

Siskiyou County Strategic Plan

2008



Process:

The Siskiyou County Strategic Plan was developed by the Board of Supervisors, Department Heads and County Staff through a series of facilitated meetings. The entire content of this strategic plan was developed from data collected at meetings and draft reviews over a period of seven months.

While Siskiyou County expects to accomplish many of this plan's strategies and actions within the next 1-5 of years, the goals will likely guide our actions for the next several years. Goals, strategies, and action steps will be revisited and revised as needed and annually.

The Board of Supervisors determined the goals are interrelated and that the county needs to move forward on them simultaneously over the next 1-5 years. The goals are listed alphabetically in this strategic plan.

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VISION

Siskiyou County- people working together to provide a high quality of life for all of its citizens.

MISSION

Siskiyou County government is dedicated to excellence-providing responsive, cost effective, customer driven services and working with local communities in a collaborative effort to enhance and protect the safety and quality of life for all of its citizens.

Participants involved in the strategic planning process:

- Board of Supervisors
- Department Heads
- Department staff

A. County Development Planning

GOAL: Collaborate to develop a comprehensive plan for growth and land use to maintain and enhance the quality of life for Siskiyou County citizens

A-1 Strategy: Market the Enterprise Zone

- Continue in the County's commitment to provide funds for marketing to the Enterprise Zone.

A-2 Strategy: Become more involved in assisting Economic Development Projects.

- Board of Supervisors commits to end of month briefing by Economic Development experts. (EDC to prepare Hot Topics).

A-3 Strategy: Update the county website to use the home page as a marketing tool.

- Meet with Webmaster.

A-4 Strategy: Review and redraft the General Plan.

- Prioritize the elements of the General Plan.
- Report the results of the assessment to BOS by November 2008.

A-5 Strategy: Explore appropriateness of area plans.

- Each Supervisor will contact local communities to determine interest.
- If the Supervisor finds interest by local communities then he or she will meet with a community group to discuss.
- After the discussion period a decision will be made to move forward with area plan or commit to revisiting within five (5) years.

A-6 Strategy: Review the status of water and waste water systems throughout the county.

- Complete feasibility and preliminary engineering on appropriate communities.

A-7 Strategy: Collaboratively promote business growth and new business recruitment in a business friendly environment.

- Create a Team Siskiyou to assist businesses.
- BOS will assign appropriate members.

- Team Siskiyou members will develop a strategy to assist businesses.

A-8 Strategy: Permit Center Development.

- Planning Department to work with EDC and business council.
- Quarterly updates on progress to BOS.

Affordable Housing

A-9 Strategy: Review affordable housing programs to identify opportunities and make recommendations.

- Report the results of the affordable housing programs review to BOS.
- After the report is made a plan of action will be developed.

Transportation

A-10 Strategy: Support the Local Transportation Commission LTC and assist them in expanding transportation services.

- Cooperate to coordinate transportation efforts with LTC regarding aging, mental health, disabled, human services, veterans and etcetera.
- Transportation Services Director to explore grant opportunities as soon as possible.

Tourism

A-11 Strategy: Decide if tourism is a stand-alone issue or whether it is an inseparable part of economic development.

- Discussion between BOS and public.
- Following the discussion above develop a plan to assist countywide tourism activities so as to develop a request for proposal (RFP).

A-12 Strategy: Assist with the promotion of county museums.

- Discuss museums and coordination with the County Museum Director.
- Promote museums via website.
- Include museums in RFP for tourism.

B. County personnel- Recruitment, Retention, and Succession planning

GOAL: Long term employee contractual agreements coupled with department succession planning using a workable budget process.

Recruiting

B-1 Strategy: Offer competitive salaries and benefits.

- Conduct salary surveys prior to advertising positions that are difficult to fill.
- Explore Cafeteria Plan options for employees.
- Explore flexible work schedules.

B-2 Strategy: Participate in career day opportunities.

- Encourage departments to contact colleges or trade schools.
- Work with local high schools for job training opportunities.
- Work with COS to establish and support programs leading to professional credentials. (Law Enforcement Academy, Alcohol and Drug Counselor, etc.)

Succession

B-3 Strategy: Cross training.

- Encourage departments to train two or more employees to perform critical duties.

B-4 Strategy: Succession Planning.

- Encourage departments to plan for replacements for all supervisory and management positions by training and promotion of existing staff.
- Encourage departments to review status of workforce aging and write a succession plan.
- Research other counties to see how they address succession planning.

Retention

B-5 Strategy: Maintain competitive salaries and benefits.

- Conduct salary and benefit studies before negotiations.

B-6 Strategy: Maintain efficient, comfortable and safe work environment.

- Provide adequate space and tools.
- Provide supervisor training.

- Provide opportunity for employees to make suggestions and provide input prior to decision-making.

B-7 Strategy: Employee development.

- Provide training and educational opportunities.
- Provide refresher training regarding County policies, legal requirements of the job and the grievance process.

B-8 Strategy: Promotional opportunities.

- Consider existing staff for promotional opportunities.

B-9 Strategy: Research possible changes to benefits to encourage retention and retirement.

- Survey other agencies and consider additional changes to benefits to encourage employee longevity and retirement from Siskiyou County.

C. Countywide Employment Opportunities and Training needs

GOAL: Collaborate with educational institutions, businesses, agencies and communities to address job creation, employment opportunities and training needs

C-1 Strategy: Support the Tech/Prep committee.

- Presentation by Tech/Prep to BOS.
- After Tech/Prep presentation pursue avenues to augment skill development.
- BOS and Department Heads will identify opportunities and additional needs.
- Better develop collaborative partnerships with STEP, OIT/SOU/UC, SCEDC, Private Sector, Mount Shasta Training, COS, Workforce connection and Government agencies(USFWS, USFS, CCC, etc).

C-2 Strategy: Encourage department heads to identify opportunities for work

Experience.

- Invite Assessor to present to BOS on his work experience/Summer program.
- Invite Forest Service presentation on their summer mentorship program.
- Supervisor Overman to present on his business mentorship model (invite private/business sector to attend).
- Following presentations meet with Department Heads to see if the Assessor's model can be expanded to other departments.
- Meet with schools and public to facilitate a work experience program countywide.

D. Human Development

GOAL: Collaborate with organizations, agencies and communities to address human needs through customer driven evidence based practices emphasizing action rather than reaction

Aging

D-1 Strategy: Address the aging demographics.

- Continue to support the Community Service Council (CSC) activities subcommittee on aging and Public Service Area 2.
- Continue to support the Coordinated Public Transit - Human Services Transportation Plan Committee.

General Health Services

D-2 Strategy: Geographic equity and accessibility for delivery of services.

- Encourage collaboration between all human service, health departments and family /community resource centers.

Mentally ILL

D-3 Strategy: Determine the need for additional training for employees that come into contact with the public and dealing with the mentally ill.

- Behavioral Health Services to assess current mental health training needs for all departments.
- Report to BOS on assessment.
- Continue to support implementation of Prop. 63 (the Mental Health Services Act) in partnership with the Family and Community Resource Centers.

Opportunities for young people

D-4 Strategy: Develop opportunities for transitional youth.

- The DA human services and probation identify and develop opportunities for youth in protective or correctional systems.

Family Breakdown

Child Abuse

D-5 Strategy: Support human service's goals for reducing child abuse.

- Human services to report to BOS on strategies and actions of CPS to reduce the number of child abuse cases reported annually.
- The Child Abuse Prevention Council (Community Services Council) to report annually on strategies to prevent child abuse.

Domestic Violence

D-6 Strategy: Use mapping report from Dr. Tuttle to determine geographic hotspots of domestic violence.

- Pam Cunningham to present mapping report to BOS.
- Convene a dialogue with the sheriff department, domestic violence (SCDUCC), tribes, family resource centers and courts about the next steps which may include education, law enforcement training and etc.
- Pam to report back to BOS in 4 months.

Drugs and alcohol

D-7 Strategy: Collaborate with Siskiyou County Community Services Council Substance Abuse Continuum of Care Coalition to implement countywide strategic plan.

- Encourage participation in the planning effort by county representatives and DH.
- Seek affordable rental space or consider County owned space for the Behavioral Health substance abuse program.
- Encourage the development of sober living facilities.

D-8 Strategy: Support family base relapse prevention program.

- Based on the success of this program BOS commits to looking for funds to continue the program.

E. Maximize County Government Efficiency

GOAL: Improve efficiency in every county department

Contracts

E-1 Strategy: Streamline contract processing and approval.

- Minimize the number of signatures required.
- Limit review time.

E-2 Strategy: Contract authority for CAO and department heads.

- Review existing contract authority.
- Board of Supervisors to consider approval of additional authority.

E-3 Strategy: Form or template contracts.

- Develop form or template contracts.
- Board of Supervisors to consider approval of new contract forms.

E-4 Strategy: Combine like work in different departments into same contract.

- Determine which services are being used by multiple departments and combine into one contract.

E-5 Strategy: Set up contract policy.

- Develop contract policy for Board approval.

Claims

E-6 Strategy: Paperless claims process.

- Implement paperless claims process.

Kronos

E-7 Strategy: Evaluate current time keeping process.

- Review existing time keeping systems.
- Develop policy for Board approval.

Infrastructure

E-8 Strategy: Consolidate like-minded County departments.

- Study need to consolidate departments into same facility.
- Rental space paid by general funded departments.
- Consider County owned office space for general funded departments.

Sheriff Department

- Move Sheriff Department into Public Works building.
- Remodel and/or add space for dispatch.

General funded departments in Courthouse

- Due to Courthouse conversion, relocate the general funded departments from the first floor.

Public Works

- Construct new facility for Public Works on Sharps Rd.

Probation

- Construct new facility for adult probation on Sharps Rd.

Communication

E-9 Strategy: Performance evaluations.

- Perform annual performance evaluations.
- Encourage departments to track performance evaluations and issue reminder to make sure they are current.

E-10 Strategy: Staff meetings.

- Encourage all departments to have staff meetings.

E-11 Strategy: Department Head council meetings.

- Encourage all department heads to attend meetings.
- Encourage CAO and Board Chair to attend meetings.

E-12 Strategy: Departmental status reports to Board of Supervisors.

- Encourage all departments to submit status reports to CAO and Board.

E-13 Strategy: Improve service fee structure.

- Review fee schedule.

- Encourage all departments to review on a regular basis the fees they charge for services.

E-14 Strategy: Agenda worksheet process.

- Paperless agenda worksheet process.
- Implement paperless agenda worksheet process.

F. Natural Resources

GOAL: Support the responsible and productive use of our natural resources in a manner that ensures a healthy environment, while respecting private property rights

F-1 Strategy: Establish a reputation for Siskiyou County as a proactive leader on natural resource issues.

- Natural Resource Policy Specialist (NRPS) to promote solid working relationships with all potential collaborators.
- Encourage and support efforts to strengthen local influence, streamline efficiency, minimize red-tape and cost associated with federal and state regulation of natural resource development and restoration.

F-2 Strategy: Promote forest health, prevent catastrophic wildfire and protect public Health and safety on public and private forested lands.

- Consider County ordinance that will enable and coordinate a coherent county-wide wildfire prevention program involving US Forest Service, CalFire and Fire Safe Councils such as outlined in the Lake Tahoe/Angora Fire Task Force Report of 2008.
- Work with the USFS and private timberland owners to encourage and support adequate fire-resistant standards for canopy closure, ladder fuels, and standing biomass as well as a reasonably expeditious pace and scale of project implementation on the federal lands whereby the goals of the National Fire Plan can be met.
- Seek and develop revenue and funding through and for vegetation management projects on the federal lands through efforts such as ensuring harvest targets are met, maximizing salvage opportunities, refining the Stewardship Program and exploring grant opportunities.
- Work for US Forest Service compliance with County ordinances, resolutions and requests such as “coordination,” computations of annual greenhouse gas emissions from wildfires and an annual report and presentation on the fire condition class of lands in the WUI, a detailed plan on how the USFS planned on reducing those fuels and a progress report on risk reduction.

F-3 Strategy: Develop multiple use of public lands and increase public awareness of its importance to the custom, culture and economy of Siskiyou County.

- Support logging, grazing and mining on public land to the maximum capacity consistent with sound forestry, range and wildlife management.

- Support and encourage diverse recreational activities on the public lands from such low impact activities as hiking, fishing and bird-watching to such higher impact activities as snowmobiling and Off Highway Vehicle (OHV) riding.

F-4 Strategy: Develop overarching policy and network for Siskiyou County water resources.

- Review current groundwater ordinance and general plan for possible amendments to describe and insure a process for local control, sound management and consistent decision-making with regard to surface and groundwater resources to the extent allowed by law.
- Support agencies, RCDs, the public and others in the research, funding, conservation, enhancement and restoration efforts for various water-related projects.
- Work with existing regional organization of the North Coast Integrated Regional Water Management Plan (NCIRWMP) and small water and sewer districts within the County to include and support improvement of small water and sewer systems.
- Continue to work with the North Coast Regional Water Quality Control Board (NCRWQB) to refine and implement achievable, affordable TMDL Action Plans on the Scott, Shasta and Klamath Rivers to comply with the Clean Water Act.
- Support existing water adjudication in the Scott and Shasta Valleys.

F-5 Strategy: Promote, develop and sustain a viable, thriving natural resource economy and infrastructure.

- Work with existing local natural resource businesses including recreational outfitters and promoters to identify ways that Siskiyou County can facilitate their operation and expansion.
- Increase public awareness of the importance of natural resource industries to the custom, culture and economy of Siskiyou County.
- Explore, encourage and assist biomass processing technologies that will develop local biomass processing and facilitate forest health and fuel reduction projects as well as potential markets for locally grown agricultural biomass crops.

F-6 Strategy: Help develop County policy with regard to climate change and greenhouse gases.

- Assist in the development of database to help inform County actions relative to the Global Warming Solutions Act (AB 32) including such things as carbon sequestration and greenhouse gas emissions from wildfire on public and private land.
- Promote and sustain renewable energy and energy efficiency in Siskiyou County.

F-6 Strategy: Help develop County policy with regard to fish and game management.

- Work with County Fish and Game Commission, California Department of Fish and Game, Siskiyou County Fish and Game Commission, local organizations and concerned individuals to

identify strategies and funding to restore and enhance hunting and fishing quality and opportunities in Siskiyou County.

G. Public Safety

GOAL: Enhance public safety in a collaborative manner, emphasizing preventative measures

G-1 Strategy: Identify or empower a task force to explore and develop ideas for the following issues to include projects and funds. (Boys group home, facility for housing individuals displaced by Jessica's Law requirements and transitional housing for juveniles)

- BOS to identify task force members

G-2 Strategy: Continue to explore steps to move towards a comprehensive countywide approach to fire services.

- County fire warden municipal service review report to BOS on action plan and CSA for committee.
- Explore legislation to address problems on annexations to existing fire districts.
- Review existing fire service action plans and make recommendations.
- Fire warden to report on the status of perimeter defense on forest communities
- County Fire Warden to report to BOS on action plan progress in follow up to the municipal service review.
- County Fire Warden to provide periodic reports on actions of the CSA committee.
- Board of Supervisors to consider adopting a framework for Fire Safe Councils as anticipated under the Health Forest Restoration Act.

G-3 Strategy: Address capacity of the county jails.

- Seeks innovation alterations to incarceration from the sheriff and DA
- Report to the BOS to present alternatives.
- BOS to assess feasibility of the alternatives and develop an implementation plan.

G-4 Strategy: OES (Office of Emergency Services) maintain preparedness for emergencies.

- Support the continual training and planning efforts of deputy director of OES.
- Encourage county employee's participation in training sessions.
- Deputy Director to give annual report to BOS on August of 2009.
- Complete work on the Hazard Mitigation Plan and submit to FEMA.

- Explore the potential for training and organization of CERT (Citizen's Emergency Response Teams).