

Hello Council Members,

Prior to our discussion on May 5, I would like you to do some very brief homework. Start with the *Snapshot Assessment* on the following page (p.2 of this packet) and after you have completed that, use it to inform your SWOT analysis worksheet (p.4 of this packet). The *Snapshot Assessment* (p.2) is not intended to be a full scientific evaluation, but more of a gut check from each of your perspectives. We will not be sharing this page or collecting it. It is truly intended for your own use in order to inform your individual SWOT contribution. We will be sharing the SWOT ideas together so please bring your completed SWOT worksheet (p.4) to our meeting on 5.5.2026.

Feel free to contact me with any questions you have.

In health,

*Charlene Ramont, MPH*

HCS Assistant Director

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Instructions for the assessment on the following page:

1. Review the [one-page strategic plan](#) from 2023-2027.
2. While reviewing, consider each category below and mark where on the Likert scale (0 – 10) you feel the department is ranked.

Only contribute to the categories below where you feel knowledgeable. Don't feel you have to contribute to all categories. This snapshot assessment can help inform your ideas when doing the SWOT analysis preparation.

# Health & Community Services Strategic Plan Snapshot Assessment – County Council

(see instructions on the prior page)

TOPIC	POOR	MIDDLING	GREAT
<b>Preserving</b> a healthy environment where everyone can thrive	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
<b>Preparing</b> for and responding to emergencies	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
<b>Providing</b> accurate and reliable health communication	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
<b>Preventing</b> disease & injury	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
<b>Promoting</b> health through policy and systems improvement	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Advancing <b>Equity</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
<b>Partnering</b> to find community-based solutions that advance health	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Effectively managing <b>finances</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Effectively managing <b>resources</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Effectively managing <b>staffing</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Supporting a culture of <b>ethical practice</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Building and supporting a <b>diverse workforce</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Building and supporting a <b>skilled workforce</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Ensuring an organizational culture and work environment that is <b>supportive of staff</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Using program data to <b>drive decision-making</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Using program data to <b>inform ongoing improvements</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Using program data to foster a <b>culture of transparency</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10
Using program data to foster a <b>culture of accountability</b>	0	1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9	10

# Whatcom County Health and Community Services


## SWOT Analysis Overview

<p><b>Strengths</b> Current State / Internal</p> <ul style="list-style-type: none"><li>• What do we do well? What's already working?</li><li>• What do we do best?</li><li>• What's unique about our work compared to other departments or organizations in the community?</li><li>• What do we want to maintain/leverage?</li></ul>	<p><b>Weaknesses</b> Current State / Internal</p> <ul style="list-style-type: none"><li>• Where are we underperforming and why?</li><li>• What can be improved?</li><li>• What resources do we lack that could improve our performance?</li><li>• Where are we uncertain about effectiveness?</li><li>• What has worked for us in the past but is either a relic or is no longer relevant or useful?</li><li>• Which programs or services might our community partners be better suited to provide?</li></ul>
<p><b>Opportunities</b> Can Impact Future State / External</p> <ul style="list-style-type: none"><li>• What external resources are available for us to use to improve weaknesses or reinforce our strengths?</li><li>• What funding, policies, support, etc. is available to us?</li><li>• What do other health and community services departments offer that we don't?</li><li>• Where do we want to invest in new opportunities?</li></ul>	<p><b>Threats</b> Can Impact Future State / External</p> <ul style="list-style-type: none"><li>• What funding, policies, etc. are working against us?</li><li>• What external threats are cause for concern?</li><li>• What challenges need to be addressed to move forward?</li><li>• What external obstacles to our goals are we facing?</li></ul>

# SWOT Worksheet

*Instructions:* Use this prompt to fill in the boxes below: **What are the department's strengths, weaknesses, opportunities, and threats, as they related to its purpose and strategic priorities?** (see department's one-page strategic plan document).

<p><b>Strengths</b> Current State / Internal</p>	<p><b>Weaknesses</b> Current State / Internal</p>
<p><b>Opportunities</b> Can Impact Future State / External</p>	<p><b>Threats</b> Can Impact Future State / External</p>

Don't Forget  : Bring this SWOT worksheet to the meeting on May 5.