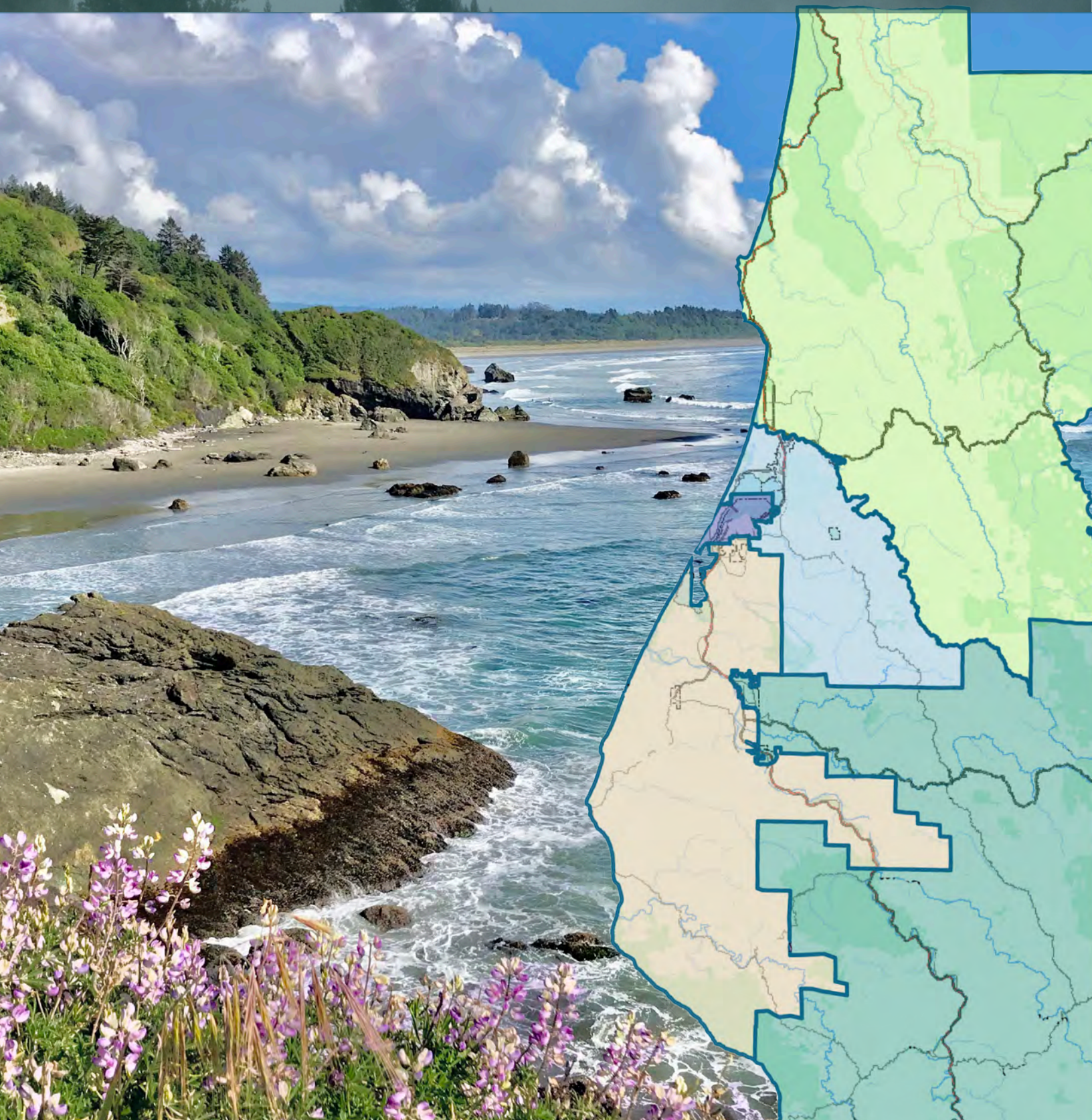




# *Humboldt County*

## STRATEGIC PLAN

2024-2028

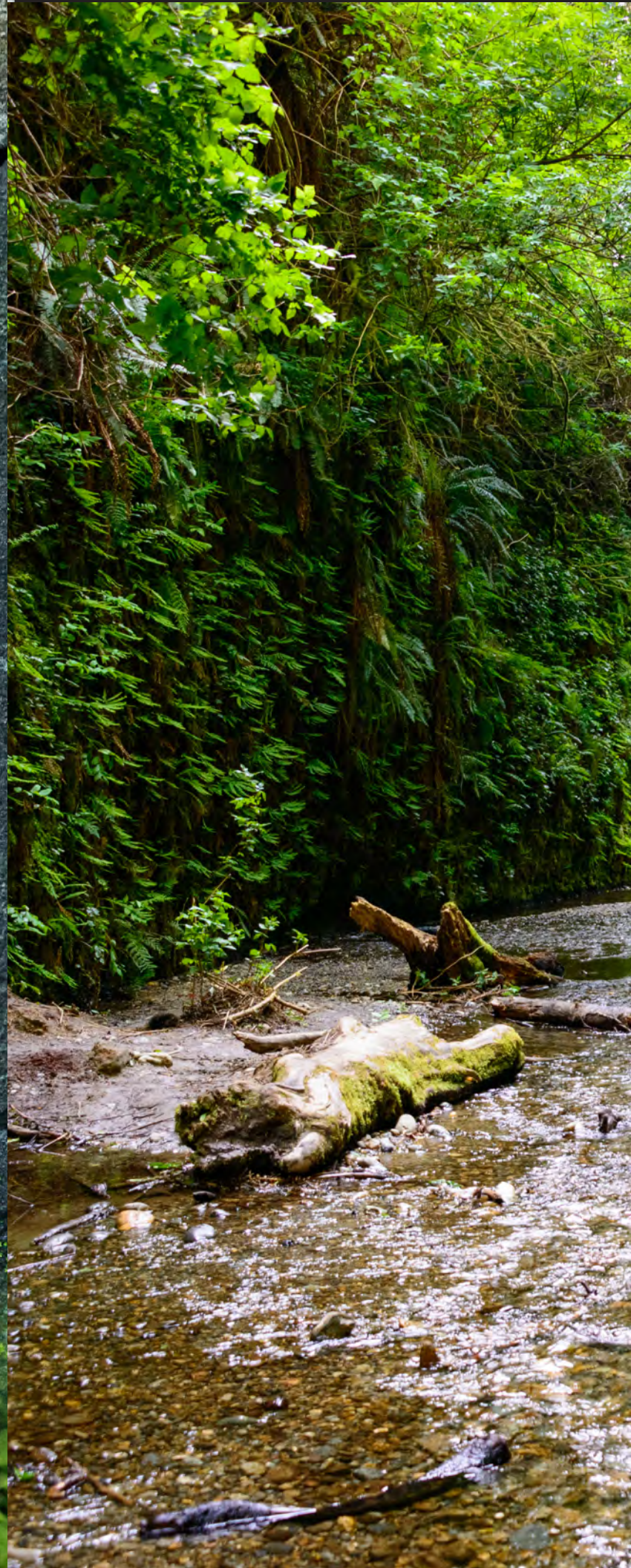




# *Humboldt County*

## **Strategic Plan 2024-2028**

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# Message From the Board of Supervisors

On behalf of the County of Humboldt, we are honored and excited to present our updated Strategic Plan, which was developed in partnership with the Board of Supervisors and county departments.

The updated Strategic Plan will guide the county to collectively prioritize our activities and provide the highest level of service to Humboldt County as we continue to navigate fiscally challenging years. This plan serves as part of the county's foundation to ensure that the critical needs of our diverse communities are effectively addressed.

This plan is also intended to steer the county toward future collaborative successes and accomplishments with an emphasis on recurring topics and issues that are relevant to everyone. The contributions to this plan came from many different sources. Collectively, we worked to define a common set of values, a meaningful mission and identified five strategic areas of focus:

- Safe and Healthy Communities
- A Diverse, Equitable and Robust Economy
- Workforce and Operational Excellence
- Housing for All
- Sustainable Natural Resources and Infrastructure Stewardship

These areas of focus will assist us in providing a broad range of effective public service while recognizing the unique needs of our rural location and diverse demographics. The plan will evolve over time as our current priorities shift and new priorities arise.

The Board of Supervisors extends our gratitude and recognition to everyone involved in the development and production of this inclusive and versatile plan. Contributions from Board members, employees and community members were invaluable in helping to accurately identify Humboldt County's priorities and strategies.

The County of Humboldt is committed to serving the public effectively and equitably, and to achieving enduring, positive outcomes for all.

Thank you,



*Rex Bohn, Chair*

**Humboldt County Board of Supervisors**



## County Administrative Officer's Executive Summary

We are pleased to present the County of Humboldt's updated Strategic Plan.

A lot has happened since our previous plan was drafted in 2019. The community has experienced the COVID-19 pandemic, numerous local emergencies and economic uncertainty. Since our last plan was put into action, the county welcomed 13 new department heads and we have reinforced our steadfast commitment to cultivating a workplace where employee originality and equity are supported while serving our diverse community.

The actions that we take as a county in the years ahead will be pivotal, and it is necessary to update our Strategic Plan to ensure that we are prepared to effectively work toward addressing our community's critical needs and the county's workforce needs in all sectors with available tools and resources to support resiliency and development.

We believe that the best results are achieved through active and cooperative participation. Our work to create this plan began with a series of public meetings in March 2023. These meetings lent themselves to the cooperation of community members, the Board of Supervisors and county department heads. Following the meetings, we continued our work to collectively define the county's priorities relative to fundamental core services and additional primary areas of focus. The additional areas of focus detailed in our updated Strategic Plan will guide our approach as a county to best serve and empower our diverse community in order to sustain and enhance a vibrant and healthy Humboldt into the future.

With the changes over the past few years, the county's values have not wavered. We continue to strive to satisfy the needs of all residents by working efficiently and effectively to leverage our resources. We remain focused in our goal to inspire active leadership and support professional development across our workforce.

I am thankful to the Board and my colleagues who steadfastly supported these planning efforts and worked to create this well thought-out and dynamic update. Their contributions and leadership have been invaluable. We are now more than ready to move forward creating and investing in an environment for our residents, neighbors, businesses and visitors. We are committed to serving all of Humboldt County and achieving long-lasting and equitable outcomes while successfully navigating any challenges we face together.

Respectfully,



*Elishia Hayes, Humboldt County Administrative Officer*

# About Humboldt County

Located on the far North Coast of California, 200 miles north of San Francisco and about 50 miles south of the southern Oregon border, Humboldt County is situated along the Pacific Coast in Northern California. The county encompasses 2.3 million acres, 80 percent of which is forestlands, protected redwoods and recreational areas. A densely forested, mountainous, rural county with about 110 miles of coastline, Humboldt contains over forty percent of all remaining old growth Coast Redwood forests, the majority of which is protected or strictly conserved within dozens of national, state, and local forests and parks, totaling approximately 680,000 acres (over 1,000 square miles). Humboldt Bay, California's second largest natural bay, is the only deep water port between San Francisco and Coos Bay, Oregon. Also located inside Humboldt County is Cape Mendocino, the westernmost point in California. Highway 101 links the county to the rest of coastal California to the south and the coast of Oregon to the north. Highway 299 links the county to Interstate 5 to the east.

The region was originally inhabited by several indigenous tribes, including the Wiyot, Yurok, Karuk, Hupa, Chilula, Tsnungwe, Wailaki, Mattole, Nongatl and Tolowa peoples. Humboldt County has eight Indian reservations within its borders, including the Hoopa Valley Indian Reservation, which is the largest in California. The first recorded visit from people of European origin was a 1775 landing by the Spanish in Trinidad. In 1806, a sea otter hunting party from Alaska was the first recorded non-native entry into Humboldt Bay, and in 1850, Douglas Ottinger and Hans Buhne entered the bay, naming it Humboldt Bay in honor of naturalist and world explorer Alexander von Humboldt. The name was later applied to the county as a whole. Humboldt County proper was formed in 1853 from parts of Trinity County to the east.

Humboldt's total population as of the 2020 census is around 137,000. The most densely populated areas are Eureka, the county seat and site of College of the Redwoods' main campus, and the smaller college town of Arcata, the site of CalPoly Humboldt which was founded as Humboldt State Normal College in 1913. Arcata, Blue Lake, Eureka (county seat), Ferndale, Fortuna, Rio Dell and Trinidad are all incorporated cities.

Humboldt County is in California's second congressional district, second Senate District and the second Assembly District. At the local government level, incorporated cities are governed by city councils consisting of a mayor, city manager and council members. Unincorporated areas and communities are represented by the Humboldt County Board of Supervisors, who direct the county's elected and appointed department heads.

The area is known for its redwood trees, and many acres of private redwood timberlands make it the top timber producer in California. With nearly 1.5 million acres of combined public and private forest in production, Humboldt County alone produces twenty percent of the total volume and thirty percent of the total value of all forest products produced in California. The lush river bottoms adjacent to the ocean are renowned for producing rich, high-quality dairy products. Inland, the warmer valleys have historically produced abundant apples and other fruit. Humboldt County also locally produces specialty goat cheese (chevre) and farms oysters, which are sold throughout the world.

Humboldt County has gained notoriety for its cultural attributes associated with the cultivation and proliferation of cannabis. In the years before marijuana legalization (early 1960s-late 1980s), Humboldt County saw a large migration of the Bay Area counter-culture to its region. The rural culture and hippie scene eventually collaborated to create a rural hippie community in which cannabis became the center of the economy. Movements to preserve Humboldt County's numerous forests, beaches, and wild and scenic rivers led to the creation of local, state and national parks, recreational areas and reserves which bolstered tourism and helped protect the region's endangered species.

In Humboldt County, community and nature are interdependent. The area continues to be celebrated for its lush landscapes, stunning coastline and its commitment to a sustainable environment. Despite changes over time, the area maintains a strong connection to its indigenous heritage, with ongoing efforts to preserve the environment and traditions of its original inhabitants, and to strike a balance between economic prosperity and sustainable practices for the well-being of its people and the environment.



# Leadership



**REX BOHN**  
1ST DISTRICT  
SUPERVISOR



**MICHELLE BUSHNELL**  
2ND DISTRICT  
SUPERVISOR



**MIKE WILSON**  
3RD DISTRICT  
SUPERVISOR



**NATALIE ARROYO**  
4TH DISTRICT  
SUPERVISOR



**STEVE MADRONE**  
5TH DISTRICT  
SUPERVISOR

## Elected Officials

1st District Supervisor  
2nd District Supervisor  
3rd District Supervisor  
4th District Supervisor  
5th District Supervisor

Auditor-Controller  
Assessor  
Clerk-Recorder/Registrar of Voters  
District Attorney (DA)  
Sheriff-Coroner  
Treasurer-Tax Collector

## Board-Appointed

Agricultural Commissioner/Sealer of Weights & Measures  
Dept. of Aviation Director  
Dept. of Child Support Svcs. (DCSS) Director  
County Administrative Officer (CAO)  
County Counsel  
Health & Human Svcs. (HHS) Director  
Human Resources (HR) Director  
Library Services Director  
Planning & Building Director  
Public Defender  
Public Works Director  
Treasurer-Tax Collector  
UC Cooperative Extension Director

## State-Appointed

Chief Probation Officer

Rex Bohn  
Michelle Bushnell  
Mike Wilson  
Natalie Arroyo  
Steve Madrone

Cheryl Dillingham  
Howard LaHaie  
Juan Pablo Cervantes  
Stacey Eads  
William F. Honsal III  
Amy Christensen

Weylan Shaw (Interim)  
Cody Roggatz  
Bennett Hoffman  
Elishia Hayes  
Scott Miles (Interim)  
Connie Beck  
Zach O'Hanen  
Chris Cooper  
John H. Ford  
Luke Brownfield  
Tom Mattson  
Amy Christensen  
Yana Valachovic

Coral Sanders



## MISSION

In Service Together for a Thriving Community

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## VISION

The Leader in Stewardship, Innovation and  
Community Investment



## VALUES

### Community

Dedicated to improving outcomes for all through a shared connection of social, economic and environmental well-being.

### Accountability

Effectively communicating with the public, respect for people, and taking responsibility for our decisions and behavior.

### Resiliency

Effectively planning for our future, while developing actionable measures for mitigating risk and successful recovery.

### Empathy

Providing quality public services through effective communication and social awareness.

# CORE SERVICES

County agencies are unique and complex local government entities. The State of California directs county governments to perform three primary functions: Serve as agents of the state for social service and health programs; provide critical countywide functions such as elections, indigent defense, criminal prosecution, adult and juvenile probation services and document recording; and provide services in the unincorporated areas that are typically provided by cities, including but not limited to public works, law enforcement, solid waste disposal and land use services.

County services include both mandated services and community work. Approximately 70% of services provided annually by county departments and staff are mandated services. The remainder of the General Fund supports a wide range of services that are critical to the county's infrastructure, the community and the environment.

- **Americans With Disabilities Act (ADA) Compliance:** Ensures that county programs, services, activities and facilities are accessible to all through enforcement of the Americans with Disabilities Act (ADA).
- **Assessor:** Determines the value of real and business property, which provides funding support for public services; maintains historical property assessment and ownership records.
  - **County Counsel:** Provides legal advice and support to the Board of Supervisors and various other departments, agencies, boards, commissions and special districts of the county.
  - **Human Resources:** Provides personnel management and compliance, risk management and benefit administration. The department is also responsible for designing and leading the county's diversity, equity, and inclusion (DEI) and organizational development activities.
  - **Child Support Services:** Collects and distributes court ordered child support and medical support to help parents meet the financial and medical needs of their children and establishes parentage.
    - **Public Defender:** Protects and defends the rights of clients through compassionate and inspired legal representation, in pursuit of a fair and unbiased system of justice for all.
    - **Library Services:** A community hub that brings people together and connects people to essential services and resources.
    - **UC Cooperative Extension:** Provides educational opportunities, performs local research, and solves problems relevant to government, industry, and Humboldt County's residents to support the self-reliance of residents and the health, safety and economic prosperity of Humboldt County's agriculture and natural resources industries.

Counties continually evolve and reprioritize their service approach due to changing state laws. Law enforcement, public works, fiscal and budget management, and social services are among many others that are essential to the proper function of county government. Taxpayer funds must be managed effectively to provide accountability and optimize service delivery for over 137,000 residents. These services seek to improve county government function, support community self-reliance and prosperity, enhance the region's economic and ecological future, bring in outside sources of funding and facilitate public-private partnerships to benefit the county.

Identifying core services in the development of strategic plans and priorities is of great importance. The Board of Supervisors and county staff must prioritize initiatives important to their communities, but must achieve a balance of mandated service delivery and local priorities. Priority planning enables the organization to focus on community needs and deliver quality outcomes. In the development of our updated Strategic Plan, Humboldt 2028, we strove to align core services and priorities while allowing for flexibility in future years.



# AREAS OF FOCUS:

1

Safe &  
Healthy  
Communities



2

A Diverse,  
Equitable  
& Robust  
Economy



3

Workforce &  
Operational  
Excellence



4

Housing for All



5

Sustainable  
Natural  
Resources &  
Infrastructure  
Stewardship



# Safe & Healthy Communities

- **Support and sustain partnerships between public safety and partner agencies to enhance public safety in our communities.**
- **Remove barriers to quality healthcare.**
- **Achieve community connectivity through bicycle/pedestrian trails.**
- **Exercise the county's contract right for annual water releases of 50,000 acre-feet from the Trinity reservoir.**
- **Implement Development Impact Fees.**
- **Implement Live Well Humboldt – Community Health Improvement Plan.**
- **Improve the transportation network to be multi-model, safe, sustainable and equitable.**
- **Update General Plan ordinances for quality of environment.**
- **Expand county infrastructure resilience.**

## Support and sustain partnerships between public safety and partner agencies to enhance public safety in our communities

Action Item	Team	Time Frame
Enhance the public safety / emergency communications infrastructure.	County Administrative Office (CAO), Sheriff	June 2025
Consolidate Law and Fire Public Safety Dispatch Services.	CAO, Sheriff	Dec. 2025
Develop multi-disciplinary team to address blight, drug houses, abandoned property, trespassing and criminal conduct.	Sheriff, County Depts., Probation	Dec. 2024
Support critical incident response training (CIT/CNT).	Health & Human Services (HHS), Sheriff, Probation, District Attorney (DA), Public Defender	June 2024
Create a plan for new programs and to enhance existing programs for Community Liaison/Ambassadors, Neighborhood Watch, Community Emerg. Response Team (CERT), Sheriff Search & Rescue.	Sheriff	June 2024
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).	HHS, Sheriff	July 2024

## Remove Barriers to Quality Healthcare

Action Item	Team	Time Frame
Develop a Partnership group to address housing for all healthcare workers and report results to the Board of Supervisors (BOS).	Planning & Building, HHS	Dec. 2026
Develop a plan for consideration of a new Sempervirens psychiatric health facility.	Public Works, DHHS	June - Sep. 2025
Build a public health laboratory consistent with ADM funding.	Public Works, DHHS	Ends July 2027

## Achieve community connectivity with bicycle/pedestrian trails

Action Item	Team	Time Frame
Identify priority connections and pursue funding for feasibility studies.	Public Works	End 2025
Support the Great Redwood Trail Agency to use the railroad corridor for regional and local trail that aligns with the Great Redwood Trail Master Plan (in progress).	BOS, Public Works, Planning & Building	Ongoing

## Exercise the county's contract right for annual water releases of 50,000 acre-feet from the Trinity reservoir

Action Item	Team	Time Frame
Develop a Water Management Plan and policy statement for adoption by resolution of the Board of Supervisors.	Public Works	2024

## Implement Development Impact Fees

Action Item	Team	Time Frame
Develop scope of areas to be addressed and an implementation plan.	Planning & Building	2023

## Implement Live Well Humboldt – Community Health Improvement Plan

Action Item	Team	Time Frame
<p>Launch a public-facing Community Health Improvement dashboard of progress on addressing Adverse Childhood Experiences (ACEs), substance abuse disorders, suicide prevention and homelessness .</p> <ul style="list-style-type: none"> <li>Aligns with the Community Health Improvement Plan 2022-2027 (CHIP).</li> </ul>	HHS	2024

## Improve the transportation network to be multi-modal, safe, sustainable and equitable

Action Item	Team	Time Frame
Complete the Local Road Safety Plan with Vision Zero principles.	Public Works	2024
Adopt the Complete Street Guidelines, priorities and guiding principles.	Public Works, Planning & Building	2025
<p>Continue to take a leadership role and collaborate with local jurisdictions, tribes, CalTrans, the Great Redwood Trail Agency, Humboldt County Association of Governments (HCAOG) and community organizations in supporting regional multi-use trails.</p> <ul style="list-style-type: none"> <li>Aligns with the HCAOG Regional Transportation Plan.</li> </ul>	Public Works, Planning & Building	Ongoing
<p>Implement transportation planning consistent with goals, objectives and policies of the HCAOG Regional Transportation Plan.</p> <ul style="list-style-type: none"> <li>Aligns with the HCAOG Regional Transportation Plan.</li> </ul>	Public Works, Planning & Building	2025

## Update General Plan ordinances for quality of environment

Action Item	Lead Agency	Time Frame
Update the Noise Control ordinance . <ul style="list-style-type: none"> <li>Aligns with N-IM5-6.</li> </ul>	Planning & Building	2024
Update the Light Control ordinance. <ul style="list-style-type: none"> <li>Aligns with IS-IM17.</li> </ul>	Planning & Building	2024

## Expand county infrastructure resilience

Action Item	Lead Agency	Time Frame
Seek funding and implement programs to address renewable energy, respond to sea level rise and address wildfires.	Planning & Building, Public Works	2023
Consider options for reducing or terminating maintenance on certain low-volume roads.	BOS, Public Works	2025
Place a road maintenance tax initiative on the November 2024 ballot.	BOS, Public Works	2024



# A Diverse, Equitable & Robust Economy

- Promote strong economic resiliency and growth.
- Promote a robust tourism economy.
- Improved broadband and cellular connectivity.
- Celebrate successes and foster community pride.
- Access to child care.

## Promote strong economic resiliency and growth

Action Item	Team	Time Frame
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. <ul style="list-style-type: none"> <li>• Aligns with CEDS.</li> </ul>	CAO/Economic Development	Ongoing
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. <ul style="list-style-type: none"> <li>• Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.</li> </ul>	CAO/Economic Development	Ongoing, annual updates begin 2024
Consider establishing a Board of Supervisors-led committee to review, assess and make recommendations for current and upcoming local, statewide and regional economic conditions. <ul style="list-style-type: none"> <li>• Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.</li> </ul>	Board of Supervisors (BOS)	December 2024
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. <ul style="list-style-type: none"> <li>• Aligns with CEDS, WDB's Regional and Local Workforce Development Plans.</li> </ul>	CAO/Economic Development	December 2024

## Promote a robust tourism economy

Action Item	Team	Time Frame
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. <ul style="list-style-type: none"> <li>• Aligns with CEDS.</li> </ul>	CAO/Economic Development	June 2024
Complete an audit and inventory of existing county tourism assets, an assessment of ongoing travel and tourism efforts, and a barrier analysis <ul style="list-style-type: none"> <li>• Aligns with CEDS.</li> </ul>	CAO/Economic Development	June 2024
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. <ul style="list-style-type: none"> <li>• Aligns with CEDS.</li> </ul>	CAO/Economic Development, Dept. of Aviation	June 2025

## Improve broadband and cellular connectivity

Action Item	Team	Time Frame
Bring forward an analysis and proposal for improving basic cell service and broadband connectivity countywide, where possible. <ul style="list-style-type: none"> <li>Aligns with General Plan, CEDS.</li> </ul>	Planning & Building, CAO/Economic Development	June 2024
Bring forward an analysis and proposal for providing free community Wi-Fi “hot spots” and high speed internet in main areas of commerce. <ul style="list-style-type: none"> <li>Aligns with CEDS.</li> </ul>	CAO/Economic Development	June 2024
Update the telecommunications element to the General Plan. <ul style="list-style-type: none"> <li>Aligns with General Plan.</li> </ul>	Planning & Building	June 2025
Form a workgroup to explore fiber activity strategy, benefits and position. <ul style="list-style-type: none"> <li>Aligns with CEDS.</li> </ul>	CAO/Economic Development	December 2024

## Celebrate successes and foster community pride

Action Item	Team	Time Frame
Bring forward a proposal for a county-led Community Engagement Team <ul style="list-style-type: none"> <li>Aligns with CEDS.</li> </ul>	CAO/Economic Development	June 2024
Establish a Board of Supervisors policy for recognizing and celebrating community achievements.	CAO, Clerk of the Board	January 2024
Bring forward a proposal for supporting existing community volunteer programs and outlining partnerships with local organizations.	HHS	June 2024
Bring forward a plan for investing in beautification projects for public spaces.	Public Works, CAO/Economic Development	June 2024
Sustain and invest in First 5, ACEs mini-grants. <ul style="list-style-type: none"> <li>Aligns with the CHIP 2022-27.</li> </ul>	First 5, HHS	Ongoing

## Access to child care

Action Item	Team	Time Frame
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. <ul style="list-style-type: none"> <li>Aligns with CEDS, WDB’s Regional and Local Workforce Development Plans.</li> </ul>	CAO/Economic Development	Ongoing
Bring forward a proposal for a Community Childcare Collaboration Plan. <ul style="list-style-type: none"> <li>Aligns with CEDS, WDB’s Regional and Local Workforce Development Plans.</li> </ul>	CAO/Economic Development, Community Partnerships	Fall 2024
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.	Planning & Building	June 2024



# Workforce & Operational Excellence

- Support a well-trained workforce.
- Invest in county facilities.
- Enhance employee recruitment and retention.
- Strengthen relationships with tribal government entities.

## Support a well-trained workforce

Action Item	Team	Time Frame
Re-Implement an organizational Leadership Academy. <ul style="list-style-type: none"> <li>• Aligns with Workplace 2030!.</li> </ul>	CAO, Human Resources (HR)	July 2024
Develop and implement an employee Supervisory Training Program. <ul style="list-style-type: none"> <li>• Aligns with Workplace 2030!.</li> </ul>	HR	Pilot 2023-24, Full Release Jan. 2025
Evaluate and update the Performance Management and Professional Development Policy, Procedure and Training. <ul style="list-style-type: none"> <li>• Aligns with Workplace 2030!.</li> </ul>	HR	January 2025
Explore opportunities to provide linguistic training and enhance the employee certification process.	HR	September 2025

## Invest in county facilities

Action Item	Team	Time Frame
Complete the 2020 Facilities Master Plan, setting up a regular progress report to the Board of Supervisors.	Public Works, CAO	Commence 2023, Annual/Ongoing
Develop a comprehensive deferred maintenance program.	CAO, Public Works, Planning & Building	June 2024
Develop a Facilities Capital Improvements Plan.	CAO, Public Works, Planning & Building	June 2025
Develop, approve and implement Facilities staffing expansion.	Public Works, CAO, HR	Ongoing



## Enhance employee recruitment and retention

Action Item	Team	Time Frame
Adopt and continue implementation of the Diversity, Equity, Inclusion (DEI) Strategic Plan.	HR	Delivery June 2024, ongoing through 2028
Develop a succession planning program. <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR	January 2026
Implement recommendations from the Workplace 2030! Focus Teams. <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR	Ongoing through 2027
Examine non-traditional tools for employee attraction and retention . <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR, Dept. Heads	Ongoing/January 2025
Further enhance and consider implementation of employee recognition and opportunities to further employee excellence. <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR, CAO	Ongoing/January 2026
Create Personnel Rules. <ul style="list-style-type: none"> <li>Aligns with Salary Resolution and Humboldt County Merit System Rules.</li> </ul>	HR	June 2024
Convert from Interagency Merit System (IMS) to Approved Local Merit System (ALMS) for Social Service and Child Support position recruitment. <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR, DHHS, DCSS	June 2024
Evaluate employee needs and development of a child care program for county employees. <ul style="list-style-type: none"> <li>Aligns with Workplace 2030!.</li> </ul>	HR	January 2026

## Strengthen relationships with tribal government entities

Action Item	Team	Time Frame
Develop working agreements between tribal governments and the county for coordination of essential services and needs.	CAO, BOS	Ongoing
Develop and hire tribal liaison position.	CAO, HR	July 2025

# Housing For All

- Provide housing and sheltering solutions for people experiencing homelessness.
- Increase and prioritize housing development.

## Provide housing and sheltering solutions for people experiencing homelessness

Action Item	Team	Time Frame
Identify funding resources for short and long-term housing projects and supportive services.	HHS, Planning & Building	January 2024
Continue annual BOS updates and presentations of comprehensive housing and homelessness plan in collaboration with Housing and Homelessness Continuum of Care partners. <ul style="list-style-type: none"> <li>• Aligns with the Homeless Housing, Assistance and Prevention - State Grant.</li> </ul>	HHS, Continuum of Care	Ongoing
Develop a Navigation Center, to provide temporary shelter and connect homeless individuals and families to income, public benefits, health services and permanent housing. <ul style="list-style-type: none"> <li>• Aligns with the Homeless Housing, Assistance and Prevention - State Grant.</li> </ul>	HHS	2025



## Increase and prioritize housing development

Action Item	Team	Time Frame
Develop a regional housing partnership to help coordinate responsible housing development	Planning & Building	June 2024
Prioritize housing development policies, regulations and processes to produce resilient and climate ready communities.	Planning & Building	Nov.-Dec. 2024
Identify options to combat loss of existing housing stock.	Planning & Building	Jan.-Mar. 2024
Modify Zoning Ordinance to expand allowing residential uses in commercial zones.	Planning & Building	2024
Rezone parcels to allow multifamily development by right where appropriate. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM7.</li> </ul>	Planning & Building	2024
Increase housing retention and rehabilitation. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM16, H-IM17, H-IM18.</li> </ul>	Planning & Building	2025
Develop inventories of parcels suitable for shelter and housing. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM31.</li> </ul>	Planning & Building	2025
Expand Density Bonus provisions of Zoning Ordinance. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM37.</li> </ul>	Planning & Building	2025
Develop ordinance for tiny homes, tiny house villages, movable tiny homes. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM38 - 40.</li> </ul>	Planning & Building	2024
Fast track application review timelines and priorities for residential developments. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM62.F.</li> </ul>	Planning & Building	2024
Establish a Mixed Housing Zoning District. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM61.</li> </ul>	Planning & Building	2024
Expand public water and sewer capacity for housing. <ul style="list-style-type: none"> <li>Aligns with General Plan Policy H-IM66.</li> </ul>	Planning & Building	2024

# Sustainable Natural Resource & Infrastructure Stewardship

- Enhance climate adaptation for landscapes and communities.
- Manage the McKay Community Forest site for long-term sustainable timber.
- Establish sustainable groundwater management production and recreation.
- Preserve agricultural and timber land.
- Implement landscape stewardship through the General Plan.
- Improve communications infrastructure (e.g., broadband).

## Enhance climate adaptation for landscapes and communities

Action Item	Team	Time Frame
Finalize Climate Action Plan (CAP), complete Environmental Impact Report (EIR) and adopt.	Planning & Building	June 30, 2024
Implementation of measures from the adopted CAP.	Planning & Building	Dec. 2024
Develop and hire Climate Resiliency Officer.	HR, CAO, Planning & Building	July 2024
Enhance fire safe activities/programs/prevention through the Humboldt County Community Wildfire Protection Plan (CWPP) and other fire-related educational programs.	Public Works, Fire Safe Councils, Cooperative Extension (UCCE)	Annual Report
Modify CWPP to encourage private property owners to participate in fire safe activities such as prescribed burns, etc.	Public Works, Fire Safe Councils	2024
Prioritize feasibility studies and implementation of projects utilizing nature-based methods (also known as living shorelines) for sea level rise adaptation around Humboldt Bay.	Public Works, Planning & Building	2025

## Manage the McKay Community Forest site for long-term sustainable timber

Action Item	Team	Time Frame
Continue working with the Volunteer Trail Stewards and Redwood Coast Mountain Bike Association on trail development; design and install priority bridge project. <ul style="list-style-type: none"> <li>• Aligns with McKay Community Forest Stewardship Plan, Trail Plan.</li> </ul>	Public Works	Ongoing - Annual Updates
Complete the Non-Industrial Timber Management Plan conduct the first timber harvest. <ul style="list-style-type: none"> <li>• Aligns with McKay Community Forest Stewardship Plan.</li> </ul>	Public Works	2024
Integrate access points and trail connectivity to the McKay Community Forest with development of adjacent private property.	Planning & Building	Ongoing

## Establish sustainable groundwater management production and recreation

Action Item	Team	Time Frame
<p>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.</p> <ul style="list-style-type: none"> <li>Aligns with General Plan Policy WR-IM11, Eel River Valley Groundwater Sustainability Plan.</li> </ul>	<p>Planning &amp; Building, DHHS, Public Works</p>	<p>2025</p>

## Preserve agricultural and timber land

Action Item	Team	Time Frame
<p>Develop a plan to incentivize private property stewardship and business alignment (complete general plan implementation).</p>	<p>UCCE, Planning &amp; Building, Public Works</p>	<p>2025</p>

## Implement landscape stewardship through the General Plan

Action Item	Team	Time Frame
<p>Adoption of zoning map and community plans to be consistent with General Plan.</p>	<p>Planning &amp; Building</p>	<p>2024</p>
<p>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.</p> <ul style="list-style-type: none"> <li>Aligns with CO-P3, Open Space Acquisition, CO-P4, Support for Working Lands, CO-P5, Conservation Easements.</li> </ul>	<p>Planning &amp; Building</p>	<p>2025</p>
<p>Revise the Zoning Regulations governing development in open space lands to guide development consistency determinations pursuant to Government Code Section 65567.</p> <ul style="list-style-type: none"> <li>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, BR-P1, Compatible Land Uses.</li> </ul>	<p>Planning &amp; Building</p>	<p>2025</p>
<p>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.</p> <ul style="list-style-type: none"> <li>Aligns with WR-P4, Critical Municipal Water Supply Areas, WR-P5, Critical Watershed Areas, WR-P39, Restoration Projects.</li> </ul>	<p>Planning &amp; Building</p>	<p>2025</p>

## Improve communications infrastructure (e.g. broadband)

Action Item	Team	Time Frame
<p>Adopt ordinance requiring smart road technology be installed in new roads and anytime a new trench is cut in an existing road.</p>	<p>Public Works, Planning &amp; Building</p>	<p>End of 2025</p>
<p>Adopt ordinance requiring that new fiber optic cable installation must include points of connection for the community it is passing through.</p>	<p>Public Works, Planning &amp; Building</p>	<p>End of 2025</p>

# *Conclusion*

As the County of Humboldt sets its course over the next four years, we will continuously work to uphold our values to best serve the public both equitably and effectively.

While ambitious, these five strategic areas of focus will serve to guide as actionable steps in concert with our revised mission. We seek to provide services that foster safe and healthy communities, support a diverse, equitable and robust economy, promote workforce and operational excellence, prioritize housing for all and encourage sustainable natural resource and infrastructure stewardship.

To achieve such gains, we must align our investments and actions with our goals. Your Board of Supervisors and county staff are ready to engage in the work of today to develop and sustain a healthy and prosperous future for Humboldt County.

We welcome you to join this journey with us towards the fulfillment of our newly established Strategic Plan with appreciation, humility and tenacity. Thank you for providing us with the opportunity to serve you.

With gratitude,

*Humboldt County Board of Supervisors*