



COUNTY OF HUMBOLDT

AGENDA ITEM NO.  
**C-7**

For the meeting of: February 23, 2016

Date: February 8, 2016  
To: Board of Supervisors  
From: Cheryl Dillingham, Interim County Administrative Officer *CD*  
Subject: Board's Strategic Framework for 2016

RECOMMENDATION(S):

That the Board of Supervisors adopts the attached Strategic Framework to guide county decision-making in 2016 and directs the County Administrative Officer to transmit the document to department heads.

SOURCE OF FUNDING: General Fund

DISCUSSION:

The Board of Supervisors met in special session on February 1 for a review of the Strategic Framework which provides Board direction to departments. The Board directed staff to bring an item for adoption of slight revisions to the Framework.

FINANCIAL IMPACT:

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 2016-17 budget development process.

Prepared by Cheryl Dillingham CAO Approval *Amy Jensen*  
REVIEW: Auditor \_\_\_\_\_ County Counsel \_\_\_\_\_ Human Resources \_\_\_\_\_ Other \_\_\_\_\_

TYPE OF ITEM:  
 Consent  
 Departmental  
 Public Hearing  
 Other \_\_\_\_\_

PREVIOUS ACTION/REFERRAL:

Board Order No. \_\_\_\_\_  
Meeting of: \_\_\_\_\_

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

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: *Feb. 23, 2016*  
By: *Kathy Hayes*  
Kathy Hayes, Clerk of the Board

OTHER AGENCY INVOLVEMENT: None.

ALTERNATIVES TO STAFF RECOMMENDATIONS: Board's discretion.

ATTACHMENTS:

1. Strategic Framework (Track Changes Version)
2. Strategic Framework 2016 (Clean Version)

## STRATEGIC FRAMEWORK (20152016)

### MISSION STATEMENT:

The County of Humboldt, through the dedication and excellence of its employees, is committed to serve the needs and concerns of the community and enhance 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 processes to facilitate new living-wage private sector jobs

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 voice for our community in areas outside traditional mandates

- 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 ~~2015~~2016-176

Fiscal Year 201~~65~~-176 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** 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:

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 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.
4. In order to ensure the sustainability of County services, the Board of Supervisors will consider **targeted investments that generate long-term savings**.
5. In order to ensure the sustainability of County services, the Board of Supervisors will encourage **efforts to reorganize the provision of services** to achieve cost-effectiveness.

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**.

## STRATEGIC FRAMEWORK (2016)

### MISSION STATEMENT:

The County of Humboldt, through the dedication and excellence of its employees, is committed to serve the needs and concerns of the community and enhance 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 processes to facilitate new living-wage private sector jobs

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 voice for our community in areas outside traditional mandates

- 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

Fiscal Year 2016-17 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** 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:

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 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.
4. In order to ensure the sustainability of County services, the Board of Supervisors will consider **targeted investments that generate long-term savings**.
5. In order to ensure the sustainability of County services, the Board of Supervisors will encourage **efforts to reorganize the provision of services** to achieve cost-effectiveness.

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**.