



COUNTY OF HUMBOLDT

AGENDA ITEM NO.

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For the meeting of: May 22, 2018

Date: May 7, 2018
To: Board of Supervisors
From: Amy S. Nilsen, County Administrative Officer *AN*
Subject: County Administrative Officer Report: Board Strategic Workshop

RECOMMENDATION(S):

That the Board of Supervisors:

1. Receive an oral report from the County Administrative Officer (CAO) regarding the recent Board Strategic Workshop;
2. Select up to six goals in concert with the public's input from the Budget Roadshow for departments to focus on;
3. Direct department heads to submit to the County Administrative Office performance measures based on your Board's selected goals; and
4. Take additional action as may be required.

SOURCE OF FUNDING: N/A

DISCUSSION:

Your Board and county department heads participated in a Board Strategic Workshop in Trinidad on May 3. This workshop was facilitated by Bill Chiat of the Alta Mesa Group. Your Board and the department heads reviewed the goals your Board created in 2017. During this workshop additional goals were

Prepared by	Amy S. Nilsen	CAO Approval	<i>E. S. Nilsen</i>
REVIEW:			
Auditor	County Counsel	Human Resources	Other
TYPE OF ITEM:			
<input type="checkbox"/> Consent			
<input checked="" type="checkbox"/> Departmental			
<input type="checkbox"/> Public Hearing			
<input type="checkbox"/> Other			
PREVIOUS ACTION/REFERRAL:			
Board Order No. _____			
Meeting of: _____			

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT
Upon motion of Supervisor _____ Seconded by Supervisor _____

Ayes
Nays
Abstain
Absent

SEE ACTION SUMMARY

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

Dated: _____

By: _____
Kathy Hayes, Clerk of the Board

discussed. In order to provide clear direction to appointed department heads staff recommends that your Board select up to six goals for departments to work on in Fiscal Year 2018-19. The goals identified during the workshop can be found on pages 2 and 3 in the attached document.

During the months of February and March of this year, county departments participated in the Budget Roadshow in which community members were asked what services they would like to see improved. Staff then took the feedback received from all four Budget Roadshows and placed this information online for ranking. Below are the community results.

1. Affordable Housing
2. Adverse Childhood Experiences (ACEs) and trauma-informed care
3. Economic Development
4. Roads and trails
5. Targeting hard drugs
6. Ensuring success of cannabis industry

Staff recommends that the goals your Board focuses on for the next fiscal year include the feedback from the Budget Roadshows. Staff also recommends that your Board direct department heads to submit data, or performance measures, to the County Administrative Office that quantify a department's progress toward the goals your Board selects.

FINANCIAL IMPACT:

There is no financial impact to hearing the oral report. The cost to facilitate this meeting by Alta Mesa Group was \$2,448.57.

OTHER AGENCY INVOLVEMENT: None.

ALTERNATIVES TO STAFF RECOMMENDATIONS: Board's discretion.

ATTACHMENTS:

1. Strategic Framework with Track Changes

STRATEGIC FRAMEWORK (2017-2018-19)

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 ~~2017-18~~2018-19

In Fiscal Year ~~2017-18~~2018-19 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.**

~~12 TO 18 MONTH GOALS~~ GOALS FOR FISCAL YEAR 2018-19

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

1. Update local coastal plans (especially for Humboldt Bay).
2. ~~Complete a~~Continue to work on a facilities master plan for county facilities that is approved by the Board of Supervisors.

3. Permit cannabis facilities and farms and collect the cannabis excise tax.
4. Streamline the county's multiple permitting processes, in accordance with state regulations, through county policy action and/or co-location.
5. 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.
6. ~~Complete the~~ Begin General Plan ~~Update including~~ policy implementation.
7. Begin renewal process of Measure Z the half-cent sales tax by working with a consultant on communication, polling and election information.
8. Identify synergies between the Department of Health and Human Services and other county departments to increase efficiency and effectiveness.
9. Complete employee contract negotiations for all bargaining units.
- ~~• Complete the commercial cannabis ordinance.~~
- ~~• Expedite code enforcement activities.~~
10. Improve the county's financial stability through contributions to the General Reserve, Public Agency Retirement System and Deferred Maintenance.
11. Create a climate action plan and plan for alternative energy export.
12. Utilizing Lean principles and practices improve government efficiency, as well as build leadership at all levels to foster an engaged workforce.
13. Improve mental health services and facilities.
14. Address substance abuse and opioid addiction in the community.
15. Economic development after the legalization of cannabis.
16. Improve infrastructure like roads and broadband.
17. Incentivize housing investment for community members and review housing options for county employees.

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.