

**Alpine County
Board of
Supervisors
Strategic Plan
2021-2026**

December | 2021

Alpine County Board of Supervisors

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Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, supported the development of this strategic plan.

INTRODUCTION

Situated in the Sierra Nevada mountains between South Lake Tahoe and the northern ridge of Yosemite, Alpine County is the smallest county in California. In 2019, the projected total population of the county was 1,129 residents.¹

Alpine County is governed by a five-member Board of Supervisors, each of whom is elected by residents from their residing District. The Alpine County Board of Supervisors serves the county seat of Markleeville as well as the communities of Woodfords, Hung-A-Lel-Ti, Bear Valley, and portions of Kirkwood.

BACKGROUND

The Alpine County Board of Supervisors has held three Board retreats in the past seven years—one took place in 2013 and the second in 2018. The 2021 Board retreat was held on May 13, 2021 to create and adopt this strategic plan, designed to aid Alpine County in achieving its mission and vision.

Existing documents, including the Alpine County General Plan, previous strategic plan meeting Board minutes, salary information, the Economic Development Director grant application, key informant interviews with Board members and county staff, and additional research on potential strategies for the Board to consider in the development of the strategic plan. Information was collected from these sources and synthesized and summarized by Social Entrepreneurs, Inc. (SEI) into a Research Brief. A high-level overview of this information also appears in the Situational Analysis that can be found in the following section.

This information was distributed to and reviewed by all Board members and retreat attendees in advance. The Research Brief was used as a resource for the retreat discussion. The objectives for the retreat discussion included:

- Revising and confirming the strategic framework for the Board of Supervisors
- Reviewing background information for four priority areas established in the Research Brief and exploring opportunities for the Board of Supervisors to address each area
- Identifying any follow-up needed to create an updated strategic plan for the Board of Supervisors
- Establishing an updated strategic plan for the Board of Supervisors that can be implemented and result in the achievement of the established goals

¹ U.S. Census estimates as of July 1, 2016. Retrieved on June 8, 2020 from:
<https://www.census.gov/quickfacts/fact/table/alpinecountycalifornia/INC110216>.

The Board of Supervisors was scheduled to meet to review the strategic plan draft in July 2021 but was unable to do so due to the Tamarack Fire which began on July 4 in Alpine County near Markleeville and was one of nearly two dozen blazes sparked by lightning strikes. The fire led to evacuations and burned 68,637 acres of timber, chaparral and trees until it was declared contained on October 26, 2021.² Approximately two-thirds of the population and residents in 15 communities including the Markleeville Grover Hot Springs and campground area, Markleeville, Shay Creek, Marklee Village, Alpine Village, and Woodfords were all evacuated. In addition, many individuals who work in Alpine County live in El Dorado County, CA, or Douglas County, NV, and were also impacted by the Tamarack and Caldor fires.

The East Fork Fire was first reported around 3 p.m. on July 1, 2021 and spread from 15 to 50 acres in the first five hours. Started by a June 30 electrical storm, the fire sprouted near Cottonwood Canyon just east of the East Fork of the Carson River. The terrain, which is steep and rugged in that region, funneled heat and flames uphill into the canyon from the river bottom. By July 2, 2021 the fire had nearly tripled in size to 565 acres. Air tankers put in a retardant line to keep it from cresting the slope on the west flank of the fire, and into Diamond Valley where the Washoe Tribe's Hung-A-Lel-Ti Woodfords Colony is located. On Saturday afternoon, a storm cell passed over the fire, and outflow winds fanned the flames in all directions prompting fire officials to contact the Tribe and China Spring Youth Camp should the fire spread even faster. By July 4, the fire was at 1,100 acres and 30 percent contained. The fire closed Indian Creek Reservoir. The associated camping area was closed for maintenance work. Airport Road off Highway 89 was closed. The Alpine County Airport was used as incident command for the fire. The East Fork was closed to rafters, who had been ordered not to launch from Markleeville because the fire was burning on both sides for a long stretch of the river. The fire burned 1,136 acres and was contained as on July 20, 2021.^{3,4}

In addition, the Caldor fire began on August 16 and reached Alpine County on August 26. This resulted in evacuations at upper elevations in Alpine County. It impacted the area around Kirkwood. Board members noted that the Caldor Fire, along with the Dixie Fire were historic in that fire at that high of an elevation was not previously perceived as a risk and to have two fires at higher elevations during the summer of 2021 may change the way residents and guests think about fires.

Dangers that continue to face Alpine County and its residents and guests include fire-weakened trees and loose rocks and debris on steep slopes. Sedimentation flows and increased runoff pose a threat as

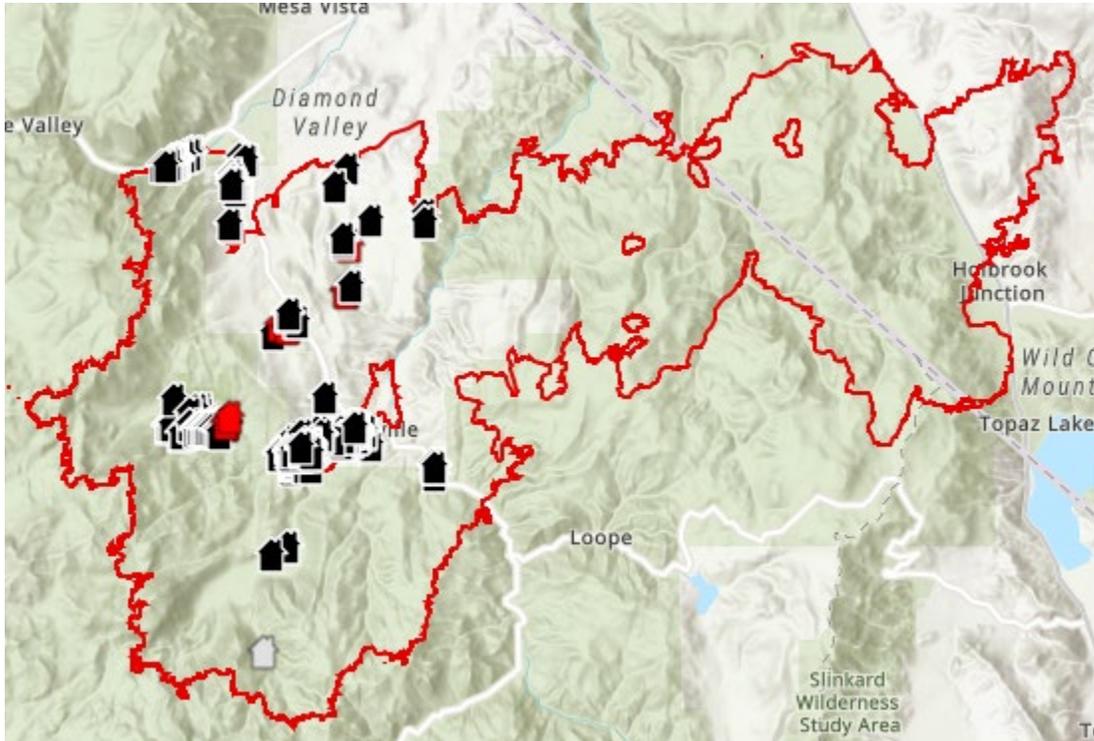
² Retrieved on November 2, 2021 from https://inciweb.nwccg.gov/incident/7674/?fbclid=IwARo3rsk7oQ7lCsJgZ6RbNHNayCySqoma_SlwCKuhzuB_je1DSciSOq87HiM

³ Retrieved on November 11, 2021 from: <https://www.recordcourier.com/news/2021/jul/05/east-fork-fire-appears-be-finally-laying-down/>

⁴ Retrieved on November 11, 2021 from: <https://inciweb.nwccg.gov/incident/7596/>
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well. A number of structures were damaged or destroyed in the fire. The following map shows the damage inspection status as of July 26, 2021.

Figure 1: Tamarack Fire Damage Map July 2021



Included in structures impacted was Turtle Rock Park and Campground, which had trailer, tent, and day use capacity and was an important resource within Alpine County. Homes and other structures were also threatened, damaged, or destroyed. The beauty of Alpine County’s landscape was severely impacted in some areas. Board of Supervisor members noted in interviews in October 2021 that the recovery efforts from the fire will take years.

As a result of the delay caused by the fire and the need to incorporate information on the impact to the community, the strategic planning follow up meeting was rescheduled to November 8, 2021. Interviews were conducted with the County Administrative Office (CAO) and the Board of Supervisors to update components of the strategic plan and to test the degree to which the goals drafted in May were still valid. Goals have been revised to reflect the changing conditions described above.

PURPOSE

The purpose of this strategic plan is to document the results of discussions with the Board of Supervisors as well as the planning session held on November 8, 2021. It outlines the Board of Supervisors' strategic direction, providing a roadmap for the Board and the CAO as they engage in the important work of serving the county.



Photo: Caples Lake (Shutterstock)

SITUATIONAL ANALYSIS

To inform the critical issues, goals, and strategies presented in this plan, the Board of Supervisors conducted a situational analysis through review of several data points. Below is an outline of the data collection process that informed the findings presented to the Board.

1. **Key Informant Interviews:** Targeted questions were drafted, and interviews were held with ten key informants including Board Members and county staff. Additionally, following the appointment and election of two additional Board Members in January 2021, key informant interviews were conducted with the two new Board Members.
2. **Independent Research:** Data from the key informant interviews was used to drive independent research to address critical issues identified during the interviews.
3. **Data Collection to Inform Strategic Planning Priorities:** To support decision making, information was collected and data reviewed from several documents, including:
 - County-level Demographic and Economic Data
 - Alpine County Financial Statements and Plan
 - Alpine County Governance Manual
 - Board of Supervisors Meeting Minutes
 - Other information from Board of Supervisors and key personnel
4. **Update to Situational Analysis and One on One Meetings:** To address recent events in Alpine County that impact the strategic plan, additional inquiry was conducted in October 2021 to obtain:
 - Updates on the Tamarack Fire and its impacts on Alpine County
 - Interviews with Board members and the CAO to test draft strategic plan goals

These data sources were synthesized to provide a broad overview of the economic circumstances within the County as well as the County's strengths and potential issues to address. Key information is provided at a high level below. (For a more detailed discussion of the findings, please refer to the Alpine County Board of Supervisors Research Brief.)

Geographic and Economic Context

As noted previously, Alpine County is the smallest county in California. In 2019, the projected total population of the county was 1,129 residents.⁵ Its population is clustered around the communities of Bear Valley, Hung-a-Lel-Ti, Kirkwood, Markleeville, and Woodfords. Although some changes to this population density may have occurred as a result of the 2020 COVID-19 pandemic, this information is as of yet unknown.

Poverty Rate

The poverty rate estimate for Alpine County in July 2019 was 17.2% compared to 11.8% statewide.⁶ The poverty rate within the Hung-A-Lel-Ti Community was reported to be around 80% in 2016 but reduced to 40% by 2020 due to a partnership with a regional nonprofit employing Native men and women to restore their ancestral lands.⁷

Unemployment and Seasonal Employment

Between 2007 and 2016, Alpine County's seasonal employment levels were generally at their highest between December and March, when ski resorts are in operation, and at their lowest levels in May through November. Average unemployment was highest in June at 14 percent, and at a low of around 9 percent between January and March.⁸ The unemployment rate for the civilian labor force (CLF) in Alpine County was 7.6% as of March 2021 with 560 of the CLF of 610 employed.⁹ This was not seasonally adjusted.

Industry

While slightly dated, The Alpine County Economic and Demographic Profile from 2018 provides a snapshot of jobs by industry for Alpine County. From this report, key information regarding the local industry sectors includes the following:

- Based on 2007 data available, Alpine County's largest industry sectors were government enterprises, accommodation/food services, and arts/entertainment/recreation. Of these three sectors, only data regarding the government sector were available in 2016.¹⁰
- For years in which data are available, Alpine County appears to have a shrinking construction sector. Alpines County's small size and rural and resort-oriented location

⁵ U.S. Census estimates as of July 1, 2016. Retrieved on June 8, 2020 from: <https://www.census.gov/quickfacts/fact/table/alpinecountycalifornia/IN110216>.

⁶ Retrieved on April 14, 2021 from <https://www.census.gov/quickfacts>, US Census Data

⁷ Retrieved on April 7, 2021 from <https://dailyyonder.com/proper-people-to-work-their-lands-restoring-ancestral-lands-and-jobs-in-indian-country/2020/08/14/>

⁸ Alpine County Economic and Demographic Profile, Center for Economic Development at CSU, Chico and Rural County Representatives of California, 2018, page 17

⁹ Retrieved on April 21, 2021 from

<https://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfileQSResults.asp?selectedarea=Alpine+County&selectedindex=2&menuChoice=localareapro&state=true&geogArea=0604000003&countyName=&submit1=View+Local+Area+Profile>

¹⁰ Alpine County Economic and Demographic Profile, ibid, page 18

may lead to dramatic swings in the sector—a single construction project may exert a disproportionate influence on the county’s overall figures.¹¹

- Manufacturing jobs still made up a smaller percent of the total number jobs in Alpine County when compared to the statewide average, but this disparity decreased during the study period.¹²
- Based on the available data, travel/recreation jobs accounted for an exceedingly large proportion of the county’s total jobs and earnings, several times larger than the statewide average.¹³
- During all the years in which data were available, retail jobs in Alpine County made up a smaller portion of the county’s jobs when compared to the statewide average.¹⁴

Findings in this report and anecdotally from key informant interviews indicate that there is a lack of diversity in the local economy. Diversity is a useful measure of the potential resilience of an economy and can prevent significant economic impacts in times of recession. While the Board has recognized the need to diversify the economy, recent efforts to take advantage of its designation as an “Opportunity Zone” and address this issue have been met with challenges. Additionally, because Alpine County is predominantly reliant on tourism, the COVID-19 pandemic has impacted recreational facilities, hospitality services, and short-term rental businesses. Additionally, annual events, such as the Death Ride, which result in an increase in tourism and revenue gains for local businesses were cancelled. It is important to note that efforts to recruit an Economic Development Director for the county were referenced during the initial key informant interviews and that position, as of November 2021, was filled and is intended to address economic diversity.

Revenue

Key revenue sources for Alpine County include:

- Property Tax
- Sales tax
- Payment in Lieu of Taxes
- Transient Occupancy Tax

Only discretionary funds within the General Fund are within the Board of Supervisor’s authority. A significant portion of the revenue for the county comes from property taxes. Additionally, it was noted that revenue from sales taxes may decline through 2022.

¹¹ Alpine County Economic and Demographic Profile, *ibid*, page 42

¹² Alpine County Economic and Demographic Profile, *ibid*, page 44

¹³ Alpine County Economic and Demographic Profile, *ibid*, page 46

¹⁴ Alpine County Economic and Demographic Profile, *ibid*, page 48

Key Informant Interviews

In order to gain greater insight into what is currently in place in Alpine County, interviews were conducted with each of the members of the Board of Supervisors and with employees that work for Alpine County. A total of ten key informant interviews were conducted. Six follow up meetings took place to review and revise the draft strategic plan as needed, after the Tamarack fire. The strengths and priorities identified during these interviews are briefly described in the table below.

Alpine County's Strengths



Natural Beauty, Recreation and Lifestyle: The most prevalent strength that was noted was the natural beauty and recreation that Alpine County offers. This was also tied to discussions of the lifestyle that many residents find appealing in Alpine County. Additionally, it is a small community made up primarily of public lands (96%), which affords residents a quiet and peaceful lifestyle.



Government Leadership and Partnership: The leadership of various county departments, including Health and Human Services, the Fire Department, and the Alpine County Sheriff's Office were noted as strengths. The leadership and services that have been offered by these agencies in recent years has supported the community that both live and work in Alpine County. This was further reinforced by the positive government-to-government relationship between Alpine County and the Hung-A-Lel-Ti Band of the Washoe Tribe.



County Population: Alpine County has a unique structure to its population that is comprised of both residents and tourists depending on the season. Residents include the Hung-A-Lel-Ti Community, whose members have resided in the area for 10,000 years. Additionally, there are residents that reside in the county full-time and those that live outside of Alpine County that commute or work remotely for agencies in the county. The primary driver to the economic structure in Alpine County is tourism. This results in a seasonal population that contributes a large portion of the county's revenue.

Priorities to Address

Beyond the strengths of the county, there were several themes that emerged in interviews related to issues that must be addressed. These are summarized below.

Economic Development and Revenue: One overarching theme was the interconnectedness of economic development and revenue generation. Increasing revenue is seen by some as a means for economic development, but in order to increase revenue there must be businesses and a workforce to support those businesses. This is exacerbated by the recovery efforts needed following the Tamarack Fire. Recovery and economic development are viewed by Board of Supervisor members as going hand in hand.

- Some issues related to this that were frequently noted included the retention and recruitment of staff, the need for a trained workforce, and the need for opportunities to expand to new industries that would include the Hung-A-Lel-Ti Community. The opportunity to celebrate the history of the Washoe Tribe and of Alpine County were also noted by key informants as an economic development strategy.
- Without staff to support current businesses and grow infrastructure, the county will face many challenges in achieving its goals. Because the current workforce for Alpine County was working remotely, issues associated with effective communication and collaboration as well as turnover within job positions in the county were noted.
- The Tamarack Fire recovery is now a primary issue of importance and links to future economic development in the county.

Infrastructure: Related to this, the primary issue of infrastructure varied by key informant. Themes that emerged in interviews related to infrastructure included the following:

- The needs for transportation and infrastructure related to roads as well as for a comprehensive, county-wide fire response were identified. The transportation plan was noted as an important initiative of the county. After the Tamarack fire, the issue of ensuring secondary exits for evacuation was identified as a strategy to consider.
- The need for a comprehensive communication infrastructure of cell and broadband coverage to connect the communities within and outside of the county was noted repeatedly. The lack of technological infrastructure may deter potential employees and prevent any sort of technological advancements to take place within the county. It also is a barrier to attracting businesses and work-at-home residents to the county.
- Fire safety was highlighted by multiple key informants with the need for resources to proactively prevent or respond to wildfires. Linked to this issue was an overarching concern for protection of the forests, rivers, lakes, open spaces, and the residents and guests in Alpine County. This was reinforced by the Tamarack Fire and the fires that continue to threaten the drought-impacted western United States.

Affordable Housing: Finally, affordability of housing for residents was also noted by multiple key informants. This includes low-income and workforce housing, as well as multi-use housing and housing for people living in poverty.

- Many people that work in Alpine County live outside the county, as they cannot find affordable housing to purchase within the county, even at higher price points. This results in greater commute times into Alpine County to work.
- The lack of business opportunities within the county also means that some residents commute out of the county to neighboring counties to work.
- There are a large number of second-home residents who reside in the county part of the year. This reduces the inventory of homes to purchase. The issue of short-term rentals and the need

for more housing was noted by multiple key informants as an issue to be addressed. Follow-up key informant interviews and feedback indicated that the issue of short-term rentals has been addressed.

In addition to these themes, the interviews indicated the importance of adopting and managing to a plan with periodic check-ins to help unite efforts and provide a direction for the county and the CAO.

Additional Information

During the retreat held on May 13, 2021, there were also presentations of the State of the County report by the CAO and from consultants regarding the Regional Transportation Plan and the Housing Element. These are summarized briefly below.

State of the County: The CAO provided an overview of Alpine County's accomplishments in 2020, which included the implementation of multiple initiatives identified in previous Board of Supervisors' strategic plans, as well as the management of the COVID-19 response, the 2020 elections, and a myriad of other accomplishments related to staffing, internal infrastructure necessities, and state and federal requirements. In addition, recommendations regarding potential strategies for consideration were presented for discussion.

Regional Transportation Plan: Jeff Schwein of Green Dot Consulting noted that the Regional Transportation Plan was a long-range planning effort that encompassed both 10 and 20-year projects. Most of the projects in the county have been in process for a long time, as the county does not receive a great deal of funding for these works. Current projects include the bridge on Hot Springs Bridge Road, Hot Springs Road, and the State Highway. Additionally, it was noted that the Federal Highway Bill expires in September and a new one will be passed. Further, proposed federal infrastructure legislation is expected to be very robust for rural communities. Finally, it was noted that a Tri-County study regarding bicycle tourism in Alpine County designed to improve safety at trailheads and crossings at State highways is underway.

Housing Element: Beth Thompson of De Novo described the Housing Element, noting that it will include an analysis of opportunities related to housing and consider local and state conditions to support these opportunities. She reviewed the timeline of the Housing Element and related activities to gather community input. The Housing Element is expected to be adopted by the Board of Supervisors by June 30, 2022.

STRATEGIC PLAN OVERVIEW

This section summarizes the Alpine County Board of Supervisors' Strategic Plan, including the strategic framework used to guide decision-making, the critical issues prioritized for action, and the goals developed to address them.

ALPINE COUNTY BOARD OF SUPERVISORS' STRATEGIC FRAMEWORK

VISION

The vision for Alpine County as a whole is that:

Alpine County prospers by protecting the beauty, honoring the past, and looking to the future, respectfully.

MISSION

The mission of Alpine County Board of Supervisors and Departments is:

To serve residents and guests to enhance their quality of life.

PRINCIPLES

- *Ensure open, honest, and effective governance*
- *Operate with mutual respect*
- *Act with understanding and empathy*
- *Engage in decisions that affect the land and people of Alpine County*

CRITICAL ISSUES AND GOALS

The critical issues to be addressed through this strategic plan were identified by the Board of Supervisors after reviewing the Situational Analysis. They include:

Critical Issue: Recovery and Economic Development

The adaptability and resilience of Alpine County is dependent upon the local workforce, industries, and financial diversity. Many employees in the county commute from nearby communities. The lack of a local workforce can present challenges in recruitment and retention of staff. Additionally, the reliance on tourism-driven industries and the funding that comes from those industries can weaken the financial position of the county to withstand economic changes, such as those seen during the COVID-19 pandemic.

The Board of Supervisors acknowledges the benefit of establishing a diversified and more stable economic structure that can support economic growth and the local population. At this time, economic development must also address recovery efforts from the Tamarack Fire, Caldor Fire, and East Fork Fire. Diversifying and growing a stable economic structure must be completed in a sustainable and efficient way. This can also serve as a roadmap for the new Economic Development Director. The Tamarack Fire will impact the options for economic development. This has been added to the development of recovery and economic development plans.



By June 30, 2025, develop and implement comprehensive recovery and economic development plans.

Critical Issue: Staffing

Sufficient staffing is needed for the county to execute plans, apply for and successfully administer grants, implement state and federally mandated strategies, and be responsive to the changing conditions in the county. However, there are challenges related to both recruitment and retention of staff, and linked with that, opportunities to increase staff morale, particularly related to disparities perceived by staff hired at different times. Additionally, there is a significant liability within Alpine County related to retirement. The Board of Supervisors acknowledges that by addressing staffing issues, it can more effectively offer services and supports for residents and guests.



By January 31, 2022, adopt and fund the CAO's comprehensive staff plan.

Critical Issue: Wildfire

The Board of Supervisors recognizes the importance of the forest in the local environment and as a key driver of tourism. Because of this, there was significant concern raised about the threat of fire and the devastation that recovery from a fire would cause in Alpine County. The Board of Supervisors is now facing that reality. They have continued to express how essential it is to protect the land, forest, and county residents through fire prevention and mitigation strategies.



By June 30, 2026, in cooperation with the Alpine Fire Safe Council, conduct ongoing education and promotion to protect homes and structures from wildfire in the future.

Critical Issue: Capital Improvement Infrastructure

The Board of Supervisors has identified a number of issues related to infrastructure needs within the county. A lack of effective and accessible broadband internet presents a significant barrier to productivity and communication in the workplace, decreasing the appeal of the county for employees and employers alike. Additionally, there are issues related to road maintenance, access to supports and services for residents and opportunities to offer transportation to guests. Investing in the Capital Improvement Fund with any remaining funds in the budget would allow the county to address needs as they arise. The fire also raised the need for secondary exit roads from a number of communities. Setting priorities for capital improvement projects, pursuing grants, and investing in a capital improvement fund were all suggested by the Board of Supervisors.



Invest a minimum of \$100,000 annually into the capital improvement fund, beginning fiscal year (FY) 2022-23.

Critical Issue: Affordable and Workforce Housing

While the county is currently working to develop its Housing Element, the Board of Supervisors understands that Alpine County lacks affordable housing, including low-income, workforce, and multi-use housing. In addition, many people that work in Alpine County live outside the county, as they cannot find affordable housing within the county. There is also a large number of second-home residents who reside in the county only part of the year, which gives rise to concerns about short-term rentals and the effects on housing inventory.

Since the Board retreat, Governor Newsom, "signed bipartisan legislation intended to expand housing production in California, streamline the process for cities to zone for multi-family housing, and increase residential density, all in an effort to help ease California's housing shortage. The suite of housing bills includes California Senate Bill SB 8 (Skinner), SB 9 (Atkins), and SB 10 (Weiner). Each of the bills will take effect on January 1, 2022. Some have characterized the bills as 'the end of single-

family zoning.’ In practice the results may be more nuanced, but the net effect will be to allow significantly more development of housing units ‘by right.’”¹⁵



By June 30, 2026, implement the strategic plan to increase affordable and workforce housing.



Photo: Upper Kinney Lake

¹⁵ Retrieved on November 2, 2021 from <https://www.gibsondunn.com/california-governor-newsom-signs-three-important-new-bills-into-law-impacting-residential-zoning-and-development/>
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STRATEGIC PLAN

This section describes the goals and associated strategies that will be used to address the identified critical issues identified and prioritized by the Board of Supervisors. Additionally, for each strategy it provides a timeline for accomplishment as well as considerations related to revenue and expenses as well as capacity.

This strategic plan will be reviewed in its entirety on an annual basis, with goals and strategies discussed regularly throughout the year.

Critical Issue: Recovery and Economic Development

Goal 1 | By June 30, 2025, develop and implement comprehensive recovery and economic development plans.

	Strategy	Timeline	Lead	Capacity Considerations
1.A	Evaluate and adopt policies to promote business development, including waiving fees and reducing regulations	June 30, 2022	Economic Development Director	
1.B	Increase sustainable recreational guide services and activities	June 30, 2025	To be determined (TBD) or Contractor	
1.C	Increase forestry and biomass industries	June 30, 2025	To be determined (TBD) or Contractor	
1.D	Attract light industry	June 30, 2025	Economic Development Director	
1.E	Attract small or work-at-home businesses	June 30, 2025	Economic Development Director	
1.F	Ensure sufficient staff to support ongoing recovery and economic development efforts	June 30, 2023	Economic Development Director	
1.G	Conduct workshops to engage Board of Supervisors in recovery and economic development planning	June 30, 2023	Economic Development Director	Economic Development Director is on a plan

Critical Issue: Staffing

Goal 2| By January 31, 2022, adopt and fund the CAO's comprehensive staff plan.

	Strategy	Timeline	Lead	Resources and Considerations
2.A	Conduct a classifications and compensation study to address inequities in the county's compensation	June 30, 2023	Assistant CAO to Personnel and Risk Management through a contractor	Include competitive salaries in the private sector where possible, County Staff to pull together data required for survey
2.B	Direct the County Administrative Officer to create a series of level I, II, and III job positions to allow for promotional opportunities	June 30, 2024	Board of Supervisors and CAO	Dependent on the results of the salary study
2.C	Research and invest in an Employee Recognition Plan and Employee Wellness Plan	June 30, 2022	Assistant CAO to Personnel and Risk Management through a contractor	
2.D	Establish a funding policy for retirement liabilities	June 30, 2022	Chief Financial Officer and Board of Supervisors	
2.E	Develop a succession planning strategy and implement across Departments	December 31, 2022	County Administrative Officer (CAO) / Asst CAO and Department Heads	Include review and expansion of countywide extra help strategy

Critical Issue: Wildfire

Goal 3 | By June 30, 2026, in cooperation with the Alpine Fire Safe Council, conduct ongoing education and promotion to protect homes and structures from wildfire in the future.

	Strategy	Timeline	Lead	Resources and Considerations
3.A	Support efforts to increase residents' education regarding home hardening and defensible space	Ongoing	Board of Supervisors and Resources to Be Determined (TBD)	
3.B	Support efforts to promote defensible space	Ongoing	Board of Supervisors and Resources to Be Determined (TBD)	
3.C	Support efforts to implement comprehensive fire prevention efforts	Ongoing	Board of Supervisors and Resources to Be Determined (TBD)	
3.D	Explore shared resource options with other counties to secure a fire marshal and fire prevention specialist	Ongoing	County Administrative Officer (CAO)	
3.E	Convene a Town Hall meeting to facilitate fire prevention, awareness, and preparedness information sharing	June 30, 2024	Board of Supervisors	May be annually or once every two years

Critical Issue: Capital Improvement Infrastructure

Goal 4 | Invest a minimum of \$100,000 annually into the capital improvement fund, beginning fiscal year (FY) 2022-23.

	Strategy	Timeline	Lead	Resources and Considerations
4.A	Establish and adopt a prioritization process and funding policy for capital improvement projects that prioritizes projects within the Capital Improvement Plan	June 30, 2022	Board of Supervisors	Need to create a list of projects first.
4.B	Actively seek funding to support Capital Improvement Plan	Ongoing	County Administrative Officer (CAO) or Community Development Director, Sheriff	
4.C	Plan and advocate for countywide broadband coverage	Ongoing	County Administrative Officer (CAO) or Community Development Director, Sheriff	
4.D	Continue to support Rural County Representatives of California's (RCRC) efforts related to broadband development	Ongoing	Board of Supervisors	
4.E	Ensure staff capacity is sufficient to pursue federal opportunities	June 30, 2022	County Administrative Officer (CAO)	Procurement Specialist, Grant Development, and Department Support.

Critical Issue: Affordable and Workforce Housing

Goal 5 | By June 30, 2026, implement the strategic plan to increase affordable and workforce housing.

	Strategy	Timeline	Lead	Resources and Considerations
5.A	Evaluate a comprehensive menu of strategies suggested by the Planning Commission to support affordable housing development	June 30, 2023	Board of Supervisors	Need to incorporate changes already made through Governor Newsom's recent legislation
5.B	Support implementation of the Housing Element	June 30, 2023	Board of Supervisors	
5.C	Ensure sufficient resources to implement strategic plan for affordable and workforce housing	June 30, 2024	County Administrative Officer (CAO)	