



## EL DORADO COUNTY

### 2021 Board Approved Strategic Plan

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### County Vision

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.

### 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.

### Strategic Goals

#### **Economic Development**

Enable a prosperous and vibrant community

- 1) Retain, develop and attract businesses that provide job economic sustainability and quality job creation.
  - a) 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.

- b) Deploy a small business/entrepreneurial development strategy.
  - c) Implement strategy to promote occupation and telecommuting jobs.
  - d) Identify what businesses have left the County in the last five years and why.
  - e) Continue to monitor appropriate and competitive fee levels.
  - f) Promote and expand agriculture, recreation and tourism (e.g., geotourism and agriculture tourism) and their related businesses.
  - g) Increase retail opportunities.
  - h) Increase opportunities for Transient Occupancy Tax revenue generation.
  - i) Develop guiding economic principles to leverage the County's Airports and their ability to become an economic driver for small businesses and tourism.
- 2) Increase employment opportunities by improving workforce development skills.
  - 3) Invest in infrastructure needs to improve and maintain competitiveness.
    - a. Conduct a comprehensive land use, water/sewer, gas, electricity, multi-modal transportation, etc. infrastructure needs study to identify potential economic development zones or clusters.
    - b. Encourage development of high speed internet services (broadband and/or WiFi).
    - c. Explore the use of special financing districts such as Business Improvement Districts, Tourism Improvement Districts, Agriculture Improvement Districts, Tax Increment Financing, etc.
    - d. Survey the local business community, regional economic development agencies and economic development recruiters on what infrastructure the County lacks.
  - 4) Nurture the County and Community's business friendly environment.
    - a. Continue to evaluate opportunities to improve County processes that are identified as onerous for the business sector.
    - b. Actively participate with local, Regional and National organizations to strengthen the County's economic development advantages.
    - c. Continue to provide expert assistance and guidance to help navigate regulatory requirements in support of business development.
    - d. Implement design standards in community regions and rural centers to provide clarity to businesses and developers.
  - 5) Provide attainable housing options - balance jobs with housing.
    - a. Conduct a gap analysis on what housing options the County is lacking.
    - b. Research what housing options are needed to support desired business sectors.
    - c. Determine appropriate mix of housing alternatives for all types of housing including transitional housing, very-low, low, moderate, and above-moderate income housing.
    - d. Complete a study of housing incentives used by peer counties or cities/towns.
    - e. Recognize the impact of homelessness on Economic Development and identify methods to assist the chronically homeless with mental illness.
    - f. Analyze if mobile home rental costs are impacting the availability of sufficient and attainable housing for El Dorado County residents.

- g. Identify missing middle housing opportunities.
- 6) Explore the feasibility of biomass and cogeneration plants

### **Good Governance**

Achieving the best possible process for making and implementing decisions in accordance with the County's core values, legal requirements and industry best practices

- 1) Implement systems that improve system-wide process, data sharing and departmental collaboration.
- 2) Approach large, complex and/or system-wide matters as an organization - Departments will collaborate on projects and efforts that have cross-departmental impacts.
- 3) Promote the development of resources to identify and pursue additional revenue including local, state, federal and private funding for new and existing projects.
- 4) Incorporate benchmarks (to other agencies) and best practices to provide context to decisions, using data to inform discussions while promoting efforts to creatively address service delivery.
- 5) Evaluate requests and recommendations based on complete assessment of the best available information, with the goal of reaching well informed decisions.
- 6) Create and maintain a supportive culture for all employees through staff engagement in policy and process decisions and through strong labor relations.

### **Healthy Communities**

Improved health, well-being and self-sufficiency of El Dorado County communities, residents and visitors

- 1) Achieve sufficient and attainable housing for all El Dorado County residents.
- 2) Partnering with all stakeholders, continue to prepare to meet the needs of our growing older adult population.
- 3) Implement solutions to address and reduce homelessness in El Dorado County.
- 4) Achieve better outcomes for children, young adults and families in the areas of mental illness and substance abuse prevention.
- 5) 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.
- 6) Work in collaboration with partners to develop a forest health sustainability plan and look at other jurisdictions for models of a climate sustainability plan.

### **Infrastructure**

Provide, operate and maintain our infrastructure, public facilities, and associated services that protect our community, environment and economic well-being

- 1) Broadband/Technological Connectivity considering into County projects.
  - a. As County projects come on line, broadband connectivity should be considered and financial feasibility determined.
- 2) Improve Road Maintenance
- 3) Analyze need, coordinate and plan for County facilities, parks and trails including ongoing maintenance, operations and replacement.
  - a. Includes review of County General Plan and Parks Master Plan

- 4) Encourage and support through policy and resources the pursuit of local, state, and federal, private, and public funding opportunities to support the County's infrastructure.
- 5) 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.
- 6) Work collaboratively with the El Dorado County Transportation Commission, CalTrans, and other stakeholders as necessary to address traffic issues and concerns due to travel to the Confluence at the El Dorado County and Placer County line.

### **Public Safety**

Protects the community, prevents crime, enforces the law, administers justice, provides rehabilitative services, and promptly responds to emergencies and calls for service

- 1) Improved Communication and Coordination between public safety and other agencies and the public.
  - a. Effective Interagency Emergency Communications
  - b. Effective non-emergency coordination of communication and data sharing between agencies to improve public safety.
  - c. Improved External Communications with the public during emergencies.
  - d. Effective Emergency Preparedness Activities
- 2) Support Fire District's Reorganization and Consolidation when requested.
- 3) Support for the mentally ill, homeless and those with substance abuse disorders where Public Safety issues are present.
- 4) Prevention and Early Intervention Services for Youth.
- 5) 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.