



COUNTY OF HUMBOLDT

AGENDA ITEM NO.
I-1

For the meeting of: February 14, 2017

Date: February 14, 2017
To: Board of Supervisors
From: Amy S. Nilsen, County Administrative Officer *AN*
Subject: Board's Strategic Framework for 2017 and Proposal for Board's Strategic Workshop

RECOMMENDATION(S):

That the Board of Supervisors:

- 1. Adopt the attached Strategic Framework to guide county decision-making in 2017 and direct the County Administrative Officer to transmit the document to department heads; and
- 2. Discuss the attached proposal from Alta Mesa Group for the Board's Strategic Workshop and provide direction to staff as appropriate.

SOURCE OF FUNDING: General Fund

DISCUSSION:

The Board of Supervisors met in a special session on January 25 for a review of the Strategic Framework which provides Board direction to departments. The Board directed staff to bring an item for adoption with revisions to the Framework. In addition, the Board directed staff to receive a proposal for a Board Strategic Workshop. A proposal from Alta Mesa Group is attached for your Board's consideration.

FINANCIAL IMPACT:

Prepared by Amy S. Nilsen CAO Approval *Erichia Heg*
REVIEW: Auditor _____ County Counsel _____ Human Resources _____ Other _____

TYPE OF ITEM:
 Consent
 Departmental
 Public Hearing
 Other _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT
Upon motion of Supervisor *Wilson* Seconded by Supervisor *Sundberg*
Ayes *Sundberg, Fennell, Bass, Bohn, Wilson*
Nays _____
Abstain _____
Absent _____

PREVIOUS ACTION/REFERRAL:
Board Order No. _____
Meeting of: _____

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.
Dated: *Feb. 14, 2017*
By: *Kathy Hayes*
Kathy Hayes, Clerk of the Board

Adoption of the Strategic Framework has no direct financial impact. Identification of activities to carry out the Framework will occur as part of the Fiscal Year 2017-18 budget development process. Should your Board choose to pursue a Strategic Workshop General Fund dollars would need to be identified to pay for this expense.

OTHER AGENCY INVOLVEMENT: None.

ALTERNATIVES TO STAFF RECOMMENDATIONS: Board's discretion.

ATTACHMENTS:

1. Strategic Framework 2017 (Track Changes Version)
2. Strategic Framework 2017 (Clean Version)
3. Proposal Board Strategic Workshop from Alta Mesa Group

STRATEGIC FRAMEWORK (2017~~6~~)

MISSION STATEMENT:

The County of Humboldt, through the dedication and excellence of its employees, is committed to serve-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 and ensure proper operation of markets
- 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 ~~to~~ 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 ~~in areas outside traditional mandates 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

In both core services and proactive decisions, seek to:
Engage and influence issues of statewide concern

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 ~~2016-17~~2017-18

Fiscal Year ~~2016-17~~2017-18 is expected to be another year of slow growth in revenues, with growth in necessary expenditures consuming all available growth in revenues. However, the Board will seek to enhance our core services by:

1. **Emphasizing public safety and health ~~public safety~~** 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. In order to ensure the sustainability of County services, the Board of Supervisors will~~ **Place a high priority on rebuilding reserve and contingency accounts.**
- ~~3. In order to ensure the sustainability of County services, the Board of Supervisors will~~ **e**Continue to examine streamlining the inventory of County properties (including through repurposing and/or sale where appropriate), to levels that are easier to manage with current resources using an asset management program for all current and future resources including financial, capital, etc..
- ~~4. In order to ensure the sustainability of County services, the Board of Supervisors will~~ **consider ~~t~~Targeted investments that generate long-term savings.**
- ~~5. In order to ensure the sustainability of County services, the Board of Supervisors will~~ **e**Encourage county departments to demonstrate efficacy of new and existing programs by providing cost benefit analyses using results driven data. efforts to reorganize the provision of services to achieve cost effectiveness.

6.5.

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:

- 7.6. 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.**

STRATEGIC FRAMEWORK (2017)

MISSION STATEMENT:

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FOCUS:

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CORE ROLES:

- Enforce laws and regulations to protect residents
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PRIORITIES FOR NEW INITIATIVES:

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Partner to promote quality services

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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 2017-18

Fiscal Year 2017-18 is expected to be another year of slow growth in revenues, with growth in necessary expenditures consuming all available growth in revenues. However, 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.**

PROPOSAL

BOARD STRATEGIC WORKSHOP

Humboldt County Board of Supervisors



Description

It has been five years since the Humboldt County Board of Supervisors has held a strategic workshop to reflect on its governance and the direction of the County. Since then much has changed in the environment the County operates, and the Board has a new Member along with a relatively new County Administrator. The Board would like to take some time to reflect on the vision of the County and establish strategic priorities for the next 24-36 months. The purpose of this proposal is to provide facilitation services for one – and potentially two – one-day strategy workshops, prepare the agendas and workshop materials, and facilitate the workshops. The first workshop will include the Board, County Administrator and County Counsel; the second – optional – workshop would add the department directors and other senior executives into the conversation.

Based on our understanding of your needs, we anticipate three key outcomes from the workshops:

- * Examine and develop strategic framework and priorities for the County
- * Enrich Board governance to more effectively work together to accomplish County goals
- * Build a climate of trust, openness and mutual respect amongst the new Board and key executives
- * With department directors and senior staff craft a shared vision for the direction of the County and identify priorities and expected outcomes from departments

Approach to Meeting Your Needs

Alta Mesa Group, LLC (AMG) has provided facilitation services for governing boards and executive teams on public agencies for decades. Based on our understanding of your needs, we propose a three-phase approach to the Board's strategic workshops.

Phase 1: Interviews with Board Members and CAO, and review relevant materials. In preparation for the workshop, AMG will review County background materials, including Board rules, adopted strategies, recent agenda packets and any other relevant County documents. AMG will then conduct interviews with each Board Member, the County Administrator and any other key executives. Interviews are designed to explore expectations, understand reservations, discuss desired outcomes and provide the opportunity for the facilitator to understand perspectives and build rapport with each participant. Interviews are anticipated to last 45-50 minutes. Facilitator will work with County staff to organize telephone interviews at convenient times for the Board members.

Following the interviews, the facilitator will prepare a workshop agenda for review by the CAO and Board Chair.

PROPOSAL FOR FACILITATION SERVICES
Humboldt County Board of Supervisors



Phase 2: Conduct the Board of Supervisors Strategic Workshop. Based on our understanding of your needs and our experience working with an array of local government governing bodies we will facilitate the Board's strategic workshop. At this point we anticipate the workshop will include the participation of the Board, CAO, and County Counsel Board. Following the workshop, we will debrief with County Administrator and discuss goals and process for second workshop.

Phase 3: Design and Conduct Strategic Workshop with Board and Department Directors. With the participation of the department directors and other senior executives, the Board will examine the opportunities and potential threats facing the county as well as organizational strengths and weaknesses. The conversation will focus on vision and strategic priorities for both the next 24-36 months, and looking ahead five to six years. Outcomes will include specific goals and expectations from the Board on staff and department work. This workshop is expected to include participation of the Board, CAO, department directors and other senior staff.

AMG workshops are structured around adult learning theory and emphasize a practical approach to enhancing skills and building effective working relationships. Our facilitated workshops blend hands-on learning exercises and structured discussions amongst participants with insights and learning moments from the facilitator. AMG will provide the following services as described in the proposal in association with this contract:

- ♦ Consult with County Administrator
- ♦ Conduct preparatory interviews with the Board Members, CAO and County Counsel to hear individual goals, vision and anticipated outcomes
- ♦ Prepare workshop design
- ♦ Consult with County Administrator on final agendas
- ♦ Prepare any handout material for County to reproduce
- ♦ Facilitate one-day strategic workshops
- ♦ Debrief with staff after each workshop

We will provide draft materials for review and approval by the County. Any materials for reproduction will be delivered no later than seven days prior to the workshop in order to provide ample time to prepare.

Humboldt County will be responsible for all other workshop costs and obligations, including handout materials, printing, supplemental publications, and any other materials or supplies. The County will provide the facility, all typical equipment including flipcharts and easels, and any food or refreshments for meals and breaks.

Facilitator Experience and Approach

Alta Mesa Group LLC is a public sector consultancy. Our work is focused on leadership practices, governing board effectiveness and organizational development for state and local agencies.

The facilitator for the Humboldt Board of Supervisors Workshop(s) will be **William "Bill" Chiat**, President of AMG. Mr. Chiat brings over 36 years of experience as a facilitator and instructor in leadership practices, organizational development and board governance. In addition, he has served in senior executive and chief executive roles in state and local governments, including Napa County Executive

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Officer. Specific to this proposal, Mr. Chiat has facilitated numerous state, county and city governing boards in areas of governance, strategic planning, effectiveness, policy development, and conflict management. He facilitated the Humboldt County Board's last strategic workshop in January, 2013.

Mr. Chiat brings a collegial style to his facilitation that is mixed with humor and insights from the many organizations he has worked. Mr. Chiat is known for his excellent communication skills and entertaining facilitation capabilities. But he will also push groups to deal with difficult issues and engage in challenging conversations. With his extensive facilitation experience with elected and appointed officials, Mr. Chiat is able to help separate interests and political positions and keep participants focused on the goals of the session. Clients range from the cities of Yakima, Danville and American Canyon, to the counties of Tuolumne, Madera and San Joaquin, various districts and regional agencies, and state boards such as the Arizona Historical Society and the Arizona State Parks Board. Mr. Chiat is also an instructor in the Goldman School of Public Policy Executive Education program, University of California – Berkeley.

Mr. Chiat brings particular expertise and experience with California counties and county boards of supervisors. He currently serves as founder and Dean of the CSAC Institute for Excellence in County Government. The Institute provides continuing learning opportunities for county supervisors and senior executives, including the New Supervisors Institute. In this role Mr. Chiat has already worked with many of the supervisors and executives who will be participating in the workshop. He also has familiarity with the issues faced by the county.

Cost Proposal

AMG recognizes the budget constraints of public agencies and strives to keep costs as economical as possible. To reduce costs, we propose Humboldt County be responsible for reproduction costs, refreshments, meals and facility costs. This proposal includes all professional fees and expenses for preparing, facilitating and debriefing the Workshop. Rates quoted reflect the discounted rates offered to California counties.

Phase 1 and 2 – Board Workshop

Professional fee – interview participants, prepare agenda and materials, conduct workshop, participate in debrief	\$3,900
Estimated expenses*	\$570
TOTAL	\$4,470

Phase 3 – Board and Department Director Workshop (OPTIONAL)

Professional fee – Prepare agenda and materials, conduct workshop, participate in debrief	\$1,950
Estimated expenses*	\$570
TOTAL	\$2,510

*Expenses are for travel and are billed on actual basis

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Please Note: We have not included costs for printing materials, room rental, refreshments, or other workshop supplies and expenses in this proposal. Our clients generally find it less expensive if they provide these items.

Conclusion

Thank you for the opportunity to submit this proposal to facilitate your Board of Supervisors Workshop. We hope we have demonstrated that AMG can meet your expectations. We bring talent, creativity, enthusiasm and experience to get your job done right. We believe in what you are doing. We believe in where you are going. And we want to be your partner in getting there!

A handwritten signature in black ink, appearing to read "W. Chiat", is written over the typed name.

William Chiat, President
Alta Mesa Group, LLC

1 February 2017