



Skagit County

2022 – 2032 Strategic Plan

Revised Objectives



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Objective Revision Process

When the Skagit Board of County Commissioners adopted the 2022 – 2032 Strategic Plan in 2022, the Board envisioned the plan as a living document. Throughout the life of the Strategic Plan, the plan will be reviewed and adjusted based on changing service and delivery needs, unforeseen circumstances, or objectives reaching completion. A key part of Commissioner goals for Strategic Plan implementation was to create an ongoing process that supported broad employee engagement in the review, planning and reporting of the Strategic Plan.

Spring 2023, Key Focus Area (KFA) committees were created to review KFA goals and objectives to make necessary updates. These committees were lead and composed of staff from diverse departments and roles to provide suggestions for new objectives, review previous objectives for completion, and ensure each objective included realistic timelines for staff. Throughout the review process, the KFA leads provided quarterly updates to the Skagit County Commissioners for feedback on committee progress and recommendations. In December 2023, KFA leads presented final recommendations for new objectives within each Key Focus Area.

What's Next?

The next phase of Strategic Plan implementation will focus on organizational alignment and performance to improve decision making and performance. With a Strategic Plan that identifies clear goals and priorities for the organization, Skagit County now needs an actionable model and structure for decision making based on outcomes and performance that could be sustained regardless of economic conditions. The Skagit County Commissioners committed to using the Balanced Scorecard as the primary performance management tool.

Over the next year Skagit County will be integrating the Balanced Scorecard model with our Strategic Plan to translate strategy into the activities that employees perform. The Balanced Scorecard is a strategic planning and management system that organizations use to focus on strategy and improve performance. The model allows organizations to ensure that every department sees and understands clear linkages between its own strategy and the strategy of the organization as a whole. This process will help Skagit County communicate what we are trying to accomplish, align the day-to-day work with our Strategic Plan goals, prioritize projects and services, and measure and monitor progress towards the Strategic Plan targets. Balanced Scorecard provides a more transparent process that allows increased engagement of leadership, and stability and sustainability in planning, budgeting, and managing services in alignment with the County's vision.

After each KFA committee has completed the Balance Scorecard process, the scorecards will be reviewed and formally approved by the Skagit County Commissioners.

Acknowledgements

The Skagit County Commissioners are grateful for the KFA leads and committee members for their work on the Strategic Plan goals and objectives over the last two years. Without staff support and engagement, the Strategic Plan would not be successful in supporting and improving our community.

KFA Leads:

1. Bonnie Beddall, Human Resources and Risk Management Director
2. Ken Hansen, Facilities Management Director
3. Christi Brua Weaver, Public Health Behavioral Health Coordinator
4. Shelley Kjos, Public Health Housing Resource Coordinator
5. Julie de Losada, Emergency Management Chief and Jenn Johnson, Public Works Natural Resources Manager

KFA 1 Strong and Engaged Workforce and Supportive Workplace Culture

Definitions A Strong and Supported Workforce is critical to the delivery of high-quality services throughout the County. Increasing competition for professional, diverse, and well qualified government employees creates the need for competitive wages and benefits, professional development opportunities, succession planning, and new policies to support the workforce of the future.

Outcomes A strong and supported workforce will result in qualified, diverse applicants for every job opening, inclusive policies and procedures throughout the County, a compensation and benefits plan that recognizes the value of retention and recognition, stronger customer support and services, and a workforce that matches the community.

Strategic Goal 1.1: Recruit and Retain a Strong Workforce.

- ✓ 1.1.1: Complete competitive compensation and benefits assessment by September 30, 2023.
- ✓ 1.1.2: Adopt a compensation and benefits plan by November 15, 2023.
- ✓ 1.1.3: Implement adopted compensation and benefits plan by December 31, 2023.
- ✓ 1.1.4: Evaluate and adopt alternatives for the minimum requirements of job descriptions to include formal education, experience, certifications and/or licensing, if applicable, by June 30, 2024.
- ✓ 1.1.5: Adopt a hiring philosophy and policy that includes evaluating the soft skills of all qualified candidates by December 31, 2025.
- ✓ 1.1.6: Develop a recruitment program to include county sponsored job fairs and departmental participation in outreach to attract qualified candidates by June 30, 2025.
- ✓ 1.1.7: Evaluate a county internship program philosophy beginning with a workgroup of Department Heads and Elected Officials to determine the needs, feasibility, and parameters by December 31, 2025.

Strategic Goal 1.2: Enhance workforce satisfaction by providing development opportunities and education.

- ✓ 1.2.1: Create and deploy an ongoing professional development program for all county employees that include options such as tuition assistance, scholarships, conferences, professional certification, and training programs, etc. by December 31, 2024.
- ✓ 1.2.2: Deploy a learning program consisting of a customized toolbox, specialized and base level required training for all employees by December 31, 2024.
- ✓ 1.2.3: Review, develop and implement a countywide performance evaluation program and training plan for supervisors by December 31, 2024.
- ✓ 1.2.4: Include a progression in job classifications where appropriate by December 31, 2025.
- ✓ 1.2.5: Develop a Succession planning policy and procedure by December 31, 2026.

Strategic Goal 1.3: Foster positive workplace culture and collaboration across the County.

- ✓ 1.3.1: Establish a program for ongoing subject specific collaborative work groups to identify and share alternative methods, best practices, and standardization by December 31, 2024.
- ✓ 1.3.2: Expand options for networking and collaboration to include job shadowing, cross-training, mentorships, etc., by December 31, 2024.
- ✓ 1.3.3: Define and develop a policy to support work life balance for Skagit County employees by March 29, 2024.
- ✓ 1.3.4: Develop a policy to support flexible and alternative work schedules by June 30, 2024.

Strategic Goal 1.4: Provide an organizational culture that supports Diversity, Equity, and Inclusion.

- ✓ 1.4.1: Develop the philosophy and methodology to support and promote a county-wide DEI policy by June 30, 2025.
- ✓ 1.4.2: Adopt and implement DEI policies in the Personnel Policies and Procedures Manual by December 31, 2025.
- ✓ 1.4.3: Create county-wide introductory level DEI training and deploy to employees by December 31, 2025.
- ✓ 1.4.4: Provide training for all staff to be completed by March 31, 2026.

Strategic Goal 1.5 – Ensure high standards of customer service accessibility for all county services and programs.

- 1.5.1: Evaluate opportunities for customer service efficiencies and improvements by June 30, 2025.
- 1.5.2: Evaluate opportunities for centralized customer service hubs by June 30, 2025.
- 1.5.3: Develop language access policy and procedures that ensure meaningful, accurate, timely, and effective access to public services provided by Skagit County, by June 2026.
 - Establish a language accessibility advisory group, to include outside subject matter experts, by January 2025.
- 1.5.4: Redesign the Skagit County website so that both internal and external facing pages are functional, accessible, and ADA compliant by June 2028.

KFA 2 Critical and Sustainable Infrastructure

Definitions	The Critical and Sustainable Infrastructure Key Focus Area includes traditional infrastructure such as roads, bridges, and transportation services, County-owned facilities and building, technology infrastructure such as networks, and green infrastructure to include parks and trails. The investment into infrastructure includes ongoing maintenance, operations, and renovations as needed for safe and secure County operations.
Outcomes	Many county buildings are aging and not designed to meet the current needs of the community and County employees. Updates to accessibility and technology are needed as well as renovation and some buildings to allow for adequate work and meeting space. Being prepared for emergency situations and anticipating the needs for a court complex and juvenile facilities are also outcomes within this Key Focus Area.

Strategic Goal 2.1: Identify, build, maintain, & protect County infrastructure for public safety, resiliency, sustainability, and wellbeing.

- ✓ 2.1.1: Draft scope, need, and cost benefits of constructing a new Courthouse and Sheriff Headquarters for use in voter survey to assess support by September 30, 2024.
- ✓ 2.1.2: Select a primary and alternate funding plan for procuring essential County facilities by June 30, 2025.
- ✓ 2.1.3: Conduct a needs and feasibility study for the juvenile detention facility by December 31, 2026.
- ✓ 2.1.4: Conduct a cost-benefit analysis for any identified office reconfigurations that would provide operational efficiencies by June 30, 2025.

Strategic Goal 2.2: Ensure accessible and safe space for all existing county assets and functions.

- ✓ 2.2.1: Evaluate and prioritize the safety of Law & Justice Campus by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2025.
- ✓ 2.2.2: Evaluate and prioritize the safety of Continental / College Way Campus by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2026.
- ✓ 2.2.3: Evaluate and prioritize the safety of detention facilities by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2027.
- ✓ 2.2.4: Identify areas of concern regarding ADA accessibility in essential government office facilities by December 31, 2025.

- ✓ 2.2.5: Evaluate and incorporate ADA accessibility recommendations for implementation into Capital Facility Plan by December 31, 2026.

Strategic Goal 2.3: Protect, enhance, and provide stewardship of our information assets.

- ✓ 2.3.1: Complete the spatial data accuracy improvement project by December 31, 2028.

KFA 3 Behavioral Health and Homelessness

Definitions	The Key Focus Area of Behavioral Health and Homelessness includes the support and services for behavioral health and people experiencing homelessness, as well as strategies to reduce impacts on the law and justice system. Much of our work in this area is based on collaborative efforts and outcomes with other state, regional, and local agencies working to address the root causes as well as finding solutions to the immediate crises.
Outcomes	The outcomes Skagit County is working to achieve in this area include a reduction in the number of people and families experiencing homelessness by providing support services and housing, increasing judicial services for behavioral health related court cases, partnering with community agencies to leverage both resources and services, and building capacity within the community to solve the root causes.

Strategic Goal 3.1: Increase access to behavioral health outreach, support, and services.

- ✓ 3.1.1: Invest in co-creation of a countywide cross-jurisdictional integrated behavioral health and homelessness plan, incorporating both vital conditions and urgent services, to be completed by December 31, 2025.
- ✓ 3.1.2: Develop an evidenced-based recovery care model informed by lived experiences by July 1, 2026.
- ✓ 3.1.3: Skagit County will develop a statewide initiative with other Washington counties to jointly advocate to the state for increased Behavioral Health Medicaid Reimbursement rates and retention bonuses for Medicaid providers by June 30, 2025.
- ✓ 3.1.4: Expand year-round low-barrier shelter-connected behavioral health services by December 31, 2027.
- ✓ 3.1.5: Skagit County will partner with the North Sound BH-ASO to improve crisis response systems data quality and establish response baselines by December 31, 2024.
- ✓ 3.1.6: Skagit County Sheriff's Office Crisis Response Team will be staffed 24/7 to reduce behavioral health-related 911 calls by 10% by December 31, 2026, and 20% by December 31, 2030, using 2023 data as baseline.

Strategic Goal 3.2: Improve behavioral health outcomes for people connected with the law and justice system.

- ✓ 3.2.1: Skagit County will develop a statewide initiative with other Washington counties to jointly advocate to the state to develop transitional housing for individuals who have been declared "not competent," to include those whose charges have been dropped as well as those awaiting restoration, by June 30, 2025.

- ✓ 3.2.2: Skagit County and its partners will reduce the relative number of individuals released from the Community Justice Center into unsheltered homelessness by 10 percent by December 31, 2027, using calendar year 2024 as baseline.
- ✓ 3.2.3: The Community Justice Center will expand re-entry services by 30 percent by December 31, 2025, using 2023 as baseline.
- ✓ 3.2.4: Skagit County Therapeutic Courts will increase participation by 20 percent by December 31, 2024, using the last four months of 2023 as baseline.

Strategic Goal 3.3: Significantly reduce homelessness in our community and provide supports to people experiencing homelessness.

- ✓ 3.3.1: Public Health and Coordinated Entry partners will implement a case consult model to quickly identify and house the most vulnerable households by December 31, 2024, ensuring empty shelter beds are filled within 24 hours of vacancy.
- ✓ 3.3.2: Public Health and its homeless services partners will increase drop-in, low-barrier, night-by-night shelter capacity by 50 beds by December 31, 2025, and will increase capacity by 30 beds every three years through December 31, 2032.
- ✓ 3.3.3: Public Health and its housing partners will add 50 transitional housing beds with case management for individuals leaving institutions by December 31, 2026, and add 25 more beds by December 31, 2027.

KFA 4 Health, Housing, and Community Safety

Definitions	The Key Focus Area addresses the physical and mental health of community members, affordable housing for residents in Skagit County, and community safety to include law enforcement and the jail facility.
Outcomes	The outcomes created by focusing in this area will include reduced crime, which will increase safety, additional affordable housing, new and expanded opportunities for physical and mental wellbeing, and a healthier community overall.

Strategic Goal 4.1: In collaboration with municipalities, nonprofits, and the private sector, increase housing availability and affordability for people who live and work in Skagit County.

- ✓ 4.1.1: Complete site-specific analysis of two County-owned properties by December 31, 2024, with the goal of determining feasibility and next steps for future multifamily affordable housing.
- ✓ 4.1.2: Implement the use of an annual reporting dashboard by June 30, 2024, to quantify the local impact of collaborative capital and supportive services funding efforts of the North Star Initiative.
- ✓ 4.1.3: Implement streamlined permit review systems and practices, with the goal of maintaining an average of 60 days or less for the review of residential building permits, by December 31, 2025.

Strategic Goal 4.2: Support a healthy and vibrant economic environment.

- ✓ 4.2.1: Promote and leverage Economic Development Public Facility funds for eligible infrastructure and affordable housing projects by October 31, 2028.

Strategic Goal 4.3: Make Skagit County a safe place to live, work and visit through Education, Enforcement, and Engagement.

- ✓ 4.3.1: The Skagit County Sheriff's Office, in partnership with other law enforcement agencies, will work with local delegates and representatives to prioritize legislative education focused on public safety and law enforcement recruitment and retention for each biennial legislative session by June 30, 2026.
- ✓ 4.3.2: The Skagit County Sheriff's Office and the Department of Emergency Management will work with regional first responder, law enforcement, emergency management agencies, and local delegates to increase the capacity to hold local public safety training for the public sector, private sector and first responders by 50% by December 31, 2030.
- ✓ 4.3.3: The Skagit County Law Enforcement Executive Board and the Skagit County Interlocal Drug Enforcement Unit will implement an annual funding model to ensure sustainable operations by June 30, 2026.

Strategic Goal 4.4: Increase physical, social, and emotional wellbeing at all stages of life.

- ✓ 4.4.1: Evaluate current engagement of seniors and vulnerable older adults by December 31, 2024, and implement new initiatives to increase connection and belonging for older adults by December 31, 2026.
- ✓ 4.4.2: Increase the availability of non-motorized transportation and community recreation by completing 2.5 miles of the Centennial Trail by December 31, 2025.
- ✓ 4.4.3: Increase high-value public access by creating permanent, safe, and legal access to Big Rock Park by December 31, 2025.
- ✓ 4.4.4: Implement a regional parkscriptions partnership to increase equitable access to the health benefits of local trails through community messaging and the completion of four miles of new trail by December 31, 2025.

KFA 5 Sustainable and Resilient County Government

Definitions	A Resilient and Sustainable County Government will be able to respond to and recover from any type of disaster or event, including health related pandemics and natural disasters such as flood or fire. With highly trained staff and an educated community, the County can plan for continuity of operations and continue to provide the critical support and services in the most challenging of times. This focus area also includes sustainability practices such as recycling, energy efficiency, and a commitment to farmland legacy and the natural environment.
Outcomes	By focusing time and resources on a Resilient and Sustainable County Government, the results will include staff that are trained in response to and recovery from events and disasters, technology recovery and protection plans, educational programs for the community to prepare for and recover from disasters, facilities and equipment for safety and communications, and addressing climate change.

Strategic Goal 5.1: Fulfill our role in preparing for and responding to and recovering from disasters, events, incidents, and hazards.

- ✓ 5.1.1: Through a cross-department task force, each Skagit County Department will have a Continuity of Operations plan and Skagit County will have a Continuity of Government Plan on file with the Department of Emergency Management and the Commissioners' Office by June 30, 2026.
- ✓ 5.1.2: Design and build a Skagit County Emergency Operations Center that meets FEMA EOC facility and virtual operations standards, by June 30, 2030.
 - EOC safety and security needs
 - EOC function and space requirements
 - Communications requirements
 - IT Requirements
 - Supplies and equipment
 - Storage and maintenance of deployable equipment resources
- ✓ 5.1.3: Develop a core group of well-trained and dedicated employees, with proportional representation from all County departments to assist in managing County response to hazard events by September 30, 2024.
- ✓ 5.1.4: Develop a program to expand county employee personal emergency preparedness and response knowledge and capabilities on an annual basis to include different threats and hazards such as active assailant, flood, earthquake, extreme weather, air quality, terrorism, or workplace violence by June 30, 2025.
- ✓ 5.1.5: Improve Security Posture of Skagit County Technology infrastructure by enhancing security capabilities to address sophisticated threats on commonly attacked systems including email systems and endpoints, by June 2024.

- ✓ 5.1.6: Create a cache of shared equipment, training, and resources for emergency events, including the ability to track resource location, use, maintenance, and operator credentials by December 30, 2025.
- ✓ 5.1.7: Establish an ongoing, internal, cross-departmental flood mitigation advisory team to guide the overall practice of prevention and mitigation measures for reducing flood damage, including but not limited to: emergency preparedness plans, flood control work, and floodplain management policies, by June 2024
- ✓ 5.1.8: Develop an emergency communications plan by December 2024 to inform employees, external emergency management stakeholders, emergency personnel, and the public, to include but not limited to:
 - Prevention and protection
 - Alerts, advisories, and warnings, and related communication triggers
 - Essential elements of information
 - Inclusive language and methods
- ✓ 5.1.9: Develop and maintain emergency evacuation routes and plans based on realistic hazard scenarios, with a variety of secondary options and identification of potential evacuation resources needed, by January 30, 2025.
- ✓ 5.1.10: Develop and maintain an Emergency Fiscal Advisory Team by June 2025, responsible for developing policies and procedures ensuring that Skagit County can respond to and recover from emergencies and disasters by June 2025, including but not limited to:
 - Processes for authorizing and tracking of expenses during an emergency or disaster,
 - Seeking FEMA reimbursement when appropriate,
 - Developing financial recommendations for situations when the Stafford Act has not been authorized and FEMA reimbursement is not an option,
 - Developing recommendations for financing cross department participation in emergency training, exercise, and response
- ✓ 5.1.11: Map and assess the emergency use capabilities and capacity of County owned facilities and property that could be used in a disaster, by January 2025.
- ✓ 5.1.12: Explore the viability of a county-wide, interjurisdictional Hazardous Material Response Team, by December 2025.

Strategic Goal 5.2: Protect, enhance, and provide responsible stewardship and sustainability of our natural resources and environment.

- ✓ 5.2.1: Develop a funding strategy and complete design to replace the eleven highest priority salmon culvert barriers by December 31, 2027.
- ✓ 5.2.2: Increase outreach specific to organic diversion and food waste prevention by developing social media campaigns, school outreach, and community workshops.
 - By 2032, outreach campaigns will reach 35% more participants than 2023 campaigns.
- ✓ 5.2.3: Integrate sustainability into Comprehensive Plan update discussions and revise Resolution #R20080304 regarding sustainability and climate change mitigation by June 2025.

- ✓ 5.2.4: Increase new riparian restoration within the Skagit River watershed by a minimum of fifteen acres each year through collaboration with tribes, agencies, and the community through 2032.
 - Connect annually with a minimum of twenty landowner to deliver information on the various partners and potential resources available for riparian restoration.
- ✓ 5.2.5: Preserve an average of four hundred acres of farmland per year with the Farmland Legacy Program purchase of agricultural conservation easements through 2030.
 - Make individual contact annually with a minimum of fifty farmers, ranchers and/or farmland landowner to deliver information, land protection assistance, and/or coaching on the agricultural easement process in Skagit County.
 - Attend a minimum of fifteen agriculture-related engagement events annually, such as meetings, public forums and networking events.
- ✓ 5.2.6: Expand the Voluntary Stewardship Program and successfully implement project funding to continue to exceed the goals outlined in the VSP workplan through 2032.
 - Develop a Monitoring Plan by December 2024.
 - Identify priority watersheds for restoration opportunities and critical area protection by December 2026.
 - Increase outreach to identify key partners by 10% compared to 2022.
- ✓ 5.2.7: Coordinate with partners to increase outreach and reduce the discharge of fecal coliform bacteria on an average of ten properties per year in the Samish and Padilla watersheds through 2032.
- ✓ 5.2.8: Coordinate and integrate a County-wide Natural Resources policy work group to collaborate across departments on natural resource-related issues facing the County.
 - Improve alignment and coordination on these critical efforts and create a process for assuring critical policy decisions are advanced to the Commissioners by December 2024.
 - Prioritize issues and coordinate efforts prior to each legislative session through 2032.

Attachment 1 KFA 1 Revisions and Updates

Goal 1 – Recruit and retain a strong workforce.

1.1.1 Current Complete competitive compensation and benefits assessment by September 30, 2022.

Updated Complete competitive compensation and benefits assessment by September 30, 2023. **COMPLETED**

1.1.2 Current Adopt a compensation and benefits plan by November 1, 2022.

Updated Adopt a compensation and benefits plan by November 15, 2023. **COMPLETED**

1.1.3 Current Implement adopted compensation and benefits plan by January 1, 2023.

Updated Complete competitive compensation and benefits assessment by September 30, 2023. **COMPLETED**

1.1.4 Current Update minimum requirements in job descriptions to include alternatives to formal education, if applicable, by December 31, 2023.

Updated Evaluate and adopt alternatives for the minimum requirements of job descriptions to include formal education, experience, certifications and/or licensing, if applicable, by June 30, 2024.

1.1.5 Current Adopt a hiring philosophy and policy that includes screening for emotional intelligence and soft skills by December 31, 2022.

Updated Adopt a hiring philosophy and policy that includes evaluating the soft skills of all qualified candidates by December 31, 2025.

1.1.6 New Develop a recruitment program to include county sponsored job fairs and departmental participation in outreach to attract qualified candidates by June 30, 2025.

1.1.7 New Evaluate a county internship program philosophy beginning with a workgroup of Department Heads and Elected Officials to determine the needs, feasibility, and parameters by December 31, 2025.

Goal 2 – Enhance workforce satisfaction by providing development opportunities and education.

1.2.1 Current Deploy and ongoing professional development program for all county employees by March 31, 2023.

1.2.4 Create a toolbox of customized and specialized training by December 31, 2023.

1.2.1 Updated Create and deploy an ongoing professional development program for all county employees that include options such as tuition assistance, scholarships, conferences, professional certification, and training programs, etc. by December 31, 2024.

1.2.2 Current All employees complete required levels of training by June 30, 2023.

Updated Deploy a learning program consisting of a customized toolbox, specialized and base level required training for all employees by December 31, 2024.

1.2.5 Current Implement a countywide performance evaluation training program by March 31, 2023.

1.2.3 Updated Review, develop and implement a countywide performance evaluation program and training plan for supervisors by December 31, 2024.

1.2.6 Current

1.2.4	Updated	Include a progression in job classifications where appropriate by December 31, 2024. Include a progression in job classifications where appropriate by December 31, 2025.
1.2.3	Current	Develop a Succession planning policy and procedure by December 31, 2023.
1.2.5	Updated	Develop a Succession planning policy and procedure by December 31, 2026.

Goal 3 – Foster positive workplace culture and collaboration across the County.

1.3.1	Current	Implement regularly scheduled cross-county networking and collaboration opportunities by September 30, 2022. COMPLETED
	Updated	Establish a program for ongoing subject specific collaborative work groups to identify and share alternative methods, best practices, and standardization by December 31, 2024.
1.3.2	New	Expand options for networking and collaboration to include job shadowing, cross-training, mentorships, etc., by December 31, 2024.
1.3.3	New	Define and develop a policy to support work life balance for Skagit County employees by March 29, 2024.
1.3.4	New	Develop a policy to support flexible and alternative work schedules by June 30, 2024.

Goal 4 – Provide an organizational culture that supports Diversity, Equity, and Inclusion.

1.4.1	Current	Adopt DEI policies in the Personnel Policies and Procedures Manual by March 30, 2023.
1.4.1	Updated	Develop the philosophy and methodology to support and promote a county-wide DEI policy by June 30, 2025.
1.4.2		Adopt and implement DEI policies in the Personnel Policies and Procedures Manual by December 31, 2025.
1.4.2	Current	Develop countywide DEI 101 training program and implement by March 31, 2023.
1.4.3	Updated	Create county-wide introductory level DEI training and deploy to employees by December 31, 2025.
1.4.3	Current	Provide training for all staff to be completed by June 30, 2023.
1.4.4	Updated	Provide training for all staff to be completed by March 31, 2026.

Goal 5 – Ensure high standards of customer service accessibility for all county services and programs. (NEW)

1.5.1	New	Evaluate opportunities for customer service efficiencies and improvements by June 30, 2025.
1.5.2	New	Evaluate opportunities for centralized customer service hubs by June 30, 2025.
1.5.3	New	Develop language access policy and procedures that ensure meaningful, accurate, timely, and effective access to public services provided by Skagit County, by June 2026. <ul style="list-style-type: none">• Establish a language accessibility advisory group, to include outside subject matter experts, by January 2025.

1.5.4

New

Redesign the Skagit County website so that both internal and external facing pages are functional, accessible, and ADA compliant by June 2028.

Attachment 2 KFA 2 Revisions and Updates

Strategic Goal 2.1: Identify, build, maintain, and protect County infrastructure for public safety, resiliency, sustainability, and wellbeing.

2.1.1	Current	Develop and adopt a plan for safe and functional court and essential government office facilities by June 30, 2023. COMPLETED
	Updated	Draft scope, need, and cost benefits of constructing a new Courthouse and Sheriff Headquarters for use in voter survey to assess support by September 30, 2024.
2.1.2	Current	Develop a funding plan for essential County facilities by June 30, 2023.
	Updated	Select a primary and alternate funding plan for procuring essential County facilities by June 30, 2025.
2.1.3	Current	Conduct a needs and feasibility study for the juvenile detention facility by June 30, 2023.
	Updated	Conduct a needs and feasibility study for the juvenile detention facility by December 31, 2026.
2.1.4	Current	Identify and develop plans to address connectivity gaps and deficiencies in the County's transportation network to ensure adequate and continuous access for the public while meeting fish passage requirements by December 31, 2022.
	Recommended	Conduct a cost-benefit analysis for any identified office reconfigurations that would provide operational efficiencies by June 30, 2025.

Strategic Goal 2.2: Ensure accessible and safe space for all existing county assets and functions.

2.2.1 Current Evaluate and prioritize the accessibility, safety, and efficiency, of all County infrastructure by December 31, 2023.

Updated Evaluate and prioritize the safety of Law & Justice Campus by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2025.

2.2.2 Current Complete a campus safety evaluation and proposal by December 31, 2022. **COMPLETED**

Updated Evaluate and prioritize the safety of Continental / College Way Campus by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2026.

2.2.3 New Evaluate and prioritize the safety of detention facilities by completing an assessment of exposure to physical risks and safety hazards and submitting recommendations by December 31, 2027.

2.2.4 New Identify areas of concern regarding ADA accessibility in essential government office facilities by December 31, 2025.

2.2.5 New Evaluate and incorporate ADA accessibility recommendations for implementation into Capital Facility Plan by December 31, 2026.

Strategic Goal 2.3: Protect, enhance, and provide stewardship of our information assets.

2.3.1 Current Develop technology replacement plan by July 1, 2022. **COMPLETED**

New Complete the spatial data accuracy improvement project by December 31, 2028.

2.3.2 Completed Create and support a cyber security maturity program by December 31, 2022. **COMPLETED**

Attachment 3 KFA 3 Revisions and Updates

Strategic Goal 3.1: Increase access to behavioral health outreach, support, and services.

3.1.2	Current	Coordinate with the Law and Justice Council and other partners to reduce preventable deaths (suicide, overdose) by December 31, 2025.
	Updated	Develop an evidence-based recovery care model informed by lived experiences by July 1, 2026.
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3.1.3	Current	Develop an evidence-based recovery care model informed by lived experiences by July 1, 2023.
	Updated	Skagit County will develop a statewide initiative with other Washington counties to jointly advocate to the state for increased Behavioral Health Medicaid Reimbursement rates and retention bonuses for Medicaid providers by June 30, 2025.
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3.1.4	Current	Expand year-round low-barrier shelter-connected behavioral health services by January 1, 2024.
	Updated	Expand year-round low-barrier shelter-connected behavioral health services by December 31, 2027.
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3.1.5	Current	Lead countywide efforts to develop and coordinate behavioral health first responder co-response outreach and intervention by January 1, 2024. COMPLETED
	Updated	Skagit County will partner with the North Sound BH-ASO to improve crisis response systems data quality and establish response baselines by December 31, 2024.
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3.1.6	New	Skagit County Sheriff's Office Crisis Response Team will be staffed 24/7 to reduce behavioral health-related 911 calls by 10% by December 31, 2026, and 20% by December 31, 2030, using 2023 data as baseline.
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Strategic Goal 3.2: Improve behavioral health outcomes for people connected with the law and justice system.

3.2.1 Current Utilize the Skagit County Law and Justice Council to coordinate and improve networking between public health, public safety, therapeutic courts, hospitals, and providers by December 31, 2022.

Updated Skagit County will develop a statewide initiative with other Washington counties to jointly advocate to the state to develop transitional housing for individuals who have been declared "not competent," to include those whose charges have been dropped as well as those awaiting restoration, by June 30, 2025.

3.2.2 Current Enhance therapeutic courts to respond to behavioral health needs and promote positive change in eligible court-involved participant to improve well-being, public safety, reduce recidivism, and strengthen families by December 31, 2023.

Updated Skagit County and its partners will reduce the relative number of individuals released from the Community Justice Center into unsheltered homelessness by 10 percent by December 31, 2027, using calendar year 2024 as baseline.

3.2.3 Current Increase connection of court-involved participants to stable housing by January 1, 2024. **COMPLETED**

Updated The Community Justice Center will expand re-entry services by 30 percent by December 31, 2025, using 2023 as baseline.

3.2.4 New Skagit County Therapeutic Courts will increase participation by 20 percent by December 31, 2024, using the last four months of 2023 as baseline.

Strategic Goal 3.3: Significantly reduce homelessness in our community and provide supports to people experiencing homelessness.

3.3.1 Current Collaborate with community partners to prioritize residents for Martha’s Place Permanent Supportive Housing project by spring 2023. **COMPLETED**

Updated Public Health and Coordinated Entry partners will implement a case consult model to quickly identify and house the most vulnerable households by December 31, 2024, ensuring empty shelter beds are filled within 24 hours of vacancy.

3.3.2 Current Expand recovery and permanent supportive housing and resources by January 1, 2024. **COMPLETED**

Updated Public Health and its homeless services partners will increase drop-in, low-barrier, night-by-night shelter capacity by 50 beds by December 31, 2025, and will increase capacity by 30 beds every three years through December 31, 2032.

3.3.3 Current Strengthen the stability of year-round low-barrier shelter access in collaboration with cities by December 31, 2022.

Updated Public Health and its housing partners will add 50 transitional housing beds with case management for individuals leaving institutions by December 31, 2026, and add 25 more beds by December 31, 2027.

Attachment 4 KFA 4 Revisions and Updates

Strategic Goal 4.1: In collaboration with municipalities, nonprofits, and the private sector, increase housing availability and affordability for people who live and work in Skagit County.

4.1.1	Current	Identify two or more suitable county-owned properties for multifamily housing by December 31, 2022. COMPLETED
	Updated	Complete site-specific analysis of two County-owned properties by December 31, 2024, with the goal of determining feasibility and next steps for future multifamily affordable housing.

4.1.2	Current	Work proactively to ensure a pipeline of affordable housing projects to leverage funding for at least two new projects per year.
	Updated	Implement the use of an annual reporting dashboard by June 30, 2024, to quantify the local impact of collaborative capital and supportive services funding efforts of the North Star Initiative.

4.1.3	Current	Decrease County permit timelines to an average of 60 days for housing projects by June 30, 2023.
	Updated	Implement streamlined permit review systems and practices, with the goal of maintaining an average of 60 days or less for the review of residential building permits, by December 31, 2025.

Strategic Goal 4.2: Support a healthy and vibrant economic environment.

4.2.1	Current	Support economic recovery through implementation of priority recommendations from the Population Health Trust and EDASC Covid-19 recovery plans by June 30, 2023. COMPLETED
	Updated	Promote and leverage Economic Development Public Facility funds for eligible infrastructure and affordable housing projects by October 31, 2028.

Strategic Goal 4.3: Make Skagit County a safe place to live, work and visit through Education, Enforcement, and Engagement.

4.3.1 Current Work with State Legislators to address productive police reform and effective policing practices by August 2022.

Updated The Skagit County Sheriff’s Office, in partnership with other law enforcement agencies, will work with local delegates and representatives to prioritize legislative education focused on public safety and law enforcement recruitment and retention for each biennial legislative session by June 30, 2026.

4.3.2 Current Continue to seek new technologies and methods that will advance first responder capabilities and to keep pace with changing demands for law enforcement by December 31, 2022.

Updated The Skagit County Sheriff’s Office and the Department of Emergency Management will work with regional first responder, law enforcement, emergency management agencies, and local delegates to increase the capacity to hold local public safety training for the public sector, private sector and first responders by 50% by December 31, 2030.

4.3.3 Current Provide oversight as needed for shared services (Skagit County Drug Task Force, Skagit/Island Multiple Agency Response Team, Critical Incident Stress Management Team, Tactical, SAR, K9 & Crisis Negotiation Team capabilities) through regular updates presented to the Law Enforcement Executive Board by December 31, 2022.

Updated The Skagit County Law Enforcement Executive Board and the Skagit County Interlocal Drug Enforcement Unit will implement an annual funding model to ensure sustainable operations by June 30, 2026.

4.3.4 Deleted Create a cache of shared equipment, training, and resources for emergency events by March 15, 2023.

4.3.5 Deleted Continue to tailor public safety services to individual communities/regional needs across Skagit County through effective and localized deployment of resources.

4.3.6	Deleted	Continue to improve communication, trust and engagement between public safety and the public through various engagement programs.
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Strategic Goal 4.4: Increase physical, social, and emotional wellbeing at all stages of life.

4.4.1	Current	Expand opportunities for older adults to experience connections and belonging at the senior centers by December 31, 2023.
	Updated	Evaluate current engagement of seniors and vulnerable older adults by December 31, 2024, and implement new initiatives to increase connection and belonging for older adults by December 31, 2026.

4.4.2	Completed	Expand foundational public health services and enhance workforce capabilities to support public health work as Community Health Strategists by January 1, 2024. COMPLETED
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4.4.3	Completed	Deepen the collaboration and engagement between the Board of Health and Population Health Trust Community Health Advisory Board by December 31, 2022. COMPLETED
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4.4.4	Completed	Develop a diversity, equity, and inclusion (DEI) plan for educating the community about DEI issues and strategies and the vital conditions needed to live a healthy life by December 31, 2024. COMPLETED
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4.4.5	Current	Implement two new initiatives to promote access to public health services for vulnerable or underserved populations by July 1, 2023.
	Completed	Implement two new initiatives to promote population health for vulnerable or underserved populations by July 1, 2023. COMPLETED

4.4.6	Current	Increase the availability of non-motorized transportation and community recreation by completing 2.5 miles of the Centennial Trail by June 30, 2024.
4.4.2	Updated	Increase the availability of non-motorized transportation and community recreation by completing 2.5 miles of the Centennial Trail by December 31, 2025.
4.4.7	Completed	Assemble partnerships and funding to build six soccer fields adjacent to Skagit Valley College by December 30, 2023. COMPLETED
4.4.8	Current	Increase high-value public access by creating permanent, safe, and legal access to Big Rock Park by December 31, 2024.
4.4.3	Updated	Increase high-value public access by creating permanent, safe, and legal access to Big Rock Park by December 31, 2025.
4.4.9	Current	Recognize ‘parkscriptions’ as a proactive tool for increasing the health of our community by attaining additional acres of high value public land and building additional trail miles by December 31, 2025.
4.4.4	Updated	Implement a regional parkscriptions partnership to increase equitable access to the health benefits of local trails through community messaging and the completion of four miles of new trail by December 31, 2025.
4.4.10	Deleted	Recognize the value of the Skagit County Fair to a broader demographic and work toward expanding outreach to increase Latinx attendance by 20% over the course of the next five years.

Attachment 5 KFA 5 Revisions and Updates

Strategic Goal 5.1: Fulfill our role in preparing for and responding to and recovering from disasters, events, incidents, and hazards.

5.1.1	Current	Adopt a countywide continuity of operations and government plan by June 30, 2024.
	Updated	Through a cross-department task force, each Skagit County Department will have a Continuity of Operations plan and Skagit County will have a Continuity of Government Plan on file with the Department of Emergency Management and the Commissioners' Office by June 30, 2026.

5.1.2	Current	Evaluate funding options for a dedicated emergency operations center by December 31, 2024.
	Updated	Design and build a Skagit County Emergency Operations Center that meets FEMA EOC facility and virtual operations standards, by June 30, 2030. <ul style="list-style-type: none">○ EOC safety and security needs○ EOC function and space requirements○ Communications requirements○ IT Requirements○ Supplies and equipment○ Storage and maintenance of deployable equipment resources

5.1.3	Current	Develop a core group of well-trained and dedicated employees, from across the County, to assist in managing County response to hazard events by December 31, 2023.
	Updated	Develop a core group of well-trained and dedicated employees, with proportional representation from all County departments to assist in managing County response to hazard events by September 30, 2024.

5.1.4	Current	Identify major capital arterials to restore after a major incident by December 31, 2024.
5.1.9	Updated	Develop and maintain emergency evacuation routes and plans based on realistic hazard scenarios, with a variety of secondary options and identification of potential evacuation resources needed, by January 30, 2025.
5.1.5	Current	Expand county employee emergency preparedness and response knowledge and capabilities by December 31, 2024.
5.1.4	Updated	Develop a program to expand county employee personal emergency preparedness and response knowledge and capabilities on an annual basis to include different threats and hazards such as active assailant, flood, earthquake, extreme weather, air quality, terrorism, or workplace violence by June 30, 2025.
5.1.6	Current	Implement Phase 1 of a ransomware defense strategy by April 2023.
5.1.5	Updated	Improve Security Posture of Skagit County Technology infrastructure by enhancing security capabilities to address sophisticated threats on commonly attacked systems including email systems and endpoints, by June 2024.
5.1.7	Current	Provide the highest level of public safety service to our communities during emergent and non-emergent times by conducting regular planning for emergency response affecting multiple agencies and/or jurisdictions by December 31, 2022.
5.1.6	Updated	Create a cache of shared equipment, training, and resources for emergency events, including the ability to track resource location, use, maintenance, and operator credentials by December 30, 2025.
5.1.7	New	Establish an ongoing, internal, cross-departmental flood mitigation advisory team to guide the overall practice of prevention and mitigation measures for reducing flood damage, including but not limited to: emergency preparedness plans, flood control work, and floodplain management policies, by June 2024 .

5.1.8 New Develop an emergency communications plan to inform employees, external emergency management stakeholders, emergency personnel, and the public, to include but not limited to:

- Prevention/Protection
- Alerts, advisories, and warnings, and related communication triggers
- Essential elements of information
- Inclusive language and methods

By December 2024.

5.1.10 New Develop and maintain an Emergency Fiscal Advisory Team, responsible for developing policies and procedures ensuring that Skagit County can respond to and recover from emergencies and disasters, including but not limited to:

- Processes for authorizing and tracking of expenses during an emergency or disaster,
- Seeking FEMA reimbursement when appropriate,
- Developing financial recommendations for situations when the Stafford Act has not been authorized and FEMA reimbursement is not an option,
- Developing recommendations for financing cross department participation in emergency training, exercise, and response

By June 2025.

5.1.11 New Map and assess the emergency use capabilities and capacity of County owned facilities and property that could be used in a disaster, by January 2025.

5.1.12 New Explore the viability of a county-wide, interjurisdictional Hazardous Material Response Team, by December 2025.

Strategic Goal 5.2: Protect, enhance, and provide responsible stewardship and sustainability of our natural resources and environment.

5.2.1	Current	Develop a funding strategy and complete design to replace the eleven highest priority salmon culvert barriers by December 31, 2026.
	Updated	Develop a funding strategy and complete design to replace the eleven highest priority salmon culvert barriers by December 31, 2027.
5.2.2	Current	Develop public outreach education plans to increase organic diversion from the waste stream by December 31, 2030.
	Updated	Increase outreach specific to organic diversion and food waste prevention by developing social media campaigns, school outreach, and community workshops. <ul style="list-style-type: none">○ By 2032, outreach campaigns will reach 35% more participants than 2023 campaigns.
5.2.3	Current	Review and update the current sustainability plan by December 31, 2023.
	Updated	Integrate sustainability into Comprehensive Plan update discussions and revise Resolution #R20080304 regarding sustainability and climate change mitigation by June 2025.
5.2.4	Current	Collaborate with tribes, agencies, and the community to increase new riparian restoration within the Skagit River watershed by fifteen acres by December 31, 2025.
	Updated	Increase new riparian restoration within the Skagit River watershed by a minimum of fifteen acres each year through collaboration with tribes, agencies, and the community through 2032. <ul style="list-style-type: none">○ Connect annually with a minimum of twenty landowner to deliver information on the various partners and potential resources available for riparian restoration.

5.2.5	Current	Strive to add five hundred acres of farmland per year to the Farmland Legacy Program until 2030.
	Updated	<p>Preserve an average of four hundred acres of farmland per year with the Farmland Legacy Program purchase of agricultural conservation easements through 2030.</p> <ul style="list-style-type: none"> ○ Make individual contact annually with a minimum of fifty farmers, ranchers and/or farmland landowner to deliver information, land protection assistance, and/or coaching on the agricultural easement process in Skagit County. ○ Attend a minimum of fifteen agriculture-related engagement events annually, such as meetings, public forums and networking events.

5.2.6	Current	Expand Voluntary Stewardship Program and exceed the goals outlined in the VSP workplan by December 31, 2026.
	Updated	<p>Expand the Voluntary Stewardship Program and successfully implement project funding to continue to exceed the goals outlined in the VSP workplan through 2032.</p> <ul style="list-style-type: none"> ○ Develop a Monitoring Plan by December 2024. ○ Identify priority watersheds for restoration opportunities and critical area protection by December 2026. ○ Increase outreach to identify key partners by 10% compared to 2022.

5.2.7	Current	Coordinate with partners to reduce the discharge of fecal coliform bacteria on twenty-five properties in the Samish and Padilla watersheds by December 31, 2024.
	Updated	Coordinate with partners to increase outreach and reduce the discharge of fecal coliform bacteria on an average of ten properties per year in the Samish and Padilla watersheds through 2032.

5.2.8	New	<p>Coordinate and integrate a County-wide Natural Resources policy work group to collaborate across departments on natural resource-related issues facing the County.</p> <ul style="list-style-type: none"> ○ Improve alignment and coordination on these critical efforts, and to create a process for assuring critical policy decisions are advanced to the Commissioners by December 2024. ○ Prioritize issues and coordinate efforts prior to each legislative session through 2032.
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Strategic Goal 5.3: Ensure high standards of customer service that includes transparency and accessibility for all county services and programs. (Moved to KFA 1 Strategic Goal 1.5)

5.3.1	Current	Implement language accessibility across all County communications by December 31, 2022.
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1.5.3	Updated	<p>Develop language access policy and procedures that ensure meaningful, accurate, timely, and effective access to public services provided by Skagit County, by June 2026.</p> <ul style="list-style-type: none"> ○ Establish a language accessibility advisory group, to include outside subject matter experts, by January 2025.
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5.3.2	Deleted	Evaluate opportunities for customer service efficiencies and improvements by June 30, 2023.
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5.3.3	Current	Evaluate opportunities for centralized customers service hubs by December 31, 2023.
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1.5.2	Updated	Evaluate opportunities for centralized customer service hubs by June 30, 2025.
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5.3.4	Current	Evaluate accessibility of County information and website by June 30, 2023.
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1.5.4	Updated	Redesign the Skagit County website so that both internal and external facing pages are functional, accessible, and ADA compliant by June 2028.
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