

REVIEW DRAFT

County of Trinity STRATEGIC FRAMEWORK

Mission Statement

With transparency and integrity, Trinity County works responsively to create and maintain a safe and healthy quality of life for all citizens.

Vision Statement

Trinity County is a safe, vibrant, small-town community where individuals, families and businesses can thrive, and is recognized as a premier destination for those seeking outdoor adventure and the restorative qualities of the natural environment.

LONG-TERM GOALS

County Services

1. To deliver essential services that are accessible in all parts of the County.
2. To be responsive and efficient in addressing the needs and concerns of Trinity County citizens and businesses.

Communication, Outreach and Engagement

3. To develop a reliable, county-wide communications infrastructure that can facilitate connection to services and enable individual and business productivity.
4. To foster an environment in which all sectors of the community can stay informed, express thoughts and ideas, collaborate, and actively engage in improving their community.

Growth and Development

5. To create a business-friendly environment that will empower local entrepreneurs and attract others to invest in Trinity County.

6. To plan for the long-term growth and responsible development of Trinity County, including suitable zoning and adequate infrastructure, housing and services to sustain a dynamic local economy.

Natural Resources and the Environment

7. To be effective stewards of Trinity County's natural and man-made resources to enhance quality of life in the community and to support economic vitality.

County Governance and Operations

8. To build depth and flexibility in human and financial resources that will enable Trinity County to respond to changing needs and expectations and pursue opportunities that will enhance quality of life.
9. To engrain a culture of innovation, accountability and empathy in County governance and operations.

OPERATING VALUES – TO COME

*[principles or beliefs that guide action, behavior
and decision-making in an organization]*

Samples:

INTEGRITY. We are committed to doing the right thing for the whole of our County and its residents.

TRANSPARENCY. We operate in an open and honest manner that builds trust.

ACCOUNTABILITY. We demonstrate high levels of ownership for the decisions we make and execute in a manner necessary to achieve intended results.

SAFE ENVIRONMENT. We provide an environment in which all opinions can be expressed and considered, and in which all feel comfortable asking for assistance or providing feedback.

County of Trinity

2022-2025 STRATEGIC PLAN

Notation Regarding Priorities:

- Deliverables are in *priority order* under each Issue.
- * indicates a *first-tier priority* deliverable.
- ** indicates a *second-tier priority* deliverable.
- First- and second-tier priorities are summarized at the end of the document.

KEY RESULT AREA: COUNTY SERVICES

Issue: Public Health, Behavioral Health and Social Services

MILESTONES 2022-2025

By 2025 . . .

- Services to address issues related to whole person care (while considering social determinants of health) are more equitably and widely promoted and accessible to those in need.

DELIVERABLES 2022-2023

1. Investigate available resources and partnerships to support County efforts, including preventative work to address social determinants of health with vulnerable populations and in all parts of the County.
2. Target younger populations with full health education (opioid use, obesity, mental health, etc.).
3. Benchmark County services in this area with similar counties nationwide and set tangible goals for improvement.

Issue: Communications Infrastructure

MILESTONES 2022-2025

By 2025 . . .

- Reliable broadband services with adequate redundancy are available to all citizens in the County.

DELIVERABLES 2022-2023

1. **Conduct an initial public meeting with all stakeholders regarding the development and implementation of broadband in the County to get a clear understanding of the status of efforts underway and to discuss current and desired parameters for the power grid.

Issue: Public Safety and Code Enforcement

MILESTONES 2022-2025

By 2025 . . .

- Accessibility and sustainability of essential emergency services (ambulance, fire, police) and rehabilitative services has increased.
- Sheriff's Department code enforcement has increased, is more pro-active and has successfully targeted and substantially eliminated or transitioned illegal cannabis operations, among other violations.

DELIVERABLES 2022-2023

1. **Develop a strategy and process to achieve sufficient levels of code enforcement (including and beyond cannabis).
2. Develop a strategy to provide access to prompt 911 services in outlying areas.
3. Investigate opportunities to support rehabilitative jail programs and services (e.g., community health worker).

KEY RESULT AREA: COMMUNICATION, OUTREACH AND ENGAGEMENT

Issue: State/Federal – County Relations

MILESTONES 2022-2025

By 2025 . . .

- Trinity County has greater presence and influence at the State and Federal levels to secure increased funding and shape reasonable policy that is sensitive to the needs of a rural county.

DELIVERABLES 2022-2023

1. Develop a process to set goals, priorities and consistent messaging regarding issues the County would like to raise through membership organizations such as NACO and RCRC and through appointments or participation in other groups.
2. Develop a coordinated advocacy strategy at the State and Federal levels that leverages BOS involvement and County staff expertise to address County needs and issues.
3. Be more strategic in appointments to outside organizations to maximize time BOS members have to build relationships while they are in office.

Issue: Community Engagement

MILESTONES 2022-2025

By 2025 . . .

- Outreach is conducted at regular intervals with key sectors of the community (e.g., downtown business owners) to both share information and raise understanding, as well as to solicit input that can inform decision-making.

DELIVERABLES 2022-2023

1. **Develop a public outreach strategy to regularly share County accomplishments and challenges, facilitate dialog and raise awareness, understanding and a strong sense of community within the County.

KEY RESULT AREA: **GROWTH AND DEVELOPMENT**

Issue: Housing Affordability and Inventory

MILESTONES 2022-2025

By 2025 . . .

- Barriers to the development of housing that will meet the growing needs of the community have been evaluated and mitigated where feasible.

DELIVERABLES 2022-2023

1. *Continue work to update the General Plan.
2. Re-establish a Sub-division Committee that can assemble appropriate parties to bring a housing project to fruition.
3. Further investigate appropriate parcels for an affordable housing development.
4. Continue work toward development of Class K housing (pending decision by Board of Supervisors).

Issue: Small Business Development

MILESTONES 2022-2025

By 2025 . . .

- Working with community partners, Trinity County has assessed opportunities for small business development and provides targeted programs and resources to stimulate growth.

DELIVERABLES 2022-2023

1. *Form a County economic development team to investigate opportunities that leverage County assets and to recommend priorities. Determine the cost of including a feasibility study as part of the General Plan.
2. Consider the development of vocational education to build a skilled workforce.

Issue: Tourism and Hospitality

MILESTONES 2022-2025

By 2025 . . .

- A cohesive, coordinated and adequately funded strategy is in place to market Trinity County as a premier destination.

DELIVERABLES 2022-2023

1. **Capture additional revenue from Airbnb and VRBO property registrations.
2. Place passage of the TOT on the ballot.
3. Oversee spending of TOT dollars to promote Trinity County more effectively as a destination.
4. Consider ways to support a vibrant downtown area through improved parking, signage and the elimination of blight.

Issue: Legal Cannabis Industry

MILESTONES 2022-2025

By 2025 . . .

- Legal cannabis is a fully functioning and compliant industry that reflects and supports the heritage and lifestyle of the County.

DELIVERABLES 2022-2023

1. *Continue to make progress issuing CEQA compliant annual licenses.
2. Keep the public informed and seek input regarding a fully functioning legal cannabis industry program, including regulations with a view toward safety and effective risk management.
3. Stay current on available sources of funding/grants from the State related to cannabis.

KEY RESULT AREA: NATURAL RESOURCES AND THE ENVIRONMENT

Issue: Management of Natural Resources

MILESTONES 2022-2025

By 2025 . . .

- Through multi-agency support and coordination, Trinity County has greater influence and local control over the use and management of its natural resources, including forests and water.

DELIVERABLES 2022-2023

1. ******Support the creation of a Natural Resources Department, building on the current position in the Planning Department that is working closely with the fire service to build these relationships.
2. *****Discuss the USFS Good Neighbor Authority and the impact of communication with the Forest Supervisor on forest management policy and priority in Washington.
3. Develop a coordinated, cohesive BOS strategy to set clear goals for Trinity County influence over its natural resources and determine possible sources of funding.
4. Clarify for the public the County's authority and limitations regarding its natural resources.
5. Fund and assess work with Community Choice Aggregation to provide equally affordable, carbon-free power in the County.
6. Consider hiring a third-party contractor to conduct a carbon audit; results could help attract stakeholders, grants, etc.

KEY RESULT AREA: COUNTY GOVERNANCE AND OPERATIONS

Issue: Staff Capacity

MILESTONES 2022-2025

By 2025 . . .

- Alternative strategies for enhancing staff capacity have been explored and implemented.
- A comprehensive staff development plan is in place, including training, succession planning, effective recruiting and compensation practices.

DELIVERABLES 2022-2023

1. **Clarify roles, accountability and the process of communication and reporting between the BOS and Department heads.
2. Complete the search for a new CAO.
3. Conduct an analysis of staff structure, classifications, functions, competencies and training, and identify gaps based on the goals and priorities of the strategic plan.
4. Consider non-traditional methods to secure staff capacity, including remote or hybrid work arrangements, use of contractors, volunteer roles, etc. Offer options as needed to open up the potential pool of job applicants.
5. Explore professional development agreements with staff to encourage continued education and training with the commitment of continued service to the County.

Issue: Fiscal Capacity

MILESTONES 2022-2025

By 2025 . . .

- Trinity County is maximizing potential revenue from current sources or opportunities.

DELIVERABLES 2022-2023

1. **Conduct a fee study (structure, types and fee amounts).
2. **Increase Collections.
3. Continue to explore revenue to support services through non-housing grants.
4. Investigate sources of revenue, leveraging County assets.
5. Consider implementation of business licenses (could partially fund support of economic development staff).

Issue: Planning and Service Delivery

MILESTONES 2022-2025

By 2025 . . .

- Substantial progress has been made on the development of the General Plan and related zoning and community plans.
- Internal County administrative structure, systems and processes have been evaluated and adjusted to enhance productivity and deliver

efficient, responsive service. (Requires progress with County staff development.)

DELIVERABLES 2022-2023

1. Develop an organizational culture of collaboration, support and contribution to shared goals and priorities.
2. Review systems and processes to identify inefficiencies and streamline (e.g., hiring practices, cross-training, online service availability).
3. Improve communication between departments to raise awareness of assets that may be available (e.g., grants) and coordination around common goals and initiatives (e.g., public outreach, advocacy).
4. Upgrade County technology, infrastructure and use of social media for increased community engagement.

Recap of PRIORITY DELIVERABLES

First-Tier Deliverables

- Continue work to update the General Plan. [*Housing Affordability and Inventory*]
- Form a County economic development team to investigate opportunities that leverage County assets and to recommend priorities. Determine the cost of including a feasibility study as part of the General Plan. [*Small Business Development*]
- Continue to make progress issuing CEQA compliant annual licenses. [*Legal Cannabis Industry*]
- Discuss the USFS Good Neighbor Authority and the impact of communication with the Forest Supervisor on forest management policy and priority in Washington. [*Management of Natural Resources*]

Second-Tier Deliverables

- Conduct an initial public meeting with all stakeholders regarding the development and implementation of broadband in the County to get a clear understanding of the status of efforts underway and to discuss current and desired parameters for the power grid. [*Communications Infrastructure*]
- Develop a strategy and process to achieve sufficient levels of code enforcement (including and beyond cannabis). [*Public Safety and Code Enforcement*]
- Develop a public outreach strategy to regularly share County accomplishments and challenges, facilitate dialog and raise awareness, understanding and a strong sense of community within the County. [*Community Engagement*]
- Capture additional revenue from Airbnb and VRBO property registrations. [*Tourism and Hospitality*]
- Support the creation of a Natural Resources Department, building on the current position in the Planning Department that is working closely with the fire service to build these relationships. [*Natural Resources and the Environment*]
- Clarify roles, accountability and the process of communication and reporting between the BOS and Department heads. [*Staff Capacity*]
- Conduct a fee study (structure, types and fee amounts). [*Fiscal Capacity*]
- ******Increase Collections. [*Fiscal Capacity*]