of the Health Status Indicators will be completed.

July 13, 2009: The Health Status Indicators will be presented to the County Board of Health (County Board of Commissioners).

August 1, 2009: Initiate a public education campaign with the goal of decreasing the stigma of mental illness.

October 1, 2009: Begin community forums to present the Indicators and obtain feedback on what the residents believe should be the top two to three community priorities for the next three to five years.

November 1, 2009: “Roll out” the final version of the Mental Health Strategic Plan and begin scheduling public presentations to key community stakeholders.

December 30, 2009: Draft community intervention plan addressing the top priorities identified through community forums. The interventions will begin in 2010.

January 1, 2010: Begin local implementation of the mental health strategic plan initiatives that are doable with limited funding, e.g., implementation of peer programming following the NAMI (National Alliance of Mentally Ill) and continue to seek out funding resources to enable implementation of more costly interventions.

Elected Officials Accountable for Completion of this Initiative

The Lewis County Board of Commissioners, acting as the County Board of Health has supervision over all matters pertaining to the preservation of the life and health of the people within the county. The Board of Health is assisted in this task by the Director of Public Health and Social Services.

6) Capital Facilities Plan

A Capital Services Planning Committee, which includes various department directors and elected officials, has developed a Capital Facilities Plan to prepare for new county facilities. Two important elements of the plan will be underway over the next several years.

The first is a consolidated government plaza and parking strategy. The consolidation of government services will both reduce expenses and increase working efficiencies. Lewis County will also develop a new parking strategy designed to provide adequate and efficient parking to accommodate our citizens and employees.

The second element is a consolidated emergency communications center. This consolidated 911/emergency center will enable Lewis County to more effectively react and respond to natural and technological emergencies and other disasters.

Timeframe for Completion

Design of the plaza will begin in 2010, with construction to commence in 2012. The parking strategy will be initiated in September 2010. Planning for the consolidated emergency communications center will begin in 2010.

Action Milestones to Measure Us By

March 2010: Issue an RFP for design and engineering of various campus facilities. Initiate planning for emergency communications center.

June 2010: Conduct interviews and select a consultant for plaza and parking strategy.

September 2010: Begin the design and engineering process for the plaza, continue with emergency operations planning.

December 2010: Present draft design alternatives for the plaza to the public.

Elected Officials Accountable for Completion of this Initiative

The Board of County Commissioners is ultimately responsible for the construction of these consolidated government buildings and the emergency communications center. They are assisted in this task by the Capital Services Planning Committee, which includes various department directors and elected officials. The Sheriff's Department will take a lead role in the development of the emergency communications center.

7) Transportation Improvements

Numerous highway improvements are needed to ensure that Lewis County continues to function as a vital economic engine that sustains its own citizens and actively contributes to the overall economy of Washington State. To that end, county officials are actively pursuing various freeway and arterial improvements.

In close coordination with the City of Chehalis and the State of Washington, Lewis County is completing improvements to the Chamber Way Interchange in 2009. A list of additional transportation improvements underway is identified below.

Timeframe for Completion

Planning and design work is underway now, with construction on the first improvement to begin in 2009.

Action Milestones to Measure Us By

2009-2012: Lewis County is actively participating in the master planning work initiated by the Washington State Department of Transportation. This plan includes projects such as:

2009: Lebree Interchange and 13th Street to Rush Road widening.

2011: Rochester to Blakesly Junction widening.

2012: Harrison Street interchange improvement. New Mellen Street interchange with Harrison to Mellen Collector-Distributor lanes.

2012: Completion of the Louisiana Street—Airport Way Improvement project.

Longer-Term Future: Lewis County is working closely with the Cities of Chehalis and Centralia, as well as the Washington State Department of Transportation on:

- Integrated flood mitigation for Centralia-Chehalis-I-5 corridor.
- Freeway widening from Harrison to 13th Street.
- New north Centralia interchange.
- Exit 63 interchange improvements.
- Freeway widening from Rush Road to the Cowlitz County Line.

Appendix A

Approach to the 2010 Budget Process

In order to reduce the 2009 budget deficit, current Lewis County operating expenditures also need to be reduced. For the 2009 budget, elected officials were asked to cut their expenditures by 5% below their original 2009 budget requests. For the 2009 budget the county began the “Priority of Governments” process used by Washington State. All offices and departments were asked to list their program responsibilities and set them in priority order. The BOCC used this information in their decision making process, which resulted in reductions for departments reporting to the Board. Since the BOCC has no operational authority over other elected officials, most were asked to cut 5% below the original 2009 budget request. For 2010, more reductions will be required. The county officials will continue to refine the budget process to make it as fair and equitable as possible, and, at the same time, balance expenditures against anticipated revenues.

County officials have agreed that across-the-board cuts are not the most effective way to proceed with the budget. For 2010, officials have agreed to the approach/strategy that is described here.

To begin with, each official will be asked to hold their 2010 budget to 2009 levels, meaning that there will be no increases in any departmental budget for 2010.

Every department head and elected official will be asked to apply a variety of budget reduction “tools” to their budgets. This toolkit may include:

- Reductions in rates
- Use of furloughs
- No COLA’s and/or step increases
- Reevaluating health care cost alternatives
- Promoting job share options
- Staff reductions
- Reductions in service delivery

The primary long term budget funding goal and objective is to establish reasonable fund balances to be carried forward each year. The county is also undertaking the task of analyzing all fees and funds for efficiencies. The following funds overlap across various departments, and where possible, the county will evaluate all fees and funds to improve efficiencies:

- ER&R
- Technology
- Facilities
- Fiscal
- HR
- Risk
- County Insurance

In order to proceed with this approach, all officials need to promote trust and draft a recommended budget that will include using the agreed upon toolkit.

Each office will conduct an evaluation of the core services, and establish priorities and levels of service for their statutory area of responsibility.

Once the elected officials and department heads apply these tools, each will present their draft 2010 budgets to the Executive Steering Committee (ESC). Working over several meetings, the ESC will continue to refine the document into draft and final budgets. Two public hearings will also be held on the 2010 budget.

Appendix B

Public Health Services

Many issues that impact the health of Lewis County residents are difficult to resolve because they have multiple intertwined medical, social, and economic causes. The problems are multigenerational; the consequences are well documented by the law and justice system and seem overwhelming. For example, poor high school completion rates by males results in many of them having low income jobs during their working lives. This makes it difficult for them to adequately support a family or purchase health insurance. This problem has been made worse in Lewis County as the higher paying blue collar resource-based jobs have been diminishing since the 1990's. The most recent example of jobs lost is Trans Alta's closure of their open pit coal mine in 2006 and the recent closure of lumber mills in East County due to the 2009 economic downturn.

Research shows that people with less education and high unemployment rates are more likely to smoke and abuse substances than adults with more education. These factors lead to an increasing number of adult males who have frequent contact with the law and justice system, ongoing substance abuse, and chronic unemployment or underemployment. On the health side, these adults are more likely to develop disabilities that take them out of the work force at an early age, develop chronic health problems at an early age or die prematurely from preventable causes such as health and lung diseases, chronic diseases related to substance abuse and suicide.

In addition to an increasing number of poorly educated, unemployed or underemployed, unhealthy males, more than 40% of women in their 20's are having children out of wedlock in Lewis County. A child born to a single mother is at risk for growing up in poverty. Children who grow up in low income families are at a significantly higher risk for psychological, emotional, and learning disorders. One way children evidence growing up in poverty is by not being ready to learn when they start kindergarten or having learning disabilities. Most Lewis County school districts have a higher than state average of special needs children.

The previous information shows that many young adult county residents are not prepared or able to step into jobs. Therefore, the work being done by the county Economic Development Council to recruit companies to come to Lewis County to create more local jobs may not result in a significant decrease in the unemployment rate. The companies may in fact have to hire people from outside the county if the available workforce is not appropriate to meet the needs of the employer.

While Lewis County government, in most cases, is unable to directly impact many of the social problems that are precipitating factors for poor health outcomes, the county is well positioned to raise community awareness about the issues and their impact on the county's health and economic well-being. Once awareness is raised,

county leaders are then able to assure that there is a community process to bring together key stakeholders. These stakeholders would prioritize issues, develop a community strategic plan and then support and encourage collaborative actions by governmental and private agencies so everyone's resources are more effectively targeted to show improvement.

Examples of successful community partnerships on the state level are found in the Public Health and Community Safety Networks established under the Washington State Family Policy Council in Olympia. The Family Policy Council has been able to minimally fund about 30 networks with \$50,000 annually. To receive the funding the local Networks are required to have:

- FOCUS: A strategic, shared, result-based focus,
- LEADERSHIP: Collaborative leadership with the whole community, leveraged resources, and sustainable efforts,
- LEARNING: Innovation and learning from changing conditions and experiences,
- RESULTS: Careful attention to measured "risks" and results-based decisions.

The counties with Networks are showing that they increase a community's capacity to help families thrive verses communities without a Network. One such Network for Lewis County was used for the development of the Mental Health Strategic Plan, and more Networks are anticipated in the future.

Lewis County

2009-2012 Strategic Initiatives

Themes:

- Ensure that essential public services are maintained
- Encourage economic growth

• 2009 Actions • 2010 Actions • 2011 Actions • 2012 Actions

2. New Financial System

• *State QTR file Conversion* • *Reporting Schedule* • *Rescheduling in Progress* • *Integration in Progress* • *Reporting on Consolates*

4. Sustained Economic Development

• *Agricultural Resource Land Designations/Approved by GWRB* • *South County Subarea Plan Adopted* • *East County Subarea Plan Adopted*

6. Capital Facilities Plan

• *Asst. Dir. Position* • *Design* • *Construction* • *Phase 1*

BOCC AGENDA ITEM SUMMARY

(revised 08-06-08)

RESOLUTION #: 09-412

BOCC MEETING DATE: Dec. 21, 2009

SUGGESTED WORDING FOR AGENDA ITEM:

- Notice
 Consent
 Discussion
 Hearing

Approval of the 2009 – 2012 Lewis County Strategic Plan

BRIEF REASON FOR BOCC ACTION:

Formal approval of the 2009 – 2012 Lewis County Strategic Plan

SUBMITTED BY: Michael Strozyk PHONE: X2781 DATE SUBMITTED: 12/16/09

CONTACT PERSON WHO WILL ATTEND BOCC MEETING: Michael Strozyk

TYPE OF ACTION NEEDED:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Approve Resolution | <input type="checkbox"/> Call for Bids / Proposals |
| <input type="checkbox"/> Approve Ordinance (Traffic or other) | <input type="checkbox"/> Bid Opening |
| <input type="checkbox"/> Execute Contract / Agreement | <input type="checkbox"/> Notice for Public Hearing <i>*(see Publication Requirements)</i> |
| <input type="checkbox"/> Other (please describe): _____ | |

*PUBLICATION REQUIREMENTS:

- Resolution e-mailed to Clerk of the Board
 Not applicable

Hearing Date: _____ *(Must be at least 10 days after first publication date)*

Publish Date(s): _____ *(2 weeks for routine budget, property disposal / auction or vacations)*

Publication(s): _____ *(3 weeks for property lease)*

EAST COUNTY JOURNAL
 CHRONICLE
 OTHER: _____

ALL AGENDA ITEMS:

Department Director / Head: MAS

Prosecuting Attorney: DLR

Budget & Payroll Items

Budget/Fiscal Director: _____

HR POLICY/PERSONNEL ITEMS:

HR Administrator: _____

**APPROVALS MUST
BE OBTAINED
BEFORE
SUBMITTING ITEM
TO BOCC CLERK**

Fund: _____

Department: _____

Total Amount: _____

CLERK'S DISTRIBUTION OF SIGNED DOCUMENTS:

Send cover letter: _____	Additional copies: _____
<i>(city/state/zip)</i>	
File originals: <u>BOCC mtg folder</u>	_____
File copy: <u>hearing/bid folder</u>	_____
File copy: <u>working file</u>	_____

Michael A. Strozyk, Director

Executive Summary

TO (In Turn): Board of County Commissioner's
FROM: Michael A. Strozyk, Central Services Director
DATE: December 4, 2009
SUBJECT: Approval of the 2009-2012 Lewis County Strategic Plan

Issue: During the past year, Elected Officials, Department Directors and other key staff members met on several different occasions with consultant Margaret Norton-Arnold of the Norton-Arnold Company in an effort to update the County's current Strategic Plan. After several months of effort, a new plan was developed covering the time frame of 2009-2012. The plan has been reviewed by and adopted by the Lewis County Executive Steering Committee. This Resolution will formally adopt the plan.

Background:

- Lewis County created a Strategic in 2002 and updated that plan in December 2004.
- This plan will replace the current plan which was updated in December 2004.

Options: Approval of the Resolution.

Recommendation: The Board of County Commissioners approves the Resolution and adopts the new Strategic Plan.

Explanation of Recommendation: See above

Resource Costs: None

Point of Contact: Michael A. Strozyk, Director X2781