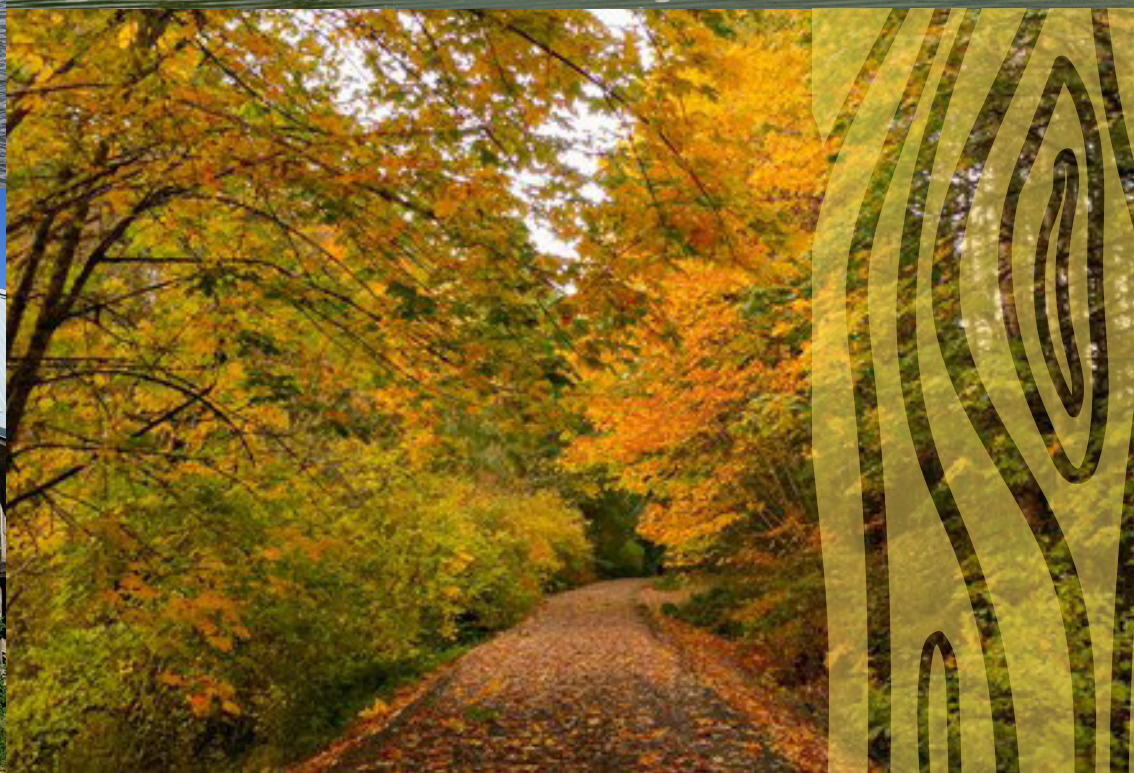
LEWIS COUNTY
Washington's First County
est. 1845

LEWIS COUNTY, WA

LONG-RANGE STRATEGIC PLAN



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A MESSAGE FROM THE COMMISSIONERS

We take great pleasure in presenting Lewis County's long-range mission, core values and strategic plan. We've invested many hours in creating this document in an effort to contribute to the future of our community.

In 2020, the County created its first-ever strategic plan to guide operational and budgetary decisions over a five-year period. After the past two years of implementing the plan, it became evident that the County also needed to articulate its long-range vision so as to guide strategic priorities that extend beyond 5, 10, even 15 years. Both plans are meant to complement one another and ensure that the County maintains a sound strategy to continue to supplying excellent services to the residents of Lewis County.

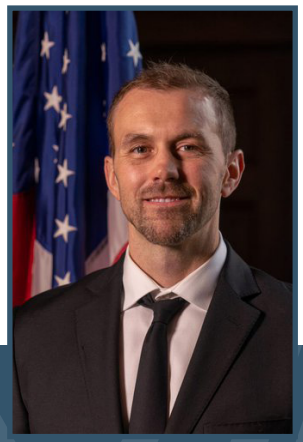
In addition to forming a long-range plan, we also updated our County mission statement to succinctly communicate our purpose. We worked alongside our County staff to identify organizational core values, which we feel represent how we strive to serve our community each and every day.

In creating this plan, we were careful to set up a process to gauge resident priorities. This included several community focus groups, hundreds of survey responses, and countless interviews. We'd like to personally thank the members of our community who lent their unique perspectives to this endeavor. Their feedback was used to set the stage for our planning session that took place in August 2022.

This plan will serve as a guide for County staff and elected officials over the coming years as we consider how to best allocate the resources entrusted to us by our residents. While many elements identified in the plan reflect long-standing efforts and do not represent a drastic shift in the County's overall strategy, this plan will guide us in focusing our efforts as a County and will form the basis of our annual budgeting process.

We are committed to using the resources entrusted to us to advance the priorities identified in this plan. We look forward to joining with you in leading Lewis County into the future.

Sean D. Swope
DISTRICT 1

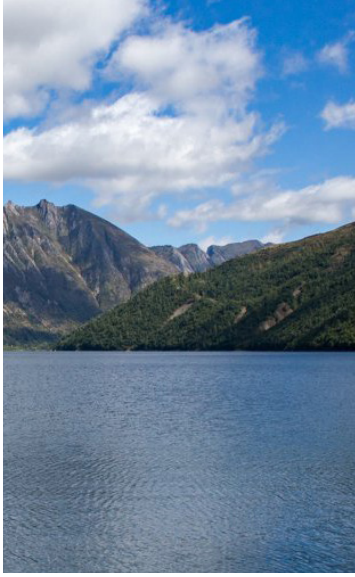


Lindsey R. Pollock, DVM
DISTRICT 2

Scott J. Brummer
DISTRICT 3

LEWIS COUNTY BOARD OF COMMISSIONERS

THE MISSION OF LEWIS COUNTY



This Long-Range Strategic plan sets forth Lewis County's goals, aligns its work across projects and departments, and serves as a guide in developing the annual budget. It is designed to fulfill the community's vision of what the county should aspire to while embracing our Mission Statement: To preserve and enhance our quality of life in Lewis County.

We asked ourselves many questions as we developed this roadmap for Lewis County's future, including the following:

What are County leaders and staff passionate about?

What do we believe the County can do better than any other County: Are we uniquely positioned to do something extraordinary?

What are we equipped to accomplish? This is a question of not only what we can do, but what we can do better than others.

What drives the County's resource engine: What is it that needs to happen in order to empower us to realize The County's Mission.

OUR MISSION STATEMENT IS:

TO PRESERVE AND ENHANCE OUR QUALITY OF LIFE IN LEWIS COUNTY.

MEET LEWIS COUNTY

Lewis County has a rich history of exploration and discovery. Like its namesake, Meriwether Lewis, Lewis County has maintained a spirit of adventure since its creation in 1845. Located halfway between Seattle and Portland, Lewis County offers a unique convenience to residents while remaining a gateway to the great outdoors of Western Washington. Thanks to its countless hunting and fishing locations and hiking and biking trails, Lewis County is the ideal destination for residents and visitors looking to enjoy outdoor recreation. Mount Rainier and Mount St. Helens offer majestic views and opportunities for those searching to connect with nature. When someone imagines the beauty to be experienced in the Pacific Northwest, the sites – and sights – throughout Lewis County help make those dreams a reality.

Lewis County is also home to a wide array of economic opportunities. Once dependent upon the coal and timber industries, Lewis County has gradually diversified to support travel and recreation, small-scale agriculture, freight distribution hubs, and trade through inland ports. Additionally, Lewis County offers various opportunities to consumers and employers. With locally-owned stores and boutiques throughout, as well as national chains and outlets in the Twin Cities of Centralia and Chehalis, residents and guests enjoy a unique shopping experience in the region.

Lewis County is at a crossroads ripe with opportunity. The area's growing population is excited and eager to discover the success that lies ahead. That success will be derived from a respect for the work that made the County what it is today: increased capital investment and building development, and a community dedicated to exploring the future ahead. The residents of Lewis County are passionate, hard-working and resilient. The people here care deeply about the County's well-being and rural character. They desire to have community seen the way they see it: a place where the great outdoors is at your doorstep, a place where people can realize their potential and, most of all, a place to call home.

LEWIS COUNTY'S ORGANIZATIONAL CORE VALUES

COMMUNITY-SERVICE ORIENTED

We are people first. We engage our residents and keep them informed in all that we do. We make ourselves available to the public, are responsive to their needs, and focus our efforts on their priorities so we can be continually deserving of the public's trust.

COLLABORATIVE

We are inclusive of one another's ideas and actively work together to arrive to the best solutions in serving the people of Lewis County.

ACCOUNTABLE

We demonstrate credibility by being fiscally responsible and effective in delivering quality service.

RESILIENT

We take initiative and leverage our limited time and resources to create the biggest positive impact possible.

INNOVATIVE

We actively seek improvement and effective new ways to deliver quality services to our community.

In addition to the Lewis County mission statement and Long-Range Strategic Plan, this document unveils the Core Values of Lewis County. The five values were identified in a facilitated workshop among county staff and leadership, and refined by the County Administration and Elected Officials. These values are meant to reflect principles that are actively espoused and not solely a list of characteristics the County aspires to someday follow. The staff and leadership of the County are pleased to share these values, which they strive to live by as they serve the community.

OUR MISSION STATEMENT IS:

TO PRESERVE AND ENHANCE OUR QUALITY OF LIFE IN LEWIS COUNTY.

THE STRATEGIC PLANNING PROCESS

The central purpose of this document is to provide Lewis County with a long-range tool that guides goal-setting and focuses efforts on the things that matter most to County residents. In order to truly be effective, this plan needs to become part of how elected officials and County staff operate and think about programs and services. Ultimately, the plan needs to be cross-referenced when developing detailed operating plans and conduting regular County business. No matter how comprehensive this plan is, its usefulness will be defined by how effective the County leverages it in guiding decisions and creating the future to which residents aspire.

METHODOLOGY

The Lewis County Board of County Commissioners (BOCC) has a need to identify spending priorities while also addressing the long-range needs of Lewis County. The BOCC opted to conduct community outreach to tee-up the larger conversation that County leadership would have. Such community outreach included the following:

- **Stakeholder Focus Groups**
- **Resident Surveys**
- **Business Meetings**
- **Interviews With Community Leaders and Public Policy Experts**

The feedback received through community outreach was compared to the results of a larger community engagement effort conducted in 2019-2020. This helped identify what changes, if any, had occurred in terms of resident priorities over the last three years and the COVID-19 pandemic.

After reviewing the results of outreach, the BOCC participated in a public, two-day planning session to develop the broad vision of the long-range plan. During the session, the BOCC discussed major trends impacting the County, the current strengths and challenges within the County, and priorities to pursue moving forward. In contrast to the current five-year strategic plan, this long-range plan touches on all of the major services provided by the County. It identifies key milestones and initiatives to pursue for these various services over the next 20 years. After the work of the BOCC, County department leaders lent their unique perspective and technical expertise to refine the specifics of the plan to empower staff as they work to implement the priorities identified by the elected body. After multiple draft iterations, the final plan was presented and adopted by the Board of County Commissioners in March 2023.

KEY STRATEGIC PLAN ELEMENTS

Explanation and Definition of Key Strategic Plan Elements

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important to understand the strategic plan within the context of what these elements are intended to contribute.

MISSION STATEMENT

This is a statement that clearly describes the County's rationale for existing. The mission statement represents the highest-level directive, serving as the hub of the plan to which all other strategic directives are attached.

STRATEGIC DIRECTIVES

This plan contains 10 strategic directives, covering the various services the County provides. A strategic directive is a high-level priority that describes a community priority. Directives are not intended to describe intimately specific initiatives, ideas, programs or services. They merely capture in a very general way where the County hopes to be by 2040 pertaining to this service area.

KEY INITIATIVES

Key initiatives assist in bringing the service to the level of application. In other words, initiatives are more specific milestones, actions, programs, and ideas designed to bring about the realization of the strategic directives. A directive is a destination, and the initiatives represent the route that will enable us to arrive at our destination.

WHAT DO WE DO BEST IN THE WORLD?

With our rural location halfway between Portland and Seattle, Lewis County is uniquely positioned to build a community supports a truly vibrant and unique quality of life for our residents. Enjoying life in a beautiful, rural environment that is close to two major U.S. cities allows residents to enjoy the best of both city and rural life. Our strong work ethic is evident and enables all residents to take ownership in contributing to the success of the community.

WHAT DRIVES OUR RESOURCE ENGINE?

We believe that as we lift our residents' quality of life, we will demonstrate our competency and trustworthiness. As we demonstrate these qualities, we generate trust from our residents. As our residents' trust increases, they are more likely to continue to invest in Lewis County. As they invest in our community, we are empowered to continue lifting our level of service, which results in greater trust -- the process repeats itself. Public trust drives Lewis County's resource engine.

All programs, initiatives, and effort must therefore be focused on achieving our mission. This Long-Range Strategic Plan's role in fulfilling our mission is to map out the desired future for the various services provided by the County. These equally important service areas include:

- Infrastructure
- Broadband & Utilities
- Housing
- Economic Opportunity
- Public Safety
- Planning, Zoning, & Community Development
- Parks & Recreation
- Transportation
- Public Health
- Social Services

OUR STRATEGIC DIRECTIVES

STRATEGIC DIRECTIVE 1: INFRASTRUCTURE

With the growth experienced in our community, we must continue to maintain and improve our aging infrastructure to meet growing demand. Our roads and water infrastructure will demand the majority of the County's public works attention during these years of growth. For roads, the County will lobby the State government to improve and maintain both state and local roads, and will adopt standards for future private road development taking place. For water, the County will improve sewer and water systems to meet growing needs, invest in water banking and work to complete a facility by 2024 to mitigate the risk of future flooding. The County will also promote a unified "dig once" policy with local governments and entities to save funds and maximize the return on investment for projects.

> "I WANT TO LIVE IN A WELL-KEPT COMMUNITY THAT VISUALLY REFLECTS THE PRIDE I FEEL TO LIVE HERE."

WHAT DOES SUCCESS LOOK LIKE?

- Sufficient water rights and availability
- Functioning flood retention facility
- Quality, all-weather roads
- Adequate facilities for water and sewer to meet capacity needs
- Sustainable funding sources in place for infrastructure needs
- Decrease in groundwater contamination

KEY INITIATIVES

- Establish effective partnerships with other governmental agencies regarding master planning and maintenance (cities, state, federal)
- Lobby State government to improve and maintain US Hwy. 12 quality throughout Lewis County in a way consistent with growth projections road quality standards
- Evaluate feasibility and ultimately establish water banking entity
- Invest in sewer infrastructure to expand capacity to meet the needs of our growing population
- Support cities' efforts to maintain and improve their water and sewer services
- Find efficiencies for water and sewer districts to secure our workforce and improve maintenance and operations
- Construct and provide alternative fueling stations throughout the County
- Adopt formal "dig once" policy by resolution and then promote and gain buy-in throughout the community as evidenced by cities adopting the same policy
- Review and adopt guidance standards for new private roads as developers build and manage roads
- Build a flood-mitigation facility
- Increase partnership with local college to develop labor pipeline to meet future needs

STRATEGIC DIRECTIVE 2: BROADBAND & UTILITIES

Improving quality internet access is a community priority. The County will continue to drive advancements in this area, including continued funding toward critical projects, completing the current broadband expansion taking place in Winlock, and forming partnerships with service providers to ensure internet access is in place throughout the County. The County will also maintain and expand other utilities. For trash and recycling, the County will work to expand services in East County, and upgrade facility infrastructure needed for more efficient trash collection and disposal. Energy sustainability will also be a focus by supporting low rates for electricity, and pursuing alternative energy sources.

> **"I WANT TO ENJOY ACCESS TO QUALITY, HIGH-SPEED INTERNET AND OTHER UTILITIES."**

KEY INITIATIVES

- Complete broadband expansion project in and around Winlock
- Continue to support broadband expansion access throughout the County
- Create partnerships with internet service providers to ensure access is in place for each area in the County
- Upgrade or relocate transfer station facility to meet growing population needs
- Expand trash and recycling services in East County
- Promote development of diversified energy sources
- Develop and implement plan for dealing with bio solids
- Partner with PUD to ensure stable and affordable electric supply
- Renegotiate agreements with Tacoma Power to increase available energy for County

WHAT DOES SUCCESS LOOK LIKE?

- Winlock broadband project is completed
- All areas have access to high-speed internet
- Partnerships with service providers are in place for each area in the County
- Transfer station in place for the long term
- Increase in access to recycling services
- Greater reliance on alternative energy sources

STRATEGIC DIRECTIVE 3: HOUSING

Lewis County is committed to facilitating smart growth, which stems from a healthy supply of housing for various family sizes and income levels. To address the current housing shortage, the County will continue to coordinate with local municipalities to identify zoning and planning modifications that will allow various housing types. The County also will continue efforts to improve existing Urban Growth Areas (UGAs) and identify additional UGAs as needed. Perhaps the greatest area of impact the County can have in addressing future housing needs is to ensure the infrastructure needed to support growth – including more efficient trash collection and expanded water, sewer, road and utility systems – is in place. Lewis County also will continue its focus on energy sustainability, supporting low electricity rates and pursuing alternative energy sources.

> **"I WANT THERE TO BE ATTAINABLE HOUSING OPTIONS FOR COMMUNITY MEMBERS OF VARIOUS AGES AND INCOME LEVELS."**

WHAT DOES SUCCESS LOOK LIKE?

- Increase in housing supply for various income levels
- Increase in housing supply for various life stages
- Increase in number of multi-family units in the County
- GMA is reformed and improved to allow more local control and flexibility

KEY INITIATIVES

- Promote construction of new housing that is attainable at various income levels, and housing that meets the needs of young families and elderly residents.
- Encourage construction to increase the supply of market-rate housing
- Collaborate with cities on addressing zoning codes that block diversified housing options to proactively meet state compliance standards
- Coordinate infrastructure improvements that accommodate and promote the building of new homes, including roads and transportation, utilities, and storm water
- Coordinate with local service providers to ensure adequate capacity to meet growth (i.e., schools, fire, water, healthcare)
- Focus lobbying efforts on reforms to the Growth Management Act (GMA)
- Work alongside cities to develop existing Urban Growth Areas providing adequate services to meet projected growth
- Evaluate and, where possible, create new County Urban Growth Areas to allow growth
- Continue to collaborate with local nonprofits and other organizations that invest in increasing access to attainable housing
- Continue to provide night-by-night housing services for unhoused individuals
- Continue to seek partnerships to provide wrap-around services that address long-term homelessness

STRATEGIC DIRECTIVE 4: ECONOMIC OPPORTUNITY

A growing private business sector is the key to long-range financial prosperity for the community. The County will continue to recruit new businesses and support growth and expansion of existing businesses to grow the local economy. This includes promotion across several industries, including agriculture, timber and natural resources, retail, transportation, tourism, and additional industries as opportunities for local development arise. The County will specifically work to protect local agriculture and support the emerging agritourism market. The County will also continue to assist in workforce development so that local workers attain the skills needed to fill new jobs as they are created.

> **"I WANT TO LIVE IN A COMMUNITY WHERE THERE IS AMPLE EMPLOYMENT OPPORTUNITIES THAT ALLOW ME TO PROVIDE FOR MY FAMILY."**

WHAT DOES SUCCESS LOOK LIKE?

- Increase in number of jobs at various income levels
- Decrease in number of children on free or reduced lunch programs by increasing the financial stability of residents
- Increase in average and median income
- Increase in vocational and job training opportunities

KEY INITIATIVES

- Continue to develop and recruit businesses that create jobs at various income levels
- Encourage and incentivize developers to address associated infrastructure needs with new commercial developments
- Continue to develop and recruit new retail and shopping businesses to offer residents local purchasing options
- Expand business deveoopment and recruiting efforts to include employment opportunities in more rural areas
- Support local retail agriculture through construction of an "ag park" that allows shipping, processing, and value-added activities
- Work with State leaders and officials to address agricultural regulation that impacts the County
- Leverage partnerships with stakeholders to grow existing local businesses
- Promote and attract tourism to outdoor recreation and events throughout the County
- Drive agro-tourism offerings to generate additional revenue opportunities for local farmers
- Maintain a robust forestry and timber industry
- Continue to partner with Centralia College to equip residents with vocational trainings and educational means to improve economic status

STRATEGIC DIRECTIVE 5: PUBLIC SAFETY

The residents of Lewis County hold public safety officials in high regard. Consistent with that respect is the commitment to identify sustainable funding sources to allow the maintenance and expansion of Fire, EMS, Legal, and Law Enforcement services. We will establish an independent 911 dispatch center, develop reliable radio infrastructure, and construct a sheriff sub-station in East County. These three efforts will help address the unique challenges that rural communities such as ours face in proving outstanding service. The County will also take the needed steps to improve efficiency in services across the county, and maintain appropriate staffing levels for policing and legal servicing.

> **"I WANT TO LIVE IN A COMMUNITY THAT IS SAFE; WHERE LAW ENFORCEMENT KNOW THAT THEY HAVE THE SUPPORT THEY NEED TO SUCCEED."**

WHAT DOES SUCCESS LOOK LIKE?

- Reduction in recidivism
- Decrease in drug-related deaths
- Radio and 911 infrastructure are upgraded and maintained
- Adequate public facilities are in place, including an East-County Sub-Station
- Reduced response times for Fire, EMS, and Sheriff

KEY INITIATIVES

- Secure long-term, reliable funding for current public safety services (Fire, Juvenile, Legal, Law Enforcement)
- Work with rural fire districts to improve efficiency and consistency of service levels
- Establish an independent 911 dispatch center
- Develop robust and reliable radio infrastructure
- Provide wildfire prevention education and training
- Coordinate fire district facilities and service plans with the County's comprehensive plan
- Increase Juvenile support services
- Continue to advocate for rehabilitation services to correctional facilities
- Utilize opioid settlement funds for substance use disorder (SUD) treatment outside of criminal justice system
- Enforce laws to clamp down on drug-related crimes for distributors and manufacturers
- Increase public safety staffing levels proportionate to population and housing and development growth
- Secure adequate corrections staffing to meet evolving national standards
- Identify and construct a permanent East County Sub-Station for law enforcement and emergency services
- Maintain adequate quality levels for public safety facilities

STRATEGIC DIRECTIVE 6: PLANNING, ZONING, & COMMUNITY DEVELOPMENT

We are proud of our current processes and policies as they pertain to promoting growth and development in the County. We are committed to continually working to find additional areas of improvement, by updating codes and standards as needed to remain an attractive destination for developers. Our Community Development team plays a crucial role in facilitating success for economic opportunity, housing, and infrastructure. In line with previously stated initiatives, we will look to innovative solutions to State and Federal regulations on land use. We will also complete existing sub-area plans to manage local population growth, leveraging creative soltuions to solve density constraints.

> **"I WANT TO LIVE IN A PLACE THAT IS PROACTIVE IN ADDRESSING THE CHALLENGES ASSOCIATED WITH GROWTH."**

WHAT DOES SUCCESS LOOK LIKE?

- Processes continue to be streamlined as much as possible
- High satisfaction by regular builders and developers, as measured by satisfactory surveys
- Continued low turnaround times for the review of applications
- Local School and Fire District facilities plans are effective aligned with County comprehensive planning initiatives
- Increase diversity of avilable housing units

KEY INITIATIVES

- Review and adopt standards for private roads to guide developers in building and managing roads
- Continue to update codes and streamline permitting processes
- Evaluate and, when possible, create new County Urban Growth Areas to allow growth
- Continue to innovate in rural areas to increase options regarding development
- Complete subarea planning for existing LAMIRDs (Limited Area of More Intense Rural Development) to determine appropriate growth for rural areas
- Foster a diverse array of housing types fitting the needs of all households and income levels in the County
- Increase density in additionally identified growth areas with approaches such as "clustering"
- Coordinate School and Fire districts' capital facilities plans with the County's comprehensive plan

STRATEGIC DIRECTIVE 7: PARKS & RECREATION

The County operates several quality parks and recreational opportunities. We will work to establish an appropriate personnel and operating budget for the maintenance of parks, and we will secure funding for this service. The County will also identify parks that could be maintained through public partnerships, reducing the need for county funding and resources for maintenance. The County will also develop, all-season camp sites at the County Fairgrounds to increase convenient access for visitors.

> "I WANT TO LIVE IN A COMMUNITY THAT FACILITATES AN ACTIVE AND HEALTHY LIFESTYLE FOR ITS RESIDENTS."

KEY INITIATIVES

- Establish realistic budget and personnel for the park system and develop long-range needs
- Secure long-term, reliable funding for parks and recreation
- Form agreements with larger private sector entities to encourage and preserve public recreational access to private property
- Revitalize existing County parks and expand availability throughout the year
- Explore options, where feasible, for partnerships with local service groups to operate County parks
- Develop all-season camp sites at the County Fairgrounds

WHAT DOES SUCCESS LOOK LIKE?

- Dedicated funding in place
- Preserve access to recreational areas
- Maintained county parks
- Agreements are in place that allow public access to lands
- Continued quality access to forest lands

STRATEGIC DIRECTIVE 8: TRANSPORTATION

Transportation remains a unique challenge for large, rural counties such as ours. Collaboration with the State and other transportation agencies is key to long-range improvements. County leadership will focus its transportation efforts on lobbying for improvements to I-5 that reduce traffic and lessen the impact of freeway shutdowns due to accidents. Lewis County, in coordination with Twin Transit, will work to increase access to public transportation across the County. This includes expanded access along major transportation corridors, both North-South and East-West. The County will also leverage transportation expansion to support economic development by driving tourism-related transit such as shuttles to outdoor destinations.

> "I WANT TO PEACEFULLY TRAVEL ACROSS THE COUNTY FOR BOTH WORK AND PLAY AND WANT MY NEIGHBORS TO ENJOY THE SAME."

WHAT DOES SUCCESS LOOK LIKE?

- More traffic capacity along major I-5 corridors
- Reduce delays and increase safety through improvements to state and local freeways and highways
- Additional times and lines offered by public transit

KEY INITIATIVES

- Collaborate with Washington State Department of Transportation (WSDOT), Washington State Patrol (WSP), and local cities on developing and implementing a plan to mitigate the impact of I-5 emergency shutdowns
- Coordinate with Federal Highway Administration (FHWA), and the State of Washington on improving traffic operations and improving I-5 capacity interchange access points
- Work with cities, ports, and transit entities on transit improvements and intermodal development
- Expand mass transit opportunities to residents along major transportation corridors
- Drive tourism-related transit that aligns with economic development goals, including shuttle services for major tourism spots
- Continue to collaborate with local stakeholders to evaluate transit needs as they relate to growth, and funding and development opportunities
-

STRATEGIC DIRECTIVE 9: PUBLIC HEALTH

The perception of public health needs has drastically shifted in recent years. The County will continue to perform its role in public health by collaborating with local partners on healthy living initiatives. It will also continue to implement early intervention and preventative health initiatives, including a focus on issues in our community at-large that lead to health disparities. The County will develop and support an independent animal shelter. We wil also facilitate relationships between local farmers and the community to increase access to locally-grown produce. In line with lessons our society has learned the County will also build out and adopt contingency plans to appropriately and effectively respond to future public health crises.

KEY INITIATIVES

- Continue to collaborate with school districts and other local partners to promote healthy living initiatives
- Increase access to and availability of mental health services
- Continue early intervention and preventative health initiatives, including social determinants of health
- Provide information and education to residents on local healthy food options, including locally grown products
- Continue to monitor water and septic standards to ensure safe drinking water
- Develop and support an independent animal shelter
- Facilitate relationships between local farmers and school districts, senior centers, and long-term care facilities to increase “farm to table” access
- Build out and adopt contingency plans for future major public health crises

> “I WANT TO LIVE IN A COMMUNITY THAT INVESTS IN AND PROMOTES HEALTHY LIVING.”

WHAT DOES SUCCESS LOOK LIKE?

- A decrease in the obesity rate, particularly for children
- Healthy families and children
- Healthy living initiative participation rate

STRATEGIC DIRECTIVE 10: SOCIAL SERVICES

Lewis County is committed to appropriately address the challenges of homelessness, mental health, and the rising costs in serving those in need. Specifically, the County will work to facilitate the continued support of Seniors, Veterans and individuals with developmental disabilities. It will also reduce barriers for non-English speakers to more conveniently access needed services. Consistent with Lewis County's values of limited and efficient government, and empowering its residents to develop personal accountability, the County will continue to seek partnerships that supply wrap-around services to address long-term homelessness. The County will continue to lead from the front in this category by providing night-by-night shelter services for unhoused individuals. The County will also work to expand rehabilitation services within correctional facilities so that these county members may peacefully and successfully re-enter the community.

> **"I WANT TO LIVE WHERE PEOPLE FIND THE SUPPORT THEY NEED AND STRIVE TO BECOME SELF-RELIANT MEMBERS OF THE COMMUNITY."**

KEY INITIATIVES

- Utilize opioid settlement funds and seek additional funds for Substance Use Disorder (SUD) treatment outside of the criminal justice system
- Continue to seek partnerships to provide wrap-around services that address long-term homelessness
- Continue to advocate for rehabilitation services within correctional facilities
- Improve coordination with service providers and nonprofits to ensure stable health services for veterans
- Continue to provide night-by-night housing services for unhoused individuals
- Reduce barriers to services for non-English speakers
- Continue local support for individuals with developmental disabilities

WHAT DOES SUCCESS LOOK LIKE?

- Decrease in drug use
- Increase in available services for Veterans, Seniors, and the developmentally disabled
- Access to mental healthcare
- Decrease in homelessness

IMPLEMENTATION OF THE PLAN

Creating a plan does not ensure the success of its implementation. The County will take specific measures in order to implement this strategic plan and measure progress toward its realization.

RECOMMENDATIONS FOR LEWIS COUNTY:

- Annually establish and review outcome measures associated with strategic plan directives. Make necessary adjustments as needed to ensure there's a correlation between outcome measures and plan directives.
- Utilize this plan as the basis for annual planning and goal setting for the community. This is when the strategies for each year should be formulated for strategic plan implementation.
- The plan should serve as the basis for the County's recommended programs for funding and as a focus for discussion of priorities from year to year.
- The plan should link initiatives to the annual budget process.
- Assign responsibility for implementing the action items and list other entities that should be involved in the process.
- Create an online tool for County and resident use. The tool should be in an illustrative format and digitally accessible via the County's website.
- Report updates to the Lewis County Board of Commissioners on an annual basis.

IMPLEMENTATION OF THE PLAN

The Lewis County Board of County Commissioners, County Manager's Office, and staff provide significant support for strategic planning and performance management efforts. Each of the initiatives in this strategic plan is led by a cross-departmental team of employees who work to move the initiatives forward. The key performance indicators and outcome measures are monitored and reported by employees from various departments and included in our online dashboard. Lewis County's Long-Range Strategic Plan is committed to fostering a unified vision for our community.

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