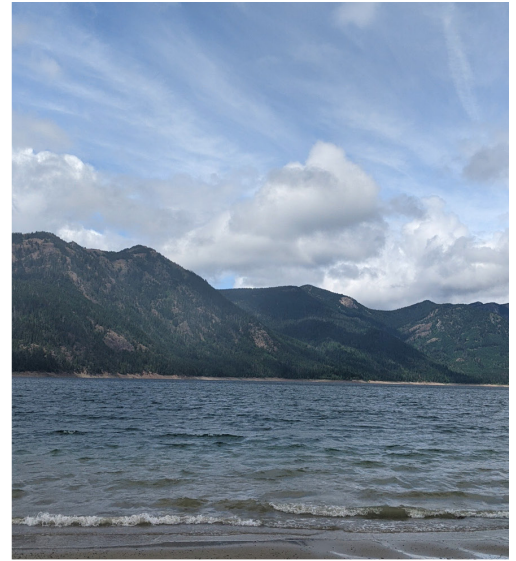


KITTITAS COUNTY COMMISSIONERS STRATEGIC PLAN

August 15, 2022





This document represents the shared vision and plans of the Kittitas County Board of Commissioners. The plan was built upon a shared set of core values and functions that we, the Board, developed jointly and agree to unanimously in a planning session in June 2021 and updated in June of 2022. Also included are goals for ten, three, and one-year intervals along with short-term (90) day goals and action plans. While our individual respective terms may end before the time period listed, it is our intention to build a system for future Commissioners to utilize and amend as priorities change.

All three Commissioners agreed to this plan. It may be modified by the Commissioners as circumstances and needs warrant.

This document solely represents the vision and goals of this Board. As the county legislative authority, we recognize the autonomy of our fellow elected officials to independently operate under authority granted by the Revised Code of Washington. We also recognize that while this Board will strive towards achieving the goals listed, urgent and/or time-sensitive demands may periodically take precedence, if necessary.

THESE VALUES AND PLANS WILL SERVE THREE FUNCTIONS:

- Inform our constituents and County staff of our priorities.
- Guide our decision-making process
- Serve as criteria in budget development and implementation



CORE VALUES

These values will guide the performance of our duties as Commissioners.

- We are accountable to each other, our fellow county employees, and ultimately to our citizens.
- We serve our community, not ourselves
- We serve with integrity built on ethical principles and will make difficult decisions based on these principles for the county's future success
- We commit to enabling and supporting economic growth
- We commit to maintaining and, when necessary, creating healthy physical and social environments.
- We make our decisions by observing a long-term view, rural community values, and fiscal responsibility
- We collaborate with partners by focusing on a balanced thoughtful approach, creating goal-oriented outcomes, and listening to issues

CORE FOCUS

As of today, these are our primary tasks as Commissioners that are performed by no other group and represent the foundation of what we do.

- Adopt an annual budget that conforms with our core values and long-term plans.
- Manage the operations of county functions and facilities not under the jurisdiction of any other elected county office
- Respond as necessary to issues and needs from citizens, businesses, agencies, and other levels of government and to natural and/or human caused disasters.
- Make quasi-judicial decisions in land use as required by law

OUTREACH

This list outlines our subjective criteria for success as perceived by our constituents. These represent our "brand," and serve as a guide for our behavior.

What we strive for as County Commissioners

- We are committed to a better tomorrow for Kittitas County
- We care about our citizens
- We are energetic
- We respond thoughtfully
- We are accessible and approachable
- We work for everyone.
- We are effective managers.
- We follow through on commitments
- We actively seek to communicate with all segments of our county constituents

10 YEAR FOCUS

While we may not be Commissioners in ten years, we still find it beneficial to plan for future growth and imagine how the role of the Commissioners may evolve over that period of time. Our primary goal is to increase efficiency and effectiveness.

- Increase long term vision development and fulfillment
- Increase focus on policy development while delegating daily operational management
- Budget adoption based on strategic objectives directly supported by public input
- Development and use of defined metrics in decision making.
- Identification of metrics that define county identity and reputation
- Development of an internal quality management system
- Adoption of significant new technological advances resulting in increased operational efficiency
- Fully incorporate LEAN principles into county process review and organization
- Develop synergies between private and public sectors to increase efficiencies for the county and its constituents

THREE YEAR PLAN

- The three-year plan includes intermediate steps necessary to advance toward the ten-year set of goals plus new goals that fall within the three-year time frame.
- Develop and implement budget process based on defined strategic objectives
- Develop strategies and bring attention to the effects of increasing urbanization of the county
- Transfer, or be in the process of transferring, into a new unified county facility
- Develop, organize, and define internal functions into a new organization led by the Board and managed by a county administrator
- Stay abreast of and adopt technological advances that apply to operational efficiency
- Increase number of non-governmental livable wage jobs in the county.

ONE YEAR PLAN

The one-year plan includes intermediate steps necessary to advance toward the ten year and three year set of goals plus new goals that fall within the one year time frame.

- Standardize use of internal communication systems
- Develop a county metric dashboard
- Develop a system to ensure budget requests, new and recurring, are based on county vision and goals.
- Complete predictive mapping project outlining growth patterns based on current GMA policy and potential new policy
- Make decision for organizational change based on recommendation from the organizational change advisory committee.
- Develop annual report process that identifies progress made during the previous year
- Adopt and implement recommendations identified in Kittitas County/City of Ellensburg Economic Study as appropriate.
- Transition from the Advisory Committee to internal management that will analyze the components of a new administration building.
- Develop recommendations regarding the use of the mental health tax.
- Develop expenditure parameters for the American Rescue Plan Act Funding
- Complete I-90 expansion feasibility study to address traffic impacts and urbanization.
- Identify funding streams for Upper County Search and Rescue Building
- Complete Urban Growth Area Inter-Local agreements where appropriate

As the Kittitas County Commissioners, we have begun to implement this plan and look forward to working with our elected officials, department heads, and our constituents to improve our working processes, progress toward and achieve our goals, and serve the county to the best of our ability. The plan includes our core values and core focus, marketing emphases and targets, ten-year goals, three-year goals, one-year goals, and short term (90 day) goals and action plans.