



## Board of County Commissioners - Operations 00100.241.

### Mission Statement

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The vision of Clallam County team is to maintain and comprehensively advance our quality of life through responsible and effective development of trust in governmental operations. This vision is realized through the following Mission objectives:

1. Putting into action the translated desires of our residents through effective communication and results
2. Providing comprehensive and exemplary public service levels in a prompt responsive manner
3. Maximizing and enhancing our environmental resources for sustainability and legacy expectations
4. Celebrating the diversity and inclusiveness of all of our residents contributions to our quality of life

### Function

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- The Board of County Commissioners (BOCC) consists of three members that serve as a full-time legislative body and as executives and policy makers. The Commissioners are elected to four-year terms that are partisan positions. The primary powers of the Board of Commissioners are found in RCW 36.32.120. One of the Board's primary duties is to operate the county and to adopt a balanced budget for each calendar year. The BOCC is also responsible for prioritizing mandated County services through allocation of available funds in the annual budget process.
- In its legislative capacity, the BOCC is responsible for considering and adopting public policy. Much of the policy adopted by the Board is done through creation or amendment of County ordinances (the laws of the County) including regulations and laws covering: traffic, zoning, planning, public safety, and any other matters concerning the general welfare of the County citizens.
- In its executive capacity, the BOCC is responsible for administering various departments and programs such as risk management, human resources, public works programs, public roads, public health services, emergency services, planning, and parks and recreation projects and programs.

## Trends/Events

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In accordance with the BOCC's previously discussed desires to comprehensively advance the quality of life in Clallam County through effective government operations, a continued and ongoing evaluation of the critical benchmark measurement areas of social, environmental, economic and technological impacts has been developed and evaluated throughout each budget cycle.

The calendar years of 2020/21 historical review certainly tested the limits of the previous cycle evaluation of strategically forecasted trends and events within the BOCC planning process and thoroughly demonstrated the critical need for such evaluation and preparation process moving forward. The BOCC initially developed a nine part objectives document as a result of identifying and prioritization those trends and events experienced or projected as a possibility of impacting our county as a whole. A tenth objective was implemented in March of 2020 due to the scope and impact of the pandemic.

Significant progress has been recognized within all of the initial identified areas and a measured advancement moving forward is expected within each category.

As in any ongoing comprehensive process, we are again, in 2021, reviewing our four evaluative areas of analysis and flagging those issues that will have a strong possibility of impacting county quality of life in the future, specifically within the next 24 months.

Initial input from individual Commissioner's has been sought in evaluating existing objectives and developing emerging issues in preparation for this discussion. Board input and prioritization for direction to Administration will be required to formulate the existing and desired objectives moving forward. As required in previous budget submittals, each county department, on a micro level, has submitted those trends and events they feel are or will impact their operations in the upcoming cycle.

### **Trends:**

1. Increasing trend for higher maintenance and system failures associated with aging private water systems. In which the result, in the case of default, the responsibility of the systems falls upon the county to develop and oversee future system functionality.
2. Privatization and/or consolidation of private water systems in which corporate use of user fees can be used to support out of county facilities within the same network.
3. Increased cyber security threats to public and private networks (ransom ware) creating disruption of services, theft and destruction of data and litigation/insurance costs.
4. Increased medical, social and economic impacts with the rise of the homeless population.
5. Emergent dependence on GIS tracking information and data gathering for environmental and safety requirements.
6. Advancing economic broadband development planning and implementation countywide.
7. Increasing environmental awareness, resource efficiencies and requirements associated with those factors identified with human development, increase in population and maintenance of living standards.
8. Increased need for citizen participation in community boards and committees.
9. Advanced and increased use of technological communication services (Zoom).
10. Increasing growth and shift of county resident population impacting representative political districts, transportation and service/utility capabilities in adjustment.
11. Continuing advancement in transparency and integrity of the election process vial technology and communication outreach.

12. Tracking and adjustment of public health efforts due to increased priority transcending the pandemic
13. Increased focus and attention on the scope and range of diversity efforts nationwide

**Events:**

1. Resurgence of pandemic associated variants on a macro to micro scale impacting economic, medical technology and social systems.
2. Environmental initiated event (earthquake, storms, flooding).
3. Human initiated event (terrorism, operator error, computer initiated, biological/medical event).
4. State legislation and/or mandates impacting financial capacity of county operations.

## Goals

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As a result of previous ongoing Work Sessions and general meeting discussions, a number of 2021 central theme projects have been identified, and are moving forward in implementation stages in response to the 2021/22 budgetary goal prioritization. The following listed goals are specified for measurement and time frame completion within the 2021/22 budget years and may be phased throughout this year and into succeeding years based on the complexity and time frames. As evidenced by the rapid change associated with our local, regional, national and global environment, we are continuing to move forward with a continuous re-evaluation forecasting process of both macro and micro trends and events impacting our county.

The following ten listed 2021 Goals, and their progress notes (developed through the trend and event strategic forecasting process), can be re-prioritized moving forward through work session discussion. The additional supplemental listing below has been developed as a result of recent interviews with each Commissioner and are presented for work session review and prioritization moving forward. Additional space is provided for additional trend and event concepts as developed in work session.

1. The continuation of the Clallam County Strategic Planning Process with the identification of an organizational Vision Statement, Mission Statement and supporting Strategic Initiatives toward identified goals and future development. This initiation process (Phase 1) involves identification of internal and community input groups in the development the Phase 1 process. Initiation of micro and macro trends and events through the national Strategic Foresight collaboration project will be instrumental in this developmental step.
2. The continuation of Phase 1 in the initiation and development of the Dungeness off channel reservoir inclusive of initial funding and land acquisition. The completion of an associated cultural resources inventory and an engineering study for project development inclusive of input on county park possibilities.
3. Completion of Phase 1 of the relocation of the Clallam County Emergency Operations Center from the courthouse basement to the identified airport facility. Phase 1 will involve completion of the contract between participating agencies for the facility, development of the joint agency agreement and completion of the engineering study for facility implementation.
4. Implementation of the Clallam Bay sewer development with confirmation on grant and loan capabilities and the completion of a rate payer analysis for the BOCC to consider and approve.

5. Development of an evaluation model on timber funding which specifically identifies the parameters and revenues for all parties and junior taxing districts involved. The maintenance of current revenue dollars while securing commitment from funding sources in accordance with established rules.
6. Completion of the initial land acquisition processing for the final 10 mile stretch of the Olympic Discovery Trail from La Push to Forks.
7. Completion of an infrastructure analysis of county equipment and facilities.
8. Completion of analysis of all levels of revenue stream development.
9. Completion of structured Employee development/Transition plan inclusive of educational benchmarks and transition training times for specified positions.
10. Organizational shift in addressing the COVID-19 pandemic.

## Workload Indicators

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	2019 Actual	2020 Actual	6/30/21 Actual
Created or Amended Ordinances	6	9	4
Created or Revised Policies	6	5	2
Documents Notarized	31	15	8

## Grant Funding Sources

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This fund does not receive any grant revenue.

## Revenues

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	2019 Actual	2020 Actual	6/30/21 Actual	2022 Budget
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenues	0	60,641	0	0
Charges for Goods and Services	0	0	0	10
Fines and Forfeits	0	0	0	0
Miscellaneous Revenues	22	50	50	100
Other Financing Sources	0	0	0	0
Transfers In	0	0	0	0
General Tax Support	539,322	685,160	374,783	863,439
Total	539,344	745,851	374,833	863,549

## Expenditures

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	2019 Actual	2020 Actual	6/30/21 Actual	2022 Budget
Salaries and Wages	380,956	506,688	276,724	613,383
Personnel Benefits	127,995	166,192	90,891	221,046
Supplies	12,154	5,939	1,403	7,000
Other Services and Charges	18,239	67,032	5,815	22,120
Intergovernmental Services	0	0	0	0
Capital Outlays	0	0	0	0
Interfund Payments for Services	0	0	0	0
Transfers Out	0	0	0	0
Total	539,344	745,851	374,833	863,549

## Staffing

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	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Full Time Equivalents	6.00	5.50	5.78	6.48