

Strategic Framework						
Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	17	1100205	District Attorney	1001 - No associated action Item	Secured a 3-year grant to address Organized Retail Theft in a Vertical Prosecution Model. Currently working with community partners for grant reporting requirements. Establishing processes and procedures for theft cases regarding review, pre filing diversion, filing and after hearing diversion remedies.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	17	1100205	District Attorney		Maintained Victim Witness Assistance program grant in order to provide mandated services to survivors/people who have experienced a crime and/or witnessed a crime. This program continually works with a host of community resources through operational agreements to provide services for these individuals.
3001	Support a Well-Trained Workforce	20	1100219	Public Defender		Multiple employees have attended summits and trainings regarding criminal law updates, grant software and best indigent defense practices. Upcoming trainings are scheduled to ensure that employees are current in criminal law and programs including mental health diversion, resentencing and case management.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	11	1100103	CAO-Management & Budget Team	1001-1: Enhance the public safety/emergency communications infrastructure.	The Radio Infrastructure Project is mostly complete and is in use, there are just a few remaining items to be completed.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations		Public safety radio communications infrastructure is nearing completion. Frequency and radio signal testing have been conducted, and Motorola is fine-tuning the digital system to ensure the negotiated coverage benchmarks are met. It is anticipated that the radio system will be fully integrated into the new digital system by the summer of 2025. However, due to delays by the state in constructing a tower near Oric, the northern HWY 101 corridor will not be upgraded at this time. Once that tower is completed (estimated in 2027), the county will collaborate with Motorola to bring the northern radio repeater online.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	11	1100103	CAO-Management & Budget Team	1001-2: Consolidate Law and Fire Public Safety Dispatch Services.	Consolidated dispatch is currently with the Sheriff to establish a budget to determine if the project is financially feasible.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations		Under Review / In Progress The county is exploring the feasibility of incorporating fire dispatch services into the Sheriff's Emergency Communications Center. This process is still in its early stages and includes: i. Training dispatchers to become Emergency Medical Dispatchers. ii. Meeting and conferring with the Dispatch Union regarding added responsibilities. iii. Hiring additional dispatchers. iv. Upgrading the current dispatching computer system to one that supports fire dispatch. v. Training dispatchers in fire dispatch operations.

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1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	17	1100205	District Attorney	1001-3: Develop multi-disciplinary team to address blight, drug houses, abandoned property, trespassing, impacts to public property and criminal conduct.	Secured five-year grant for Violence Against Women Vertical Prosecution. Grant program includes building and creating a multi-disciplinary team to address violence against women.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	17	1100205	District Attorney		Maintained Child Advocacy Center Grant program for Child Abuse Services Team and mandatory training requirements for the established multi-disciplinary team to secure five-year accreditation for the Child Abuse Services Team and future grant funding.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	22	1100277	Current Planning Department		Code Enforcement has coordinated several meetings for problem properties with the Sheriff's Office, Public Health, Environmental Health, Public Works and County Counsel to address difficult properties. Meetings scheduled on an as needed basis.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	23	1100294	Public Safety Realignment		Coordinate with Humboldt County Sheriff's Office and other partner agencies to conduct field work in high risk areas. This is an ongoing effort with no firm date of completion.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations		In Progress a. The Sheriff's Office is collaborating with Environmental Health, Public Works, Code Enforcement, Fish and Wildlife and Social Services to address encampments/unhoused communities in Humboldt County. b. Encampment abatement and enforcement can be a full-time job. Currently, the Sheriff's Office does not have a deputy assigned to this task, and enforcement efforts are sporadic, depending on deputy availability. c. This leads to inconsistent enforcement across Humboldt County. d. Two deputy sheriff positions needed to be dedicated to this task, allowing for full-time focus on encampment abatement. This could be initiated as a pilot program, with results demonstrating its effectiveness.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	20	1100219	Public Defender	1001-4: Support Outreach programs that reduce law enforcement interactions (Mobile Intervention Services Team (MIST), Crisis Alternative Response Eureka (CARE), Crisis Assistance Helping Out On the Streets.)	Work closely with community based organizations and nonprofits that provide services to address mental health and substance use disorders, including agencies that provide effective reentry services.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations		Implemented and successful. The Humboldt County Sheriff's Office has implemented a support outreach program through the DHHS Mobile Intervention Services Team (MIST). This program has been highly successful, and expanding such initiatives within the county's jurisdiction would be beneficial.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	30	1160516	DHHS Administration		Behavioral Health (BH) has completed its development and implementation work to form a partnership between it and law enforcement (LE) and continues to work with LE for MIST within the county. BH is working to increase staffing to implement the mobile crisis benefit, 24/7. BH is also contracting with City of Eureka to increase their CARE program. BH is also engaging in conversations with Tribes around partnering on mobile crisis benefit responses. These will all be ongoing collaborative partnerships in our community.

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1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	23	1100235	Probation	1001-5: Support critical incident response training (CIT/CNT).	Humboldt County Probation Department has a long history of supporting Critical Incident Training (CIT) through both the training of officers and participation as part of the CIT Steering Committee. Five Probation Officers attended the last local CIT Conference in July 2024, and one Supervising Probation Officer attended the International CIT Conference in August 2024. Probation will continue to support The Humboldt County Community Corrections Partnership Executive Committee in voting to approve the use of public safety realignment funds for the purpose of multi-agency CIT training participation. There is no anticipated completion date to for supporting CIT as the trainings will continue to happen annually and the steering committee has existed for some time and is expected to continue.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations		Implemented and successful The Crisis Negotiation Team (CNT) and Crisis Intervention Training (CIT) programs are on track, and the Sheriff's Office remains committed to providing these training opportunities for deputies and correctional deputies. The Sheriff's Office leads the county's Crisis Intervention Training efforts, coordinating with allied agencies and DHHS/Mental Health to ensure a multidisciplinary team is trained and prepared to respond to persons in crisis.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	30	1160516	DHHS Administration		This has been completed. The Community Corrections Partnership committee continues to support CIT training.
1001	Support and Sustain Partnerships Between Law Enforcement and Other Agencies to Improve Public Safety	25	1100221	Sheriff Operations	1001-6 : Create a plan for new programs and to enhance existing programs for Community Liaison/Ambassadors, Neighborhood Watch, Community Emergency Response Team (CERT), Sheriff Search & Rescue (SAR).	On track and successful The Sheriff's Office is dedicated to supporting and enhancing the CERT (Community Emergency Response Team), Neighborhood Watch and Search and Rescue programs. These programs continue to improve, with more volunteers joining every year.
1002	Remove Barriers to Quality Healthcare	22	1100277	Current Planning Department	1002-1: Develop a Partnership group to address housing for all healthcare workers and report results to the Board of Supervisors (BOS).	Will begin work on this in 2026. On schedule.
1002	Remove Barriers to Quality Healthcare	30	1160516	DHHS Administration		DHHS staff provided research to Supervisor Wilson on legislative pathways to financing healthcare workforce housing with public tax credit dollars. The Board supported related workforce housing legislation for California State University employees (AB 2005 – Ward, 2024) and regional housing finance authorities (SB 440 – Skinner, 2024).
1002	Remove Barriers to Quality Healthcare	24	1100162	Facility Management	1002-2: Develop a plan for consideration of a new Sempervirens psychiatric facility.	As part of an effort to secure Behavioral Health Continuum Infrastructure Program grant funding, Public Works and DHHS staff assembled a team of consultants and oversaw the development of a schematic design package and project narrative for a new 21,728 square foot facility.
1002	Remove Barriers to Quality Healthcare	24	1100162	Facility Management	1002-3: Build a public health laboratory consistent with Advanced Molecular Detection (AMD) funding requirements.	Public Works and DHHS Public Health staff continue to develop plans for a new, state of the art public health lab facility slated for recently acquired property on I Street in Eureka. Plans are expected to be completed in calendar year 2025.
1002	Remove Barriers to Quality Healthcare	30	1160516	DHHS Administration		Escrow closed on the Public Health Lab property on Jan. 19, 2024. This project's anticipated completion is July 2027.

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1003	Achieve Community Connectivity with Bicycle/Pedestrian Trails	24	1200322	Roads-Right of Way	1003-1: Identify priority connections and pursue funding for feasibility studies.	No time frame has been established to complete this framework item. An ongoing and continuous process, Public Works collaborates with the Planning & Building Department to require pedestrian and bicycle facilities be constructed as part of land development projects. Pedestrian and bicycle facilities are identified in the county's General Plan as well as in Humboldt County Association of Governments' planning documents.
1003	Achieve Community Connectivity with Bicycle/Pedestrian Trails	24	1710715	Bicycles & Trailways Program		A feasibility study for extending the Humboldt Bay Trail from Eureka to College of the Redwoods will be completed in 2025.
1003	Achieve Community Connectivity with Bicycle/Pedestrian Trails	10	1100101	Board of Supervisors	1003-2: Support the Great Redwood Trail Agency use of the railroad corridor for regional and local trails. Aligns with the Great Redwood Trail Master Plan (in progress).	The Board of Supervisors will continue to provide input regarding the Great Redwood Trail and continue to hold a seat on the Great Redwood Trail Board. Board members are working with communities and agencies to move this project into the future.
1003	Achieve Community Connectivity with Bicycle/Pedestrian Trails	22	1100277	Current Planning Department		Ready to supply information and assistance when requested. This is an ongoing item.
1003	Achieve Community Connectivity with Bicycle/Pedestrian Trails	24	1710715	Bicycles & Trailways Program		As this is an ongoing effort, Public Works has coordinated with the Great Redwood Trail Agency on the feasibility study for extending the Humboldt Bay Trail to College of the Redwoods.
1004	Exercise the County's Contract Right for Annual Water Releases of 50,000 Acre-feet from the Trinity Reservoir	24	1100251	Water Management	1004-1: Develop a Water Management Plan and policy statement for adoption by resolution of the Board of Supervisors.	A Water Management Plan for the county's Trinity River water contract has been completed and will be brought to the Board for adoption in 2025.
1005	Implement Development Impact Fees	22	1100277	Current Planning Department	1005-1: Develop a scope of areas to be addressed and an implementation plan.	Initial research begun, needed to assign staff to other work (Humboldt Bay Area Plan). Will prioritize in 2025.
1006	Implement Live Well Humboldt - Community Health Improvement Plan	30	1160516	DHHS Administration	1006-1: Launch a public-facing Community Health Improvement dashboard of progress addressing Adverse Childhood Experiences (ACEs), substance abuse disorders, suicide prevention and homelessness.	The Live Well Humboldt community health dashboard was launched and presented to the Board of Supervisors on Nov 28, 2023. It can be viewed at www.livewellhumboldt.org . Data continues to be added, including progress updates on CHIP priority areas.
1007	Improve the Transportation Network to be Multi-model, Safe, Sustainable, and Equitable	24	1200321	Roads Engineering	1007-1: Complete the Local Road Safety Plan with Vision Zero principles.	Completed and approved by the Board of Supervisors with modification in August of 2024.
1007	Improve the Transportation Network to be Multi-model, Safe, Sustainable, and Equitable	22	1100277	Current Planning Department	1007-2: Adopt the Complete Street Guidelines, priorities and guiding principles.	This is scheduled for 2025. Anticipate work to begin in the latter part of the calendar year.
1007	Improve the Transportation Network to be Multi-model, Safe, Sustainable, and Equitable	22	1100277	Current Planning Department	1007-3: Continue to lead and collaborate with local jurisdictions, tribes, CalTrans, the Great Redwood Trail Agency, Humboldt County Association of Governments (HCAOG) and community organizations in supporting regional	Ongoing coordination effort.
1007	Improve the Transportation Network to be Multi-model, Safe, Sustainable, and Equitable	24	1710715	Bicycles & Trailways Program		This is an ongoing effort.

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1007	Improve the Transportation Network to be Multi-modal, Safe, Sustainable, and Equitable	22	1100277	Current Planning Department		Work on the Regional Climate Action Plan (RCAP) will prioritize land use decisions and transportation decisions going forward. RCAP will be ready for adoption in 2025.
1007	Improve the Transportation Network to be Multi-modal, Safe, Sustainable, and Equitable	24	1200322	Roads-Right of Way	1007-4: Implement transportation planbning consistent with the goals, objectives and policies of the HCAOG Regional Transportation Plan. Aligns with the HCAOG Regional Transportation Plan.	In an ongoing and continuous process, Public Works collaborates with the Planning & Building Department to require pedestrian and bicycle facilities be constructed as part of land development projects. Pedestrian and bicycle facilities are identified in the county's General Plan as well as in the Humboldt County Association of Governments' planning documents. Sustainability for the county-maintained road system is provided through the formation of Permanent Road Divisions (assessment districts) as part of accepting new local roads into the county-maintained road system.
1008	Update General Plan Ordinances for Quality of Environment	22	1100277	Current Planning Department	1008-1: Update the Noise Control ordinance. Aligns with N-IM5-6.	This is assigned and work will be commencing in early 2025. Expect process completion in late 2025.
1008	Update General Plan Ordinances for Quality of Environment	22	1100277	Current Planning Department	1008-2: Update the Light Control ordinance. Aligns with IS-IM17.	A draft is completed but needs refinement. Expect completion and hearing process by end of first quarter of 2025.
1009	Expand County Infrastructure Resilience	22	1100277	Current Planning Department		This is an ongoing task and staff continually looks for opportunities for funding.
1009	Expand County Infrastructure Resilience	24	1200321	Roads Engineering	1009-1: Seek funding and implement programs to address renewable energy, respond to sea level rise and address wildfires.	Public Works is currently in the process of updating the Encroachment Permit Ordinance (vintage 1970's) and trench repair standard plan details. This will ensure that when roads are trenched to install underground infrastructure (such as water lines, sewer lines, natural gas, broadband, electricity, etc) that the surface of the road will be restored to standards that reflect current science and engineering practices regarding pavement preservation. This not only improves the resilience of the county-maintained road system but also the resiliency of the underground infrastructure installed in the road right-of-way.
1009	Expand County Infrastructure Resilience	24	1720289	Natural Resources		On target with two grants closing out in December 2024 and four more during the third quarter of the fiscal year.
1009	Expand County Infrastructure Resilience	10	1100101	Board of Supervisors	1009-2: Consider options to reduce or termine maintenance on certain low-volume roads.	The Board continues to work with the Public Works Department to better understand the number of roads that this strategy could assist.
1009	Expand County Infrastructure Resilience	24	1200322	Roads-Right of Way		This is currently an ongoing discussion with the Board of Supervisors.
1009	Expand County Infrastructure Resilience	10	1100101	Board of Supervisors	1009-3: Place a road maintenance tax initiative on the November 2024 ballot.	The Board is happy to announce that Measure O was passed in Novemeber 2024 and thanks the hard work of all staff for their efforts. The Board would also like to extent their gratitude to the public for voting in favor of the Measure O road tax.
1009	Expand County Infrastructure Resilience	24	1200321	Roads Engineering		Completed
2001	Promote Strong Economic Resiliency and Growth	11	1120275	Economic Development	2001-1: Implement and advance strategies and action items in the county's Comprehensive Economic Development Strategy (CEDS), which includes an emphasis on resiliency, renewable energy and sustainable infrastructure, including regularly scheduled CEDS project updates to the Board of Supervisors. Aligns with CEDS.	TPMA has been contracted to complete the research, public engagement and drafting work related to the Comprehensive Economic Development Strategy. The work was extended to the end of June for presentation to the public prior to submission to the Economic Development Administration.

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2001	Promote Strong Economic Resiliency and Growth	11	1120275	Economic Development	2001-2: Work with community partners to regularly update the strategies in the County of Humboldt Workforce Development Board's (WDB's) Regional and Local Workforce Development Plans and update the Board of Supervisors. Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.	The local and regional plans were updated last year, satisfying state requirements for mid-point two year modifications. A presentation was done to the Humboldt County Workforce Development Board. New local and regional plans have been prepared and submitted to the California Workforce Development Board by March 31, 2025. An annual update has not been presented to the Board of Supervisors. An impact report is being prepared and the Economic Development Division expects to deliver a report in 2025.
2001	Promote Strong Economic Resiliency and Growth	10	1100101	Board of Supervisors	2001-3: Consider establishing a Board of Supervisors-led committee to review, assess and make recommendations for current and upcoming local, statewide and regional economic conditions. Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.	This project is still in consideration.
2001	Promote Strong Economic Resiliency and Growth	11	1120275	Economic Development	2001-4: Bring forward a resolution outlining support and direction for including a diversity of people, communities and groups in efforts related to county-led economic and workforce development strategic planning. Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.	The Humboldt County Workforce Development Board has identified priority groups and has received funding for equity related capacity building that includes efforts to further develop relationships with community groups that support a diversity of community members. A resolution has not been developed.
2002	Promote a Robust Tourism Economy	11	1120275	Economic Development	2002-1: Establish a centralized Tourism Advisory Board (TAB) to monitor and make recommendations for the use of Transient Occupancy Tax (TOT) and Tourism Business Improvement District (TBID) funding paid by the county. Aligns with CEDS.	A Tourism Advisory Board has not been established to date. It is anticipated that the marketing assessment will inform ongoing efforts related to travel and tourism.
2002	Promote a Robust Tourism Economy	11	1120275	Economic Development	2002-2: Complete an audit and inventory of existing county tourism assets, an assessment of ongoing travel and tourism efforts, and a barrier analysis. Aligns with CEDS.	This went out to RFP in December 2024, the item to award the RFP will be going before the Board in early May 2025.

Strategic Framework Code						
Strategic Framework Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
2002	Promote a Robust Tourism Economy	11	1120275	Economic Development	2002-3: The BOS Travel and Tourism Ad Hoc Committee brings forward a proposal for developing a five-year strategic travel and tourism plan for Humboldt County and identification of needed resources. Aligns with CEDS.	A five year strategic plan has not been developed to date. It is anticipated that the marketing assessment will inform ongoing efforts related to travel and tourism.
2002	Promote a Robust Tourism Economy	27	3530000	Aviation-Admin Key		The Travel and Tourism Ad Hoc Committee presented their proposal for developing travel and tourism in Humboldt County to the Board on June 10, 2024, (Agenda Item File #24-969). Subsequent to Board approval, \$50,000 was earmarked for immediate and emergent marketing needs, including air service marketing. As such, the Department of Aviation received Board approval to conduct a marketing study with Volaire Aviation on Nov. 12, 2024 (Agenda Item File #24-1431).
2003	Improve Broadband and Cellular Connectivity	11	1120275	Economic Development	2003-1: Bring forward an analysis and proposal for improving basic cell service and broadband connectivity countywide, where possible. Aligns with General Plan, CEDS.	There is no current funding source for this work in county Economic Development.
2003	Improve Broadband and Cellular Connectivity	22	1100277	Current Planning Department		Staffing and budget limitations required prioritization of other projects. Expect to initiate work in 2025 and complete in 2026.
2003	Improve Broadband and Cellular Connectivity	24	1200322	Roads-Right of Way		Efforts focused on this framework item include working with broadband communication providers and issuing encroachment permits to facilitate the deployment of both land based and wireless broadband infrastructure.
2003	Improve Broadband and Cellular Connectivity	11	1120275	Economic Development	2003-2: Bring forward an analysis and proposal for providing free community Wi-Fi "hot spots" and high speed internet in main areas of commerce. Aligns with CEDS.	There is no current funding source for this work in county Economic Development.
2003	Improve Broadband and Cellular Connectivity	22	1100277	Current Planning Department	2003-3: Update the telecommunications element to the General Plan. Aligns with General Plan.	Staffing and budget limitations require prioritization of other projects. Expect to initiate work in 2025 and complete in 2026.
2003	Improve Broadband and Cellular Connectivity	11	1120275	Economic Development	2003-4: Form a workgroup to explore fiber activity strategy, benefits and position. Aligns with CEDS.	The Humboldt County Workforce Development Board supported the efforts of their former regional organizer how organized and facilitated the local broadband working group.
2004	Access to Child Care	11	1120275	Economic Development	2004-1: Continue child care provider efforts with Arcata Economic Development Corporation (AEDC) to administer the strategies of the professional services agreement adopted by the Board of Supervisors. Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.	Childcare efforts are still funded by ARPA. ARPA funds will sunset in December 2026.
2004	Access to Child Care	22	1100277	Current Planning Department	2004-3: Assess the county's existing childcare assets, needs and develop policies that streamline, where possible, capital projects for childcare; provide a report to the BOS.	Staffing and budget limitations required prioritization of other projects. Expect to initiate work in 2025 and complete in 2026.
2005	Celebrate Successes and Foster Community Pride	11	1120275	Economic Development	2005-1: Bring forward a proposal for a county-led Community Engagement Team. Aligns with CEDS.	There is no current funding source for this work in county Economic Development.

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2005	Celebrate Successes and Foster Community Pride	10	1100101	Board of Supervisors	2005-2: Establish a Board of Supervisors policy for recognizing and celebrating community achievements.	While the Board of Supervisors often recognizes and celebrates community achievements through proclamations and resolutions, no policy has been created.
2005	Celebrate Successes and Foster Community Pride	11	1100103	CAO-Management & Budget Team		This has not been completed, should CAO staff take this on, more resources must be allocated.
2005	Celebrate Successes and Foster Community Pride	30	1160516	DHHS Administration	2005-3: Bring forward a proposal for supporting existing community volunteer programs and outlining partnerships with local organizations.	Completed the development of the steering committee for Live Well Humboldt, to implement Community Health Improvement Plan and develop the next Community Health Assessment. The steering committee is comprised of several community partners from health care to the arts. Through Live Well Humboldt, community partners will help to tell the story of our community's health and highlight the important work that's being done to improve well-being for Humboldt County residents.
2005	Celebrate Successes and Foster Community Pride	11	1120275	Economic Development	2005-4: Bring forward a plan for investing in beautification projects for public spaces.	There is no current funding source for this work in county Economic Development. The CAO is working on a project to market county parks.
2005	Celebrate Successes and Foster Community Pride	24	1200322	Roads-Right of Way		This framework item has not been completed. No timeframe has been established to complete this framework item. Efforts focused on this framework item include issuing permits for parades and special events (such as homecoming parades, the kinetic sculpture race, KMUD block party, Avenue of the Giants race, etc.) to occur on county maintained roads.
2005	Celebrate Successes and Foster Community Pride	30	1160516	DHHS Administration	2005-5: Sustain and invest in First 5, ACEs mini-grants. Aligns with the CHIP 2022-27.	The Board sent a letter supporting First 5 Association's proposal to First 5 California for a \$25 million Stabilization Fund to help sustain local First 5 work. The First 5 Commission's decision is pending.
3001	Support a Well-Trained Workforce	11	1100103	CAO-Management & Budget Team	3001-1: Re-Implement an organizational Leadership Academy. Aligns with Workplace 2030!.	This is complete.
3001	Support a Well-Trained Workforce	21	3520359001	Diversity Equity Inclusion	3001-2: Develop and implement an employee Supervisory Training Program. Aligns with Workplace 2030!.	This action item has been completed and is ongoing. The Pilot Program was initiated in April 2024 with a completion date of Feb. 10, 2025. The first non-pilot Supervisory Training Program will begin on Jan. 17, 2025. This program will be under continued evaluation for change based upon need with a plan to hold multiple cohorts within each calendar year.
3001	Support a Well-Trained Workforce	21	1100130	HR-Personnel	3001-3: Evaluate and update the Performance Management and Professional Development Policy, Procedure and Training. Aligns with Workplace 2030!.	This action item is still in progress. The Human Resources Department created a training program for supervisory staff titled "HR 101". As part of that training program, a section on Performance Management was created. Additionally, a resource guide outlining the progressive discipline process was created. Human Resources will be looking to expand the training on this topic with an anticipated completed date of April 2025 and evaluating additional resources related to this topic.
3001	Support a Well-Trained Workforce	21	1100130	HR-Personnel	3001-4: Explore opportunities to provide linguistic training and enhance the employee certification process.	This action item is still in progress. Human Resources has received feedback from employees, their labor representation, and from internal diversity, equity and inclusion (DEI) partners that the County of Humboldt bilingual program could be enhanced. HR is awaiting more information from these internal DEI partners, but has discussed bilingual incentive pay with labor representation.
3002	Invest in County Facilities	11	1100103	CAO-Management & Budget Team	3002-1: Complete the 2020 Facilities Master Plan, setting up a regular progress report to the Board of Supervisors.	A draft has been completed through meetings with the Ad Hoc, the draft is currently in review by the team.
3002	Invest in County Facilities	24	1100162	Facility Management		Regarding the Facilities Master Plan, a progress report will come to the Board of Supervisors in 2025. Future progress reports will be conducted at least annually.

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3002	Invest in County Facilities	11	1100103	CAO-Management & Budget Team	3002-2: Develop a comprehensive deferred maintenance program.	There is no update on this item.
3002	Invest in County Facilities	24	1100162	Facility Management		The development of the Deferred Maintenance Program is ongoing as this program will require additional funding, and will be addressed with the Board at the next Facilities Master Plan progress update.
3002	Invest in County Facilities	11	1100103	CAO-Management & Budget Team	3002-3: Develop a Facilities Capital Improvements Plan.	A draft has been completed, the draft needs to be finalized and brought to the Board for adoption.
3002	Invest in County Facilities	24	1100162	Facility Management		A Facilities Capital Improvement Plan has been drafted and is being reviewed and developed further. This will be presented to the Board of Supervisors in conjunction with the next progress report on the Facilities Master Plan.
3002	Invest in County Facilities	24	1100162	Facility Management	3002-4: Develop, approve and implement Facilities staffing expansion.	Facilities Staffing Expansion is an ongoing priority. Staffing will be addressed with the Board at the next Facilities Master Plan update.
3003	Enhance Employee Recruitment and Retention	21	3520359001	Diversity Equity Inclusion	3003-1: Adopt and continue implementation of the Diversity, Equity, Inclusion (DEI) Strategic Plan.	This action item is still in progress. Adoption of the DEI strategic plan was delayed due to a variety of factors related to changes in the strategic plan and staffing availability. The OD/DEI Division of HR presented DEI Assessment Results to the Board of Supervisors in January 2025 and will follow said presentation with one-on-one meetings with Board members to re-evaluate the board's priorities based on the progress made and DEI Assessment results.
3003	Enhance Employee Recruitment and Retention	21	3520359001	Diversity Equity Inclusion	3003-2: Develop a succession planning program. Aligns with Workplace 2030!.	This action item is in progress. HR has partnered with two county departments to pilot a succession planning program with an external consultant. HR plans to evaluate the effectiveness of that pilot and develop internal capacity and procedures to assist in ongoing Succession Planning efforts.
3003	Enhance Employee Recruitment and Retention	21	3520359001	Diversity Equity Inclusion	3003-3: Implement recommendations from the Workplace 2030! Focus Teams. Aligns with Workplace 2030!.	This action item is ongoing. The OD/DEI Division is actively evaluating the structure of the Workplace 2030! program and anticipates an update on a path forward. Recommendations from several teams are ready for implementation and some have been implemented. These recommendations include onboarding packets, new bi-literacy test providers and effective meeting training. Further recommendations will be rolled out as available.

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3003	Enhance Employee Recruitment and Retention	20	1100219	Public Defender	3003-4: Examine non-traditional tools for employee attraction and retention. Aligns with Workplace 2030!.	Continue to provide flexibility in employee schedules when possible. Ensure that staff have proper equipment in good working order. Encourage continuing education and training to improve skills and confidence.
3003	Enhance Employee Recruitment and Retention	21	3520359001	Diversity Equity Inclusion		This action item is ongoing. HR has explored several minimal expense initiatives include the addition of a second All Hands Training Day dedicated to professional development, creation of a professional development partnership with the Eureka Chamber of Commerce, updating the supervisor academy, and the continuation of DEI activities centered of creating an environment of belongingness. HR continues to survey employees to learn what they are seeking outside of compensation in a resource strained environment.
3003	Enhance Employee Recruitment and Retention	28	1380206	Dept. of Child Support Services		Child Support Services has increased attraction in applying for positions by highlighting the flexible work schedules and telework options available. This has resulted in an increase of interested candidates as well as positive feedback from current employees.
3003	Enhance Employee Recruitment and Retention	30	1160516	DHHS Administration		Completed by January 2025 Evaluated recruitment and retention process to increase staff diversity and address inequities by reviewing current job posting venues, interview questions and promotional materials to better communicate DHHS's racial and cultural equity values, and by broadening supervisor capacity to support a diverse workforce. Ongoing Enhanced job announcements sent to internal staff to increase interest and awareness of current vacancies. Our County's request to convert to an ALMS County remains under review by CalHR.
3003	Enhance Employee Recruitment and Retention	11	1100103	CAO-Management & Budget Team	3003-5: Further enhance and consider implementation of employee recognition and opportunities to further employee excellence. Aligns with Workplace 2030!.	This has not been completed, should CAO staff take this on, more resources must be allocated.
3003	Enhance Employee Recruitment and Retention	21	3520359001	Diversity Equity Inclusion		HR implemented an employee recognition component at All Hands Training Day - Lunch on the Green Program; however, due to low attendance, the event was not successful. HR has not connected with the CAO on this to discuss future plans or iterations. An idea around this was identified by the Teamwork and Collaboration Workplace 2030! team and presented to the Board. It has not yet been rolled out yet.
3003	Enhance Employee Recruitment and Retention	21	1100130	HR-Personnel	3003-6: Create Personnel Rules. Aligns with Salary Resolution and Humboldt County Merit System Rules.	This action item was completed in January 2024. The draft set of Personnel Rules is currently under evaluation by outside experts. Next steps in the implementation of these rules will involve meeting and conferring with Labor Representation and recommending that the Board adopts the rules after that meet and confer process is complete.
3003	Enhance Employee Recruitment and Retention	21	1100130	HR-Personnel	3003-7: Convert from Interagency Merit System (IMS) to Approved Local Merit System (ALMS) for Social Service and Child Support position recruitment. Aligns with Workplace 2030!.	This action item is not complete. HR is actively working with CalHR to address the County of Humboldt's application to become an ALMS County. Cal HR has indicated that these applications are not a high priority item for them at this time and have no definitive timeline on when a determination will be made.
3003	Enhance Employee Recruitment and Retention	28	1380206	Dept. of Child Support Services		This effort is ongoing as the state is continuing to review our application and continues to ask us for additional information.
3003	Enhance Employee Recruitment and Retention	30	1160516	DHHS Administration		This has been delayed by IMS. The Board supported AB 366 (Petrie-Norris), County Welfare Directors Association sponsored legislation to allow for alternative recruitment process; the bill was vetoed by the Governor.

Strategic Framework						
Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
3003	Enhance Employee Recruitment and Retention	21	1100130	HR-Personnel	3003-8: Evaluate employee needs and development of a child care program for county employees. Aligns with Workplace 2030!.	This action item is not complete. HR has not begun collecting data related to this item due to other high priorities; however, the Strategic Plan timeframe for this item has an estimated completion date of January 2026 and HR will look to begin working on this item with 2025.
3004	Strengthen Relationships with Tribal Government Entities	10	1100101	Board of Supervisors	3004-1: Develop working agreements between tribal governments and the county for coordination of essential services and needs.	The Board of Supervisors has established a Tribal Government to Government Ad Hoc committee and have been accessible for meetings as issues arise.
3004	Strengthen Relationships with Tribal Government Entities	11	1100103	CAO-Management & Budget Team		Outreach has been initiated with the tribes and a Tribal Ad Hoc was formed.
3004	Strengthen Relationships with Tribal Government Entities	24	1200322	Roads-Right of Way		This framework item has not been completed. No time frame has been established to complete this framework item. Efforts focused on this framework item include working with tribes to 1) leverage funding for cooperative road improvement projects; 2) issuances of encroachment permits for tribal-funded broadband infrastructure improvement projects.
3004	Strengthen Relationships with Tribal Government Entities	11	1100103	CAO-Management & Budget Team	3004-2: Develop and hire tribal liaison position.	Outreach has been initiated with the tribes and a Tribal Ad Hoc was formed. There are not resources to develop this position at this time.
4001	Provide Housing and Sheltering Solutions for People Experiencing Homelessness	20	1100219	Public Defender	4001-1: Identify funding resources for short and long-term housing projects and supportive services.	The public defender social workers work diligently to find shelter and housing for clients who are experiencing homelessness.
4001	Provide Housing and Sheltering Solutions for People Experiencing Homelessness	22	1100277	Current Planning Department		This is an ongoing effort for the Housing Unit. Currently providing funding for two developments: We Are Up and Life Plan Humboldt.
4001	Provide Housing and Sheltering Solutions for People Experiencing Homelessness	30	1160516	DHHS Administration		Youth Homelessness Demonstration Project (YHDP) HUD grant – \$1.125 Million Annually – HUD issued an award letter October 2024 The YHDP grant will be dispersed to community partners and county programs that serve youth experiencing homelessness. Capacity and Infrastructure Transition, Expansion and Development (CITED) - \$1.125 million 18 month term beginning December 2024 The CITED grant was awarded to help DHHS's HOME program to build infrastructure to support implementation of CalAIM services of Community Supports. Homeless Housing Assistance and Prevention (HHAP) – In fiscal year 2024-25, DHHS is working with California Interagency Council on Homelessness (CalICH) on round 5 of HHAP funds. The funds are anticipated to be \$2.1 million for the Continuum of Care (COC) and \$2.1 million for County homeless services. Foster Youth to Independence (FYI) Vouchers – DHHS is working with Housing Authority to establish HUD vouchers specifically for foster youth. The MOU to create this partnership is still pending with County Council.
4001	Provide Housing and Sheltering Solutions for People Experiencing Homelessness	30	1160516	DHHS Administration	4001-2: Continue annual BOS updates and presentations of comprehensive housing and homelessness plan in collaboration with Housing and Homelessness Continuum of Care partners. Aligns with the Homeless Housing, Assistance and Prevention - State Grant.	Provided update to the BOS on August 20, 2024. (Item 24-1016)

Strategic Framework						
Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
4001	Provide Housing and Sheltering Solutions for People Experiencing Homelessness	30	1160516	DHHS Administration	4001-3: Develop a Navigation Center, to provide temporary shelter and connect homeless individuals and families to income, public benefits, health services and permanent housing. Aligns with the Homeless Housing, Assistance and Prevention - State Grant. HHS	Architect continues to work on design. Time Frame: 2025
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-1: Develop a regional housing partnership to help coordinate responsible housing development.	This is an ongoing effort as the department continues to explore partnerships with other jurisdictions. Worked collaboratively to provide funding for a Eureka Housing project.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-10: Fast track application review timelines and priorities for residential developments. Aligns with General Plan Policy H-IM62.F.	The department continues to improve processes. Some work has been done in upgrading Accela. A thorough review of the General Plan Policy and Process will be completed and any additional procedures implemented in 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-11: Establish a Mixed Housing Zoning District. Aligns with General Plan Policy H-IM61.	This is a housing element project that will be prioritized in 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-12: Expand public water and sewer capacity for housing. Aligns with General Plan Policy H-IM66.	Staff has undertaken discussions with HCSD and offered to apply for grants. Will continue to explore opportunities in 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-2: Prioritize housing development policies, regulations and processes to produce resilient and climate ready communities.	Department has made changes to the building permit process to streamline submittal and processing of applications. Much of the policy related items will come out of the Climate Action Plan due to be completed mid-2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-3: Identify options to combat loss of existing housing stock.	Staffing and budget limitations required assigning staff to other priorities. Will focus on this at the end of 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-4: Modify Zoning Ordinance to expand allowing residential uses in commercial zones.	Completed in November of 2024.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-5: Rezone parcels to allow multifamily development by right where appropriate. Aligns with General Plan Policy H-IM7.	Staffing and budget limitations required assigning staff to other priorities. Will focus on this at the end of 2025
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-6: Increase housing retention and rehabilitation. Aligns with General Plan Policy H-IM16, H-IM17, H-IM18.	This will be completed during 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-7: Develop inventories of parcels suitable for shelter and housing. Aligns with General Plan Policy H-IM31.	This will be completed during 2025.

Strategic Framework						
Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-8: Expand Density Bonus provisions of Zoning Ordinance. Aligns with General Plan Policy H-IM37.	This will be completed during 2025.
4002	Increase and Prioritize Housing Development	22	1100277	Current Planning Department	4002-9: Develop ordinance for tiny homes, tiny house villages, movable tiny homes. Aligns with General Plan Policy H-IM38 - 40.	This was completed in 2024.
5001	Enhance Climate Adaptation for Landscapes & Communities	22	1100277	Current Planning Department	5001-1: Finalize Climate Action Plan (CAP), complete Environmental Impact Report (EIR) and adopt.	The Regional Climate Action Plan (RCAP) is expected to be ready for adoption by middle of 2025.
5001	Enhance Climate Adaptation for Landscapes & Communities	22	1100277	Current Planning Department	5001-2: Implementation of measures from the adopted CAP.	Anticipate starting to implement RCAP in second quarter of 2025, some work is already underway.
5001	Enhance Climate Adaptation for Landscapes & Communities	11	1100103	CAO-Management & Budget Team	5001-3: Develop and hire Climate Resiliency Officer.	This is still in development, department heads are working to determine where this position is most appropriately allocated.
5001	Enhance Climate Adaptation for Landscapes & Communities	22	1100277	Current Planning Department		A collaborative discussion with CAO, PW, Sheriff, UE, DHHS, and P&B has been undertaken to provide a recommendation to the BOS about this position. Expect that work to be completed in March of 2025.
5001	Enhance Climate Adaptation for Landscapes & Communities	24	1720289	Natural Resources	5001-4: Enhance fire safe activities/programs/prevention through the Humboldt County Community Wildfire Protection Plan (CWPP) and other fire-related educational programs.	\$300,000 in multiyear grant funds were secured on Nov. 21, 2014 to update the Humboldt County Community Wildfire Protection Plan (CWPP).
5001	Enhance Climate Adaptation for Landscapes & Communities	24	1720289	Natural Resources	5001-5: Modify CWPP to encourage private property owners to participate in fire safe activities such as prescribed burns, etc.	Ongoing, as the county secured a CWPP grant and provided project development and technical assistance to partners that successfully secured grants on their own to implement the CWPP.
5001	Enhance Climate Adaptation for Landscapes & Communities	22	1100277	Current Planning Department	5001-6: Prioritize feasibility studies and implementation of projects utilizing naturebased methods (also known as living shorelines) for sea level rise adaptation around Humboldt Bay.	These continue to be explored and will be an important part of the feasibility study being conducted to determine what adaptations can be implemented to make Fields Landing and King Salmon more resilient.
5001	Enhance Climate Adaptation for Landscapes & Communities	24	1100251	Water Management		Preparation of a feasibility study for creating salt marsh along the Highway 101 corridor between Eureka and Arcata as a sea level rise adaptation measure is in progress, with completion anticipated in 2026. In addition, Public Works and Building & Planning are collaborating on preparing a sea level rise adaptation plan for King Salmon and Fields Landing, with completion anticipated in 2026.
5002	Manage the McKay Community Forest Site for Long-Term Sustainable Timber	24	1710716	McKay Community Forest	5002-1: Continue working with the Volunteer Trail Stewards and Redwood Coast Mountain Bike Association on trail development; design and install priority bridge project. Aligns with McKay Community Forest Stewardship Plan, Trail Plan.	Building and improving trails within the McKay Community Forest around Redwoods Acres was a priority for 2024 and is nearly complete. Designing the priority bridge project has been delayed due to limited staffing. This is an ongoing effort.

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5002	Manage the McKay Community Forest Site for Long-Term Sustainable Timber	24	1710716	McKay Community Forest	5002-2: Complete the Non-Industrial Timber Management Plan conduct the first timber harvest. Aligns with McKay Community Forest Stewardship Plan.	This action item has been delayed due to the need for revising the proposed timber road network to address concerns from regulatory agencies. The current goal is for approval of the Non-Industrial Timber Management Plan in 2025 and conducting the first harvest in 2026.
5002	Manage the McKay Community Forest Site for Long-Term Sustainable Timber	22	1100277	Current Planning Department	5002-3: Integrate access points and trail connectivity to the McKay Community Forest with development of adjacent private property.	Access points were approved as part of the North McKay project and additional access points will be identified as Mid McKay comes in for permits.
5003	Establish Sustainable Groundwater Management Production and Recreation	22	1100277	Current Planning Department	5003-1: Develop a scoping plan, funding plan and implement studies in priority watersheds to better understand groundwater sustainability and pumping affects interconnected surface water and public trust resources. Aligns with General Plan Policy WR-IM11, Eel River Valley Groundwater Sustainability Plan.	The funding for this was from the Department of Cannabis Control which is no longer available. A scoping plan will be developed in 2025 followed by looking for grant funding.
5003	Establish Sustainable Groundwater Management Production and Recreation	24	1720289	Natural Resources		This action item has been delayed due to limited staffing and budget resources.
5003	Establish Sustainable Groundwater Management Production and Recreation	30	1160516	DHHS Administration		HHS-DEH works through an interagency agreement with staff of Planning & Building and Public Works to ensure review of potential Public Trust resource impacts prior to issuing water well construction permits. A draft Drought Risk Assessment for State Small Water Systems and domestic wells has been prepared, and presented to the BOS, for inclusion in the Drought Resilience Plan (DRP) required by SB552. A presentation of the Final Draft DRP to the BOS was planned for February 2025.
5004	Preserve Agricultural and Timber Land	22	1100277	Current Planning Department	5004-1: Develop a plan to incentivize private property stewardship and business alignment (complete general plan implementation).	This is slated for 2025. Not started yet.
5005	Implement Landscape Stewardship through the General Plan	22	1100277	Current Planning Department	5005-1: Adoption of zoning map and community plans to be consistent with General Plan.	Work on this has been delayed by staffing and budget. Work slated to begin in 2025.
5005	Implement Landscape Stewardship through the General Plan	22	1100277	Current Planning Department	5005-2: Secure continued funding to support the Williamson Act Program and continue the county's Conservation and Recreation Easement Program to maintain and protect working landscapes, priority open space lands, and outdoor recreational opportunities. Aligns with CO-P3, Open Space Acquisition, CO-P4, Support for Working Lands, CO-P5, Conservation Easements.	Work slated to be completed in 2025 but staffing levels and budget may require pushing back to 2026.

Strategic Framework						
Code	Strategic Framework Name	Department	Organization	Organization Name	Action Item	Strategic Plan Progress
5005	Implement Landscape Stewardship through the General Plan	22	1100277	Current Planning Department	5005-3: Revise the Zoning Regulations governing development in open space lands to guide development consistency determinations pursuant to Government Code Section 65567. Aligns with CO-S2, Identification of the Open Space Action Program, CO-S3, Conservation and Open Space Element Consistency Determination, CO-S4, Open Space Consistency Determination on Legal Non-Conforming Parcels, BRP1, Compatible Land Uses.	Work slated to be completed in 2025 but staffing levels and budget may require pushing back to 2026.
5005	Implement Landscape Stewardship through the General Plan	22	1100277	Current Planning Department	5005-4: Identify and designate critical water supply and watershed areas through a zoning overlay process using best available scientific data, consultation with municipal water suppliers and resource agencies, and public outreach and input. Aligns with WR-P4, Critical Municipal Water Supply Areas, WR-P5, Critical Watershed Areas, WR-P39, Restoration Projects.	Work slated to be completed in 2025 but staffing levels and budget may require pushing back to 2026.
5006	Improve Communications Infrastructure (e.g. Broadband)	22	1100277	Current Planning Department	5006-1: Adopt ordinance requiring smart road technology be installed in new roads and anytime a new trench is cut in an existing road.	Scheduled to be completed by end of 2025. Will prioritize this.
5006	Improve Communications Infrastructure (e.g. Broadband)	22	1100277	Current Planning Department	5006-2: Adopt ordinance requiring that new fiber optic cable installation must include points of connection for the community it is passing through.	Scheduled to be completed by end of 2025. Will prioritize this.
5006	Improve Communications Infrastructure (e.g. Broadband)	24	1200322	Roads-Right of Way		This framework item has not been completed. No timeframe has been established to complete this framework item. Efforts focused on this framework item include working with broadband communication providers and issuing encroachment permits to facilitate the deployment of both land based and wireless broadband infrastructure.