

## STRATEGIC FRAMEWORK (2018-19)

### MISSION STATEMENT:

The County of Humboldt, through the dedication and excellence of its employees, is committed to meeting the needs and addressing the concerns of the community and enhancing the quality of life.

### FOCUS:

To Promote a Safe, Healthy, Economically Vibrant Community

### CORE ROLES:

- Enforce laws and regulations to protect residents
- Provide for and maintain infrastructure
- Create opportunities for improved safety and health
- Encourage new local enterprise
- Support business, workforce development and creation of private-sector jobs
- Protect vulnerable populations

### PRIORITIES FOR NEW INITIATIVES:

#### *Provide our core services in ways that:*

Match service availability with residents' needs

- Provide community-appropriate levels of service
- Support self reliance of citizens
- Streamline county permit processes
- Retain existing and facilitate new living-wage private sector jobs and housing

Safeguard the public trust

- Manage our resources to ensure sustainability of services
- Invest in County employees
- Invite civic engagement and awareness of available services

#### *Make proactive decisions to:*

Partner to promote quality services

- Foster transparent, accessible, welcoming and user friendly services
- Facilitate the establishment of local revenue sources to address local needs
- Seek outside funding sources to benefit Humboldt County needs
- Facilitate public/private partnerships to solve problems
- Build interjurisdictional and regional cooperation

Be an effective and influential voice for our community at the regional, state and federal levels

- Advance local interests in natural resource discussions
- Engage in discussions of our regional economic future
- Engage new partners

## VALUE STATEMENT

The Board of Supervisors wishes to promote an organizational environment in which staff and department heads are encouraged to explore innovative ways to align the County with current external realities, and are on the lookout for opportunities to improve our organization and the community.

## SIX KEY GOALS FOR 2018-19

In Fiscal Year 2018-19 the Board will seek to enhance our core services by:

1. **Emphasizing public safety and health** as a key component of county decision-making.

In addition, the attention of the Board will continue to be focused on new initiatives that provide those core services in ways that safeguard the public trust by managing our resources to ensure sustainability of services. Specifically, the Board of Supervisors will:

2. Place a high priority on **rebuilding reserve and contingency accounts.**
3. Continue to examine **streamlining the inventory of County properties (including through repurposing and/or sale where appropriate)**, using an **asset management program** for all current and future resources including financial, capital, etc.
4. **Target investments that generate long-term savings.**
5. Encourage county departments to **demonstrate efficacy of new and existing programs by providing cost benefit analyses using results driven data.**

The Board also recognizes that proactive decision-making and engaging and influencing issues of statewide concern cannot be accomplished without a certain minimum level of investment. Therefore, the Board will seek to support this level of investment by:

6. In order to build interjurisdictional and regional cooperation, engage in discussions of our regional economic future and engage and influence issues of statewide concern, the Board will seek to allocate resources to **support travel, training and electronic meeting costs for staff and elected officials.**

## GOALS FOR FISCAL YEAR 2018-19

The Board further recognizes the community's desire to see progress related to this strategic framework, based on the feedback received through the Budget Roadshows, and therefore has provided direction to their department heads on the following short-term goals.

### **Affordable Housing**

- Incentivize housing investment for community members and review housing options for county employees.

### **Adverse Childhood Experiences (ACES) and Trauma-Informed Care**

- Improve mental health services and facilities.

### **Economic Development**

- Update local coastal plans (especially for Humboldt Bay).
- Streamline the county’s multiple permitting processes, in accordance with state regulations, through county policy action and/or co-location.
- Create a climate action plan and plan for alternative energy export.
- Economic Development after the legalization of cannabis.

**Roads and Trails and Rivers**

- Improve infrastructure like roads and broadband.

**Targeting hard drugs**

- Address substance abuse and opioid addiction in the community.

**Ensuring Success of the Cannabis Industry**

- Permit cannabis facilities and farms and collect the cannabis excise tax.

**Remaining Board Goals**

- Continue to work on a facilities master plan for county facilities that is approved by the Board of Supervisors.
- Comply with the American with Disabilities Act by adhering to the 2016 Consent Decree between the Department of Justice and the county, and ensuring that all programs, services, activities and facilities are accessible to persons with disabilities on an ongoing basis.
- Begin General Plan policy implementation.
- Begin renewal process of Measure Z the half-cent sales tax by working with a consultant on communication, polling and election information.
- Identify synergies between the Department of Health and Human Services and other county departments to increase efficiency and effectiveness.
- Complete employee contract negotiations for all bargaining units.
- Improve the county’s financial stability through contributions to the General Reserve, Public Agency Retirement System and Deferred Maintenance.
- Utilizing Lean principles and practices improve government efficiency, as well as build leadership at all levels to foster an engaged workforce.

**2037 A 20-YEAR VISION**

The Board’s recommended “preferred future” for the county and community includes:

- Being on the cutting-edge of technology such as energy independence, cannabis, sustainable biomass management and transpacific cable.

- Planning for sea level rise.
- Providing advancement in food production and more diversification with exports.
- Having healthy forests and watersheds, thereby creating a healthy fish population, through responsible management of our forest lands and watersheds.
- Having at least \$10.2 million in the county's general reserve or "rainy day fund."
- Creating campus-like county facilities with co-located services that are desirable to work and be in.
- Providing airport infrastructure that includes four commercial airlines.
- Creating a thriving and working waterfront.
- Receiving more funding from the state and federal government for local needs.
- Capitalizing on tourism: Avenue of Giants, Cannabis Tourism, Creative Arts, International Tourism, Cruise Ships
- Attracting and retaining the best county employees.
- Enabling state of the art medical facilities and doctors
- Improving infrastructure to be state of the art including roads, parks, train, cruise ships and expanding commercial airline service to four carrier options; and planning infrastructure to be multi-modal and energy efficient.
- Diversifying our local economy with living wage jobs for both blue and white collar professionals by concentrating on "value added" industries, not resource extraction.
- Stabilizing the cannabis economy.