

STRATEGIC PLAN UPDATE 2021



El Dorado County Strategic Plan

County Vision

El Dorado County government shall have Safe, healthy and vibrant communities, respecting our natural resources and historical heritage.

County Mission

El Dorado County government shall provide efficient, courteous, and effective services and infrastructure for safety, protection, and well-being of our residents, businesses and visitors.

County Strategic Plan & Budget Policies

RECOMMENDED BUDGET • FY 2021-22

Core Values

Accountability: Responsible for our decisions and behavior. Creating a safe work environment where we are answerable to our citizens, co-workers, superiors, direct reports and other stakeholders.

Collaboration: Cross-functional teamwork, communication, and cooperation countywide, while creating a silo free organization.

Integrity: Doing what is right legally and morally at all times regardless of whether or not someone is watching.

Service Excellence: (Citizen-Oriented Service) – Provide comprehensive service to all citizens of El Dorado County while loyally doing our job without expectation of recognition or personal gain.

2021 Board Approved Strategic Plan

The Strategic Plan is a critical component to the success of El Dorado County government.

In 2014 the County began the process of developing a Countywide Strategic Plan which was subsequently completed in 2016. During that process, the County engaged in extensive community outreach, which included a 'Citizen Engagement Survey.' As a result of those efforts, The Strategic Plan included five overarching goals: (1) Public Safety, (2) Infrastructure, (3) Good Governance, (4) Economic Development, and (5) Healthy Communities. Best practice is to develop a strategic plan for an anticipated period of three to five years and to make necessary updates during that time frame. Consistent with that practice, from 2016 to 2019 the Board periodically received updates on the progress being made relative to each goal.

In 2019 the County conducted a major update of the Strategic Plan that included obtaining feedback from many other partners and stakeholders, including County Department Heads and management staff, County Commissions/Committees, fire districts, and residents of El Dorado County. While the Mission, Vision, Core Values, and Goals remained the same, the County shifted from having very specific tasks and timelines to be completed to a more Strategic process of identifying themes and priorities with the intent those departments will focus their internal priorities around the County's overall Strategic Plan.

In 2020 the entire world was impacted by the coronavirus pandemic, and this resulted in the County having to manage a variety of challenges and priorities that distracted from working on strategic plan priorities. In this regard, all County staff should be commended for their efforts, including all staff that directly assisted with responding to the emergency but also all those staff who ensured other essential county operations and services continued to be provided to our

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community. Even in light of the COVID pandemic, the County made significant progress in accomplishing the goals of the Strategic Plan over the last year which has been focused on addressing the COVID-19 pandemic.

The County is now entering year three of the current Strategic Plan. The Board's executive leadership team of department heads agreed there was no need to conduct a major update of the plan; that the Mission, Vision, Values, and Goals should remain the same; and to make only minor adjustments to the priorities and objectives within each goal.

Strategic Plan Priorities, Objectives, and Goals

Public Safety

- Improved Communication and Coordination between public safety and other agencies and the public.
 - Effective Interagency Emergency Communications.
 - Effective non-emergency coordination of communication and data sharing between agencies to improve public safety.
 - Improved External Communications with the public during emergencies.
 - Effective Emergency Preparedness Activities
- Support Fire District's Reorganization and Consolidation when requested.
- Support for the mentally ill, homeless, and those with substance abuse disorders where Public Safety issues are present.
- Prevention and Early Intervention Services for Youth.
- Encourage and support through policy and resources the pursuit of local, state, and federal private and public funding opportunities to support the Public Safety Mission in prevention and intervention.

Good Governance

- Implement systems that improve system-wide process, data sharing, and departmental collaboration.
- Approach large, complex, and/or system-wide matters as an organization - Departments will collaborate on projects and efforts that have cross-departmental impacts.
- Promote the development of resources to identify and pursue additional revenue including local, state, federal and private funding for new and existing projects.
- Incorporate benchmarks (to other agencies) and best practices to provide context to

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decisions, using data to inform discussions while promoting efforts to creatively address service delivery.

- Evaluate requests and recommendations based on complete assessment of the best available information, with the goal of reaching well informed decisions.
- Create and maintain a supportive culture for all employees through staff engagement in policy and process decisions and through strong labor relations.

Infrastructure

- Broadband/Technological Connectivity considering into County projects.
- As County projects come on line, broadband connectivity should be considered and financial feasibility determined.
- Improve Road Maintenance.
- Analyze need, coordinate and plan for County facilities, parks, and trails including ongoing maintenance, operations and replacement.
 - Includes review of County General Plan and Parks Master Plan
- Encourage and support through policy and resources the pursuit of local, state, federal private and public funding opportunities to support the County's infrastructure.
- Work collaboratively with the El Dorado County Transportation Commission, City of Placerville, City of South Lake Tahoe, CalTrans and other stakeholders as necessary to develop short, intermediate, and long-term plans to address traffic issues and concerns due to the volume of traffic that travels to and from Apple Hill and the Tahoe Basin.

Healthy Communities

- Achieve sufficient and attainable housing for all El Dorado County residents.
- Partnering with all stakeholders, continue to prepare to meet the needs of our growing older adult population.
- Implement solutions to address and reduce homelessness in El Dorado County.
- Achieve better outcomes for children, young adults and families in the areas of mental illness and substance abuse prevention.
- Encourage and support through policy and resources the pursuit of local, state and federal private and public funding opportunities to support and promote healthy communities.
- Develop a climate sustainability plan, with an emphasis on forest health and sustainability.

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Economic Development

- Retain, develop and attract businesses that provide job economic sustainability and quality job creation.
 - Continue business attraction and retention incentive efforts to retain, expand, and import businesses to El Dorado County.
 - Reach out to targeted business sectors for relocation to the County.
 - Reach out to local business for expansion incentives.
 - Develop business clusters and Geographically-Targeted Economic Development Areas if deemed feasible.
 - Deploy a small business/entrepreneurial development strategy.
 - Implement strategy to promote occupation and telecommuting jobs.
 - Identify what businesses have left the County in the last five years and why.
 - Continue to monitor appropriate and competitive fee levels.
 - Promote and expand agriculture, recreation and tourism (e.g., geotourism and agriculture tourism) and their related businesses.
 - Increase retail opportunities.
 - Increase employment opportunities by improving workforce development skills.
- Invest in infrastructure needs to improve and maintain competitiveness.
 - Conduct a comprehensive land use, water/sewer, gas, electricity, multi-modal transportation, etc. infrastructure needs study to identify potential economic development zones or clusters.
 - Encourage development of high speed internet services (broadband and/or WiFi).
 - Explore the use of special financing districts such as Business Improvement Districts, Tourism Improvement Districts, Agriculture Improvement Districts, Tax Increment Financing, etc.
 - Survey the local business community, regional economic development agencies and economic development recruiters on what infrastructure the County lacks.
- Nurture the County and Community's business friendly environment.
 - Continue to evaluate opportunities to improve County processes that are identified as onerous for the business sector.
 - Actively participate with local, Regional and National organizations to strengthen the County's economic development advantages.
 - Continue to provide expert assistance and guidance to help navigate regulatory requirements in support of business development.
- Provide attainable housing options - balance jobs with housing.
 - Conduct a gap analysis on what housing options the County is lacking.
 - Research what housing options are needed to support desired business sectors.
 - Determine appropriate mix of housing alternatives for all types of housing including transitional housing, very-low, low, moderate, and above-moderate income housing.

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- Complete a study of housing incentives used by peer counties or cities/towns.
- Recognize the impact of homelessness of Economic Development and identify methods to assist the chronically homeless with mental illness.
- Retain, develop and attract businesses that provide job economic sustainability and quality job creation.
 - Develop guiding economic principles to leverage the County's Airports and their ability to become an economic driver for small businesses and tourism.
- Provide attainable housing options - balance jobs with housing.
 - Analyze if mobile home rental costs are impacting the availability of sufficient and attainable housing for El Dorado County residents.
- Explore the feasibility of biomass and cogeneration plants.



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BOARD OF SUPERVISORS POLICY

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I. PURPOSE

The County Budget Policies were originally adopted May 19, 2015.

The County Budget Policies provide a framework for budgetary decision making regarding the use of County funds, to ensure prudent County fiscal management and to direct the Chief Administrative Officer in the development and management of the County Budget.

II. POLICY

1. Pursue Operational Efficiencies: Eliminate, combine or reorganize programs or processes to reduce expenditures and/or respond to changing needs or priorities. Identify lower priority programs that can be reduced or eliminated to free up resources to fund higher priority programs. Carefully review and justify all expenditure line items to identify possible cost reductions. Identify and implement training programs, utilize Information Technologies and promote interdepartmental cooperation to maximize operational efficiencies.
2. Maximize the Board's Discretion: Except where the Board has previously made a decision to earmark revenues for a particular purpose, wherever legally possible, revenues are to be treated as discretionary resources, rather than as dedicated to a particular program or service, in order to provide the Board as much flexibility as possible in allocating resources to local priorities, based on the Strategic Plan.
3. Pursuit of New Revenues: Pursue new revenues to the fullest extent possible for all services, as well as total cost identification (including departmental overhead and indirect costs) for fee setting purposes. Any new revenues for programs receiving General Fund support should be used to offset the cost of existing staff and programs, rather than funding new staff or programs.
4. Grant Funding: Prior to applying for and accepting Federal or State grants, departments must identify current and future fiscal implications of either accepting or rejecting the grant, including matching fund obligations, non-supplanting requirements, required continuation of a program after grant funds are exhausted, and if the program is consistent with the County's Strategic Plan goals and objectives.



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5. New or Enhanced Discretionary Programs: Departments should not propose new or enhanced programs unless those programs are fully funded (including overhead costs) by a grant or other dedicated revenue source. Departments submitting requests for new or enhanced discretionary-funded programs should identify lower priority programs in the Department that can be reduced or eliminated to generate discretionary resources to fund the new programs. New or enhanced discretionary funded programs will only be recommended/approved to the extent the annual General Fund Five Year Forecast identifies sufficient funding capacity.
6. County Share: If funding is reduced, there should be no increased County share for programs funded primarily from non-General Fund sources unless increased County share is mandated or the Board of Supervisors has previously determined that this program is a high priority for use of limited General Fund dollars.
7. Vacant and New Positions: All unfunded positions should be clearly identified and discussed with the Chief Administrative Office. New positions will not be considered unless the positions are funded by secure, ongoing, non-General Fund sources or there is a significant and compelling reason that the position is needed.
8. General Fund Contingency: The General Fund Appropriation for Contingency shall be set, at the time of budget adoption, at an amount not less than 3% of total adjusted General Fund appropriations, as adjusted for non-General Fund programs (e.g., State mandated Social Services, Child Support Services) and one-time expenditures. The Appropriation for Contingency is to be used during the fiscal year to address unanticipated expenditure increases or revenue decreases.
9. Budget Controlled at Expenditure Class/Object Level: California statute requires that county budgets are controlled at the object of expenditure level, except for capital assets, which are appropriated at the sub-object level (29006, 29008, 29089). The Board may authorize additional controls for the administration of the budget (29092).
10. General Reserves: The General Fund General Reserve shall be set, at the time of budget adoption, at an amount not less than 5% of total adjusted General Fund appropriations. The General Reserve shall be established, canceled, increased, or decreased as provided for in Government Code Section 29086.



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11. Designation for Capital Projects: Once the General Reserve and General Fund Appropriation for Contingency equal 8% of adjusted General Fund appropriations, the Board may choose to transfer any remaining unappropriated discretionary resources to the Designation for Capital Projects to be retained to assist in addressing unmet capital needs and building a replacement reserve. The goal is to set aside \$5,000,000 each year. The Designation for Capital Projects may be cancelled, in any amount, when alternate funding sources are not available, and upon a recommendation from the Chief Administrative Officer, to address unmet capital replacement and maintenance projects.
12. Other Post-Employment Benefits (OPEB): El Dorado County shall continue the policy of “pay as you go” to fund the County’s OPEB liability. OPEB costs will be allocated to the respective County departments based on a State–approved allocation formula. The Board may modify this policy at any time, to allocate unappropriated discretionary resources to fund the OPEB liability, to set funds aside to fund future years’ liabilities, or to begin funding ongoing OPEB liabilities by establishing a pre-funding trust.
13. Transient Occupancy Tax: Transient Occupancy Tax revenue shall be directed toward the impact of tourism and economic development, with consideration for support of tourism and promotion activities within the County and for continued support for grant fund allocations to support Veteran programs within the County.
14. Fixed (Capital) Assets: This policy establishes additional controls for the administration of Fixed Asset (Capital Asset) equipment.
 - a. All additions to Fixed Assets must be approved by the Board. The agenda item must ask the Board to add the item(s) to the Fixed Asset listing and may be accompanied by a Board-approved budget transfer.
 - b. Fixed Assets requested and approved through the annual Budget Process will be included in the Departments’ recommended/approved budgets and itemized on the Fixed Asset list submitted for approval with the Recommended Budget.
 - c. Fixed Assets approved as an addition to the Recommended Budget, before the approval of the Adopted Budget, will be included in the Adopted Budget package submitted to the Board for approval in September and included in the Fixed Asset list published with the Adopted Budget.



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- d. If a department already has two or more Fixed Asset items approved, and simply needs to adjust funding amounts between approved items within Fixed Assets, this does not need to go to the Board. The Chief Administrative Office will approve a budget amendment to reallocate funds between items, if necessary for processing.
- e. An increase in cost for an already approved Fixed Asset, where there is not savings available in another already approved Fixed Asset(s), will require a budget amendment approved by the Board. However, the item does not need to be approved by the Board a second time.
- f. The Chief Administrative Office will provide the Auditor-Controller and Purchasing offices with copies of all approved Fixed Asset listings and subsequent additions to that listing. All purchases of Fixed Assets will be made and invoices paid pursuant to the approved Fixed Asset list.

15. Designation for Road Maintenance: Once the General Reserve and General Fund Appropriation for Contingency equal 8% of adjusted General Fund appropriations, the Board may choose to transfer any remaining unappropriated discretionary resources to the Designation for Road Maintenance to be retained to assist in addressing unmet road maintenance needs. The goal is to set aside \$3,000,000 each year, in addition to the maintenance of effort amount required by the Road Repair and Accountability Act of 2017. The Designation for Road Maintenance may be cancelled, in any amount, when alternate funding sources are not available, and upon a recommendation from the Chief Administrative Officer, to address unmet road maintenance needs.

IV. REFERENCES

- Board Adopted Budget Policies, May 19, 2015 (Item 31)
- Board Adopted Budget Policies Revision, March 10, 2020 (Item 25)

V. RESPONSIBLE DEPARTMENT

Chief Administrative Office

VI. DATES ISSUED AND REVISED; SUNSET DATES:

Issue Date:	05/19/2015	Sunset Review Date:	N/A
Revision Date:	02/23/2021	Next Review Date:	02/01/2026