

El Dorado County Economic Strategy Summary

El Dorado County Strategic Economic Enhancement and Development Committee (SEED)

Presented to the Board August 26, 2025

Date: 17 July 2025

To:

El Dorado County Board of Supervisors
330 Fair Lane
Placerville, CA 95667

Page | 2

Subject: Submission of Economic Development Strategy Summary

Dear Chair Turnboo and Members of the Board of Supervisors,

On behalf of the Strategic Economic Enhancement Committee, we are pleased to submit the attached summary of the El Dorado County Economic Development Strategy for your review and consideration.

This strategy represents a new chapter in how we think about economic growth—one that centers our residents, respects our rural character, and ensures fiscal sustainability. Developed through close collaboration among community leaders, business stakeholders, and County staff, the strategy reflects a collective vision to strengthen economic opportunity, improve quality of life, and protect what makes El Dorado County unique.

Guided by the principles of transparency, community engagement, and long-term resilience, this plan sets forth actionable goals across tourism, business support, land use, and revenue generation. Importantly, it is not a one-size-fits-all blueprint, but rather a flexible framework designed to evolve in response to community needs and changing economic conditions. From strengthening our visitor economy to fostering innovation and workforce development, each initiative is grounded in the values and aspirations of the people we serve.

We recognize that successful implementation will require continued collaboration between the Board, County departments, and community partners. The Committee stands ready to support this work and ensure that El Dorado County moves forward with clarity, focus, and shared purpose.

We respectfully invite you to review the strategy summary and welcome the opportunity to discuss how it can serve as a foundation for future decisions and investments.

Thank you for your leadership and ongoing commitment to the prosperity of El Dorado County.

Sincerely,

Strategic Economic Enhancement Committee
CC: Chief Administrative Office
Economic Development Department
Strategic Economic Enhancement Committee Members

Introduction

This strategy combines a community-driven approach with a clear, data-informed roadmap to enhance economic opportunities and stabilize El Dorado County's revenue base. Rooted in the values of transparency, inclusion, and sustainability, the plan reflects the voices and aspirations of residents, business owners, and public partners from across the County. It recognizes that economic development is not just about growth—it's about creating a more resilient, livable, and equitable future for all. By balancing rural preservation with targeted, value-aligned growth, the strategy aims to protect what makes El Dorado County unique while unlocking new opportunities for entrepreneurship, workforce development, and investment. Ultimately, this plan serves as both a guide and a commitment to foster long-term fiscal health, strengthen the fabric of our communities, and ensure that the benefits of economic progress are shared widely and responsibly.

Page | 3

Executive Summary

Our shared goal is to increase County revenue while improving the quality of life through business growth, sustainable development, community participation, and targeted incentives. This strategy recognizes that economic prosperity and community well-being are not mutually exclusive; in fact, they are deeply interconnected. By investing in sectors that align with local values and creating the conditions for both existing and emerging businesses to thrive, we aim to generate stable public revenues that directly support essential services like public safety, infrastructure, housing, and open space preservation. The plan sets clear short-term, mid-term, and long-term priorities using a Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) framework, ensuring that progress can be tracked and adjusted as needed. Grounded in measurable outcomes and shaped through meaningful community engagement, this strategy provides a roadmap for deliberate action, informed decision-making, and shared accountability across sectors and stakeholders.

Why Revenue Supports Our Quality of Life

Revenue from transient occupancy tax (TOT), sales tax, and property tax directly funds essential services like roads, public safety, fire response, parks, and senior services—core functions that define the quality of daily life for El Dorado County residents. These funding sources are not abstract economic measures; they are the foundation that allows communities to thrive, remain safe, and enjoy a high standard of living. Strengthening our economic base through strategic growth, tourism development, and local business support not only boosts these revenue streams but also reinforces our ability to invest in the long-term health, vitality, and resilience of our region. Notably, a stable and diversified revenue base enables the County to uphold its commitment to rural preservation while expanding access to opportunities, services, and infrastructure in a manner that aligns with community values. In short, smart economic development is a direct investment in the future we all want to share.

Vision and Mission

Vision: A thriving, sustainable, and inclusive El Dorado County where all residents enjoy high-quality healthcare, education, economic opportunity, safe neighborhoods, and a preserved natural environment.

Mission: To implement strategic initiatives that enhance community well-being, protect natural beauty, and promote sustainable, inclusive development.

Recommended Short-term Implementation Steps

Page | 4

As El Dorado County continues to navigate growth, community expectations, and fiscal pressures, there is a clear opportunity for the Board of Supervisors to take targeted, short-term actions that can produce meaningful impacts. These immediate initiatives focus on enhancing tourism management, supporting economic diversification, improving community quality of life, and ensuring long-term financial sustainability. Each action item is designed to be implementable within a relatively short timeframe while laying the groundwork for broader, long-term strategy. By focusing on data-informed policy updates, stable funding mechanisms, new revenue-generating tools, and creative uses of County assets, the following actions offer a practical path forward that responds directly to resident concerns, business needs, and the evolving dynamics of the region.

Immediate Short-Term Action Items for El Dorado County Board of Supervisors

1. Reevaluate Vacation Rental Caps and Buffer Zones

Initiate a comprehensive review of current short-term rental regulations, including caps and buffer zones, to assess their impact on neighborhood quality of life and county revenues. Use local data and community input to guide policy adjustments that reflect both resident priorities and economic goals.

2. Support Stable Funding for Tourism Related Organizations

Commit to seeking long-term, performance-based funding for organizations such as the Visitors Authority, Film Commission and California Welcome Center to support responsible tourism growth, destination stewardship, and economic resilience. Stable investment in marketing and management helps reinforce the County's identity and ensures accountability for outcomes.

3. Launch a Tourism Business Improvement District (TBID) in Unincorporated Areas

Establish a TBID to create a sustainable, stakeholder-funded mechanism that supports tourism marketing, events, and infrastructure enhancements in rural parts of the County. This tool empowers local businesses to shape how tourism revenue is generated and reinvested.

4. Expand Agricultural Lodging Opportunities

Explore allowing short-term lodging on agriculturally zoned properties where compatible with farming uses. This would provide supplemental income for agricultural operators, support the preservation of working lands, and expand visitor lodging options—particularly in South County and other underserved areas—while considering neighborhood and environmental impacts.

5. Evaluate Rental Potential of County-Owned Sites

Identify County-owned assets that could be expanded, repurposed or leased for public or tourism-related uses. For example, the Old Mosquito Bridge could serve as a unique venue or activation site once the new bridge is completed, generating revenue and community engagement.

6. Pilot an Entertainment Zone Designation

Consider implementing a pilot program to designate a location—such as El Dorado Hills Town Center—as an official Entertainment Zone under California’s new SB 969 legislation. This designation could encourage more vibrant, locally managed events and economic activity within a defined district.

Page | 5

Community Centric Strategy

El Dorado County stands at a pivotal moment, where economic development must evolve to reflect the values, needs, and aspirations of its residents. Traditional models of economic development, which often prioritize business attraction and top-down strategies, are no longer sufficient in addressing the complex realities of rural counties. Instead, this resident-centered strategy shifts the focus toward the everyday lives of people, recognizing that a resilient economy is one rooted in community well-being, quality of place, and inclusive participation.

From Business-Centric to Resident-Centric

Conventional economic development tends to emphasize external investment, large-scale recruitment, and macroeconomic metrics. While these remain important, they do not always translate into improved quality of life for residents. A resident-centered approach begins with a simple but powerful question: *What kind of place do we want to live in, and how can our economy support that vision?*

El Dorado County’s strategy reframes economic growth not as an end in itself but as a means to create stronger communities, where housing is attainable, healthcare is accessible, natural areas are protected, and all residents can participate in and benefit from economic opportunity.

Key Principles of a Resident-Centered Strategy

1. Revenue as a Tool for Quality of Life

Economic development is not only about growth—it’s about funding the services and infrastructure that residents rely on: public safety, parks, fire response, and roads. Strategic revenue generation from tourism, commerce, and property development becomes a way to sustain the rural lifestyle and protect what residents love most about El Dorado County.

2. Community Participation as a Cornerstone

Economic strategy must be built from the ground up. Through grassroots outreach, local forums, and engagement with small businesses, this plan centers on resident voices in identifying challenges, priorities, and creative solutions. People don’t just want to be heard—they want to see their input shape decisions.

3. Quality of Place Over Quantity of Growth

Rather than chasing large developments or generic growth targets, the strategy focuses on enhancing the character and livability of local communities. Investments in trails, downtowns, cultural assets, and housing options help create places where residents want to live—and where thoughtful visitors and businesses are drawn organically.

4. Targeted Industry Support Aligned with Local Values

The strategy prioritizes sectors that reflect El Dorado County’s identity and strengths, such as agritourism, healthcare access, outdoor recreation, clean manufacturing, and the creative

economy. These sectors generate jobs and revenue while reinforcing the county's commitment to sustainability, community health, and rural preservation.

El Dorado Economy Overview

Below is an overview of the El Dorado County economy. As can be seen, job increases are flat between 2019 and 2024, well below the national growth rate. There are implications

Page | 6

Economic Overview

191,892	69,113	\$108.2K
Population 2024 The population decreased by 1,165 Over the past 5 years, it is projected to decrease by 2,285 over the next 5 years Median Home Price \$699,000 Income Required: \$175,000	Total Regional Employment Jobs increased by one over the past five years and are projected to grow by 3,118 over the next five years.	Median Household income (2023) Placerville: \$70,000 Pollock Pines: \$75,000-\$60,000 South Lake Tahoe: \$73,000 Georgetown: \$90,000

- One-third of Children live in homes that can't meet basic needs.

Takeaways

- As of 2024 the region's population declined by 0.6% since 2019, falling by 1,165. Population is expected to decrease by 1.2% between 2024 and 2029, losing 2,285.
- From 2019 to 2024, jobs increased by 0.0% in El Dorado County, CA from 69,112 to 69,113. This change fell short of the national growth rate of 4.1% by 4.1%. As the number of jobs increased, the labor force participation rate increased from 55.1% to 56.8% between 2019 and 2024.
- Concerning educational attainment, 26.2% of El Dorado County, CA residents possess a Bachelor's Degree (4.7% above the national average), and 10.7% hold an Associate's Degree (1.9% above the national average).
- The top three industries in 2024 are Restaurants and Other Eating Places, Local Government, Excluding Education and Hospitals, and Education and Hospitals (Local Government).

Source: Lightcast Report for El Dorado County Q2 2025

Implications of Stagnant Job Growth in El Dorado County on Community Quality of Life

The El Dorado County economy, as illustrated by the data between 2019 and 2024, has experienced flat job growth—a sharp contrast to the national trend, which saw moderate to strong employment gains over the same period. While the overall economy may appear stable on the surface, this stagnation in job creation carries significant and wide-ranging implications for the community's long-term vitality, resilience, and quality of life.

1. Limited Economic Mobility and Opportunity

A stagnant job market constrains the ability of residents—particularly younger workers and new entrants to the workforce—to find meaningful employment within the county. This often leads to:

- **Outmigration of talent**, especially younger residents seeking careers elsewhere.
- **Reduced household income growth**, which in turn affects consumer spending, housing affordability, and local tax revenue.
- **Underemployment**, as residents settle for part-time or lower-paying jobs due to lack of options.

2. Housing Affordability Pressure

With little job creation, wage growth remains sluggish. At the same time, housing prices—driven by in-migration from higher-income areas like the Bay Area and Sacramento—continue to rise. The result is a **growing mismatch between local wages and housing costs**, which:

- Squeezes working families and essential workers (teachers, public safety, health care).
- Increases the number of cost-burdened households.
- Drives workers to live farther from their jobs, exacerbating traffic and environmental concerns.

3. Aging Population and Demographic Imbalance

Without new jobs to attract younger workers or support young families, El Dorado County risks a demographic imbalance skewed toward retirees and older adults. Over time, this can:

- Strain public health and social services.
- Reduce school enrollments and risk school closures.
- Create a shortage of workers in critical service sectors.

4. Local Business Sustainability

Flat job growth suggests limited new business formation or expansion. Local businesses depend not only on residents as customers, but also on a skilled local workforce. The implications include:

- **Weakened small business ecosystem**, as entrepreneurs look elsewhere for better market dynamics.
- **Decreased innovation and investment**, especially in emerging sectors like green technology, remote work hubs, or recreation-based enterprises.
- **Greater dependency on a narrow set of industries**, increasing economic vulnerability.

5. Reduced Fiscal Health and Public Investment

When job growth is stagnant, **local governments collect less revenue from income, sales, and business taxes**—even as demands on public services increase. This limits the County's ability to invest in:

- Infrastructure and public facilities.
- Affordable housing programs.
- Economic development initiatives.
- Recreation, cultural, and quality-of-life amenities.

6. Erosion of Community Confidence and Engagement

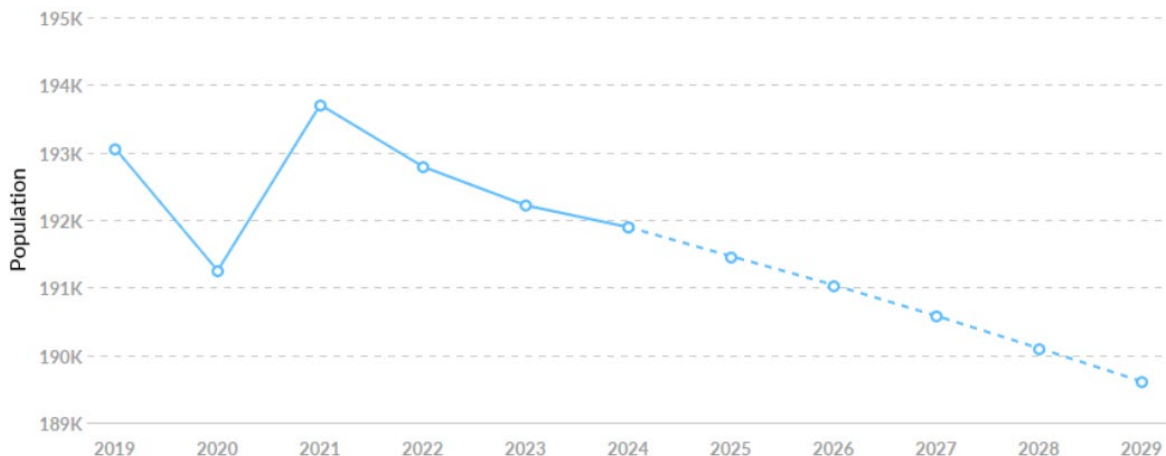
Perhaps the most subtle but powerful impact of economic stagnation is the **decline in civic optimism**. When residents don't see opportunity, it becomes harder to sustain community engagement, volunteerism, and support for public initiatives. Over time, this erodes the sense of shared purpose and community identity that defines El Dorado County.

Page | 8

Flat job growth isn't just an economic metric — it's a warning sign for the long-term quality of life in El Dorado County. It signals a need for a **strategic shift toward job creation, economic diversification, and workforce development**. Without intentional action, the County risks becoming a bedroom or retirement community disconnected from the dynamics of economic progress. However, with the right policies, partnerships, and investments, El Dorado can create a more resilient, equitable, and prosperous future for its residents. The population forecast below illustrates the impact of job creation in each segment.

Population Trends

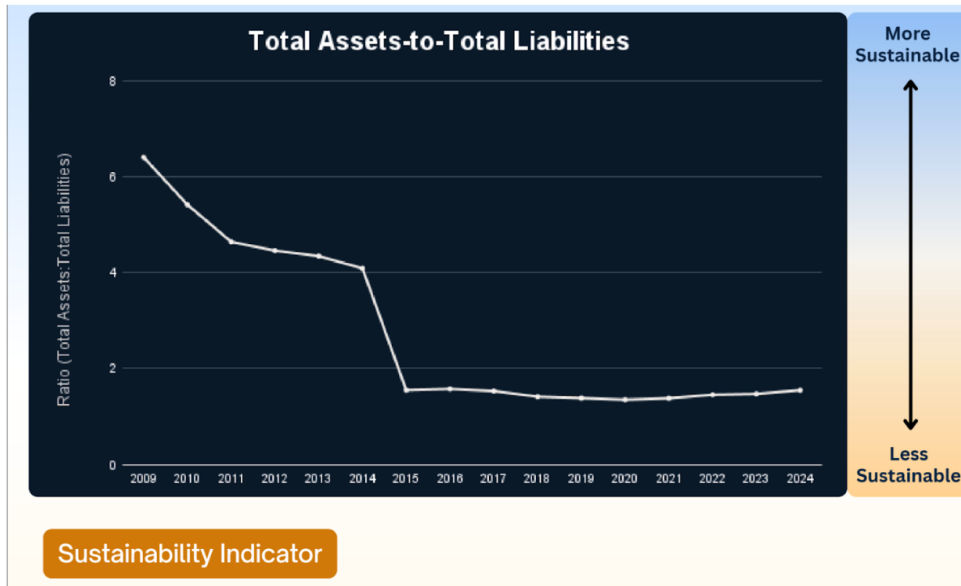
As of 2024 the region's population **declined by 0.6%** since 2019, falling by 1,165. Population is expected to **decrease by 1.2%** between 2024 and 2029, losing 2,285.



Source: Lightcast Report for El Dorado County Q2 2025

Additional economic information specific to El Dorado County is available in the Appendix.

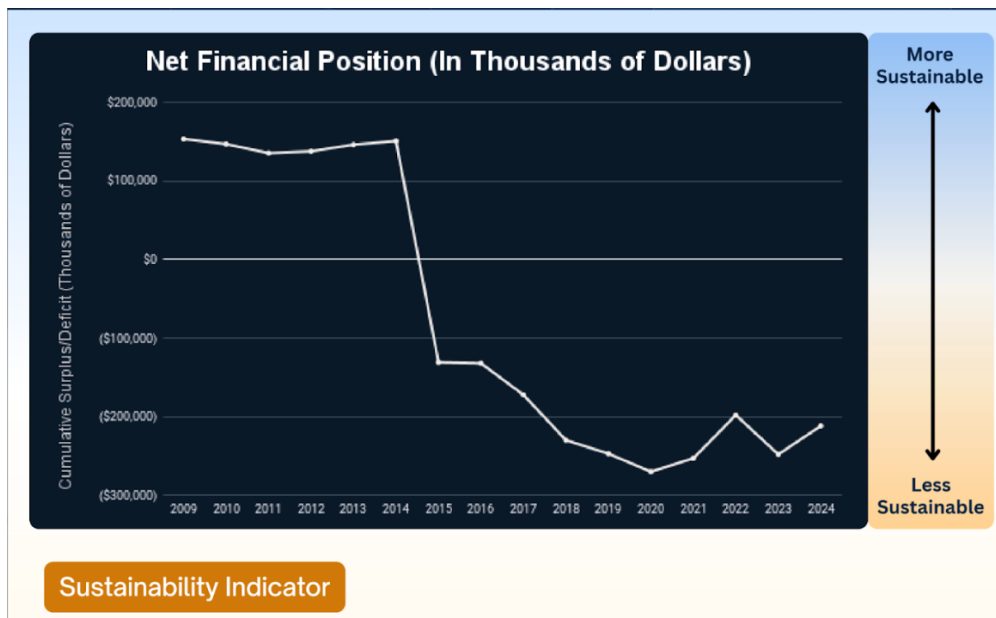
County Financial Trends



Page | 9

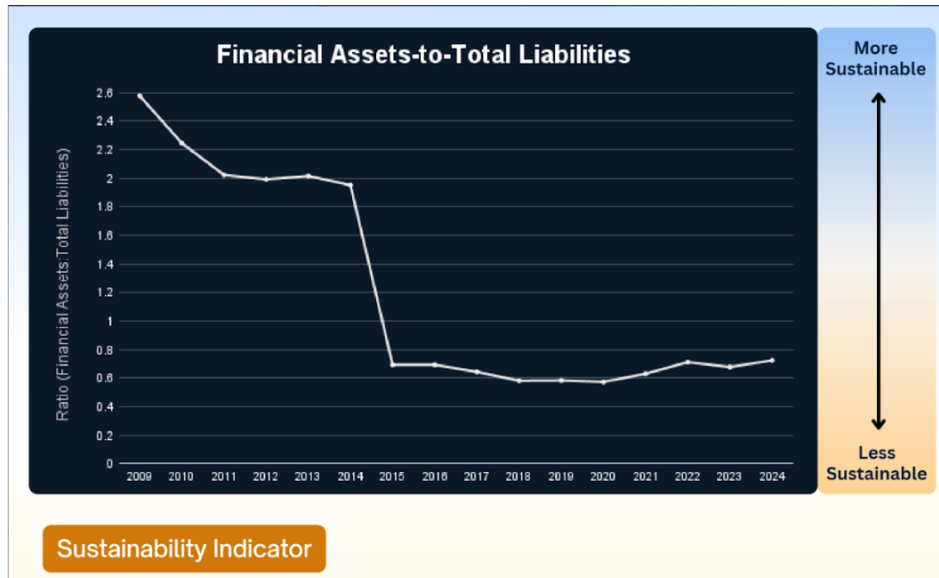
Total Assets-to-Total Liabilities measures the value of all the county's assets (including infrastructure) divided by its total liabilities. A downward trend means the county is becoming less solvent.

Source: Strong Towns.com



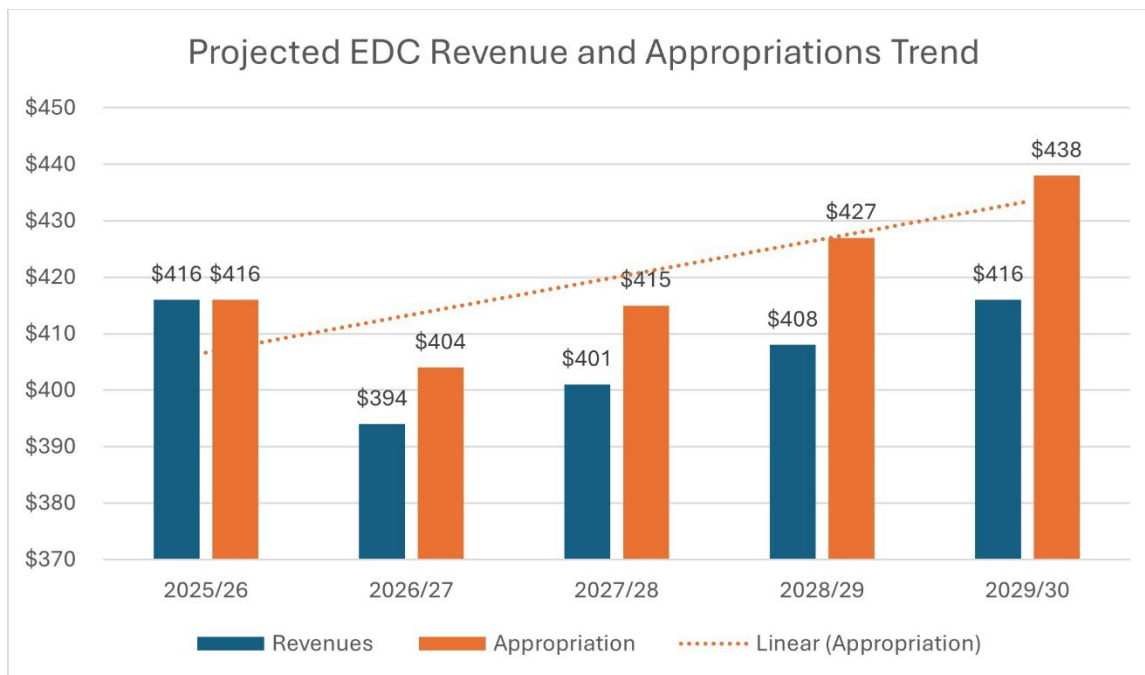
Net Financial Position measures the difference between financial assets and liabilities. If this is net negative, it means past spending will need to be paid for with future revenue.

Source: Strong Towns.com



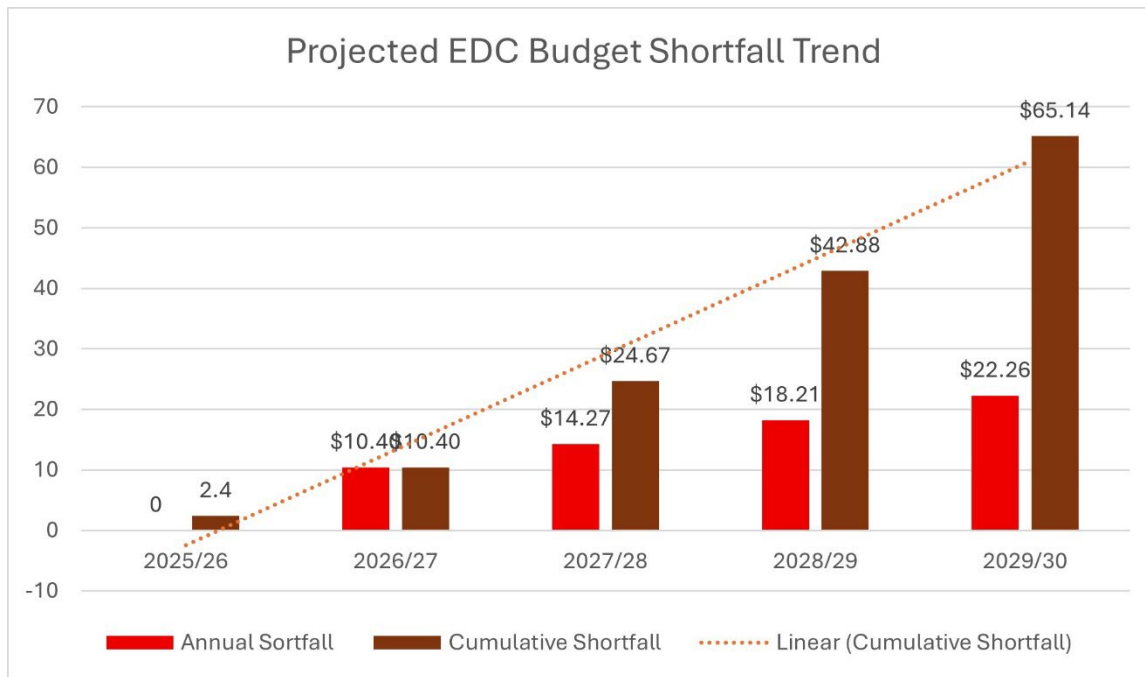
Financial Assets-to-Total Liabilities measures the county's financial assets divided by its total liabilities. A falling trend suggests the county is becoming less able to handle its obligations without borrowing or cutting services.

Source: Strong Towns.com



This projects County revenues and appropriations (expenses) for the next five years. This represents a “do nothing” approach, meaning no new sources of revenue are anticipated resulting in an increasing gap each year compared to expenses.

Source: El Dorado County CAOs Office



Within five years, the County's budget shortfall will exceed \$65 million. To make up for this gap, significant cuts to staffing and services would be necessary.

SEED recommends expanding the two projections above to 10-year horizons. As strategies are developed and implemented, the outlooks can be adjusted to reflect anticipated new or expanded revenue. The outlooks also help inform priorities and sets realistic expectations for the effort and results necessary to reverse current trends.

Source: El Dorado County CAOs Office

Economic Development Strategy Objectives

- **Increase revenue to the County, including TOT, sales, and property tax.**

The strategy prioritizes diversifying and growing the County's revenue streams to ensure stable funding for essential public services. This includes increasing transient occupancy tax (TOT) through sustainable tourism growth, boosting sales tax by supporting local businesses and attracting consumer activity, and enhancing the property tax base through targeted, high-value development. These efforts are designed to fund quality-of-life investments without compromising the County's rural character.

- **Retain and expand existing businesses.**

El Dorado County recognizes that the most efficient and community-aligned economic growth often comes from within. This objective focuses on engaging existing businesses to understand their needs, offering modernization and capital support, reducing barriers to growth, and

helping them scale sustainably. Retention and expansion efforts ensure that local entrepreneurs remain competitive, resilient, and rooted in the community.

- **Attract new company investments aligned with County values.**

Rather than seeking growth for growth's sake, the County will actively pursue new investment opportunities that are consistent with local values—such as environmental stewardship, community well-being, and small-town character. Priority sectors include health care, agritourism, outdoor recreation, creative industries, and clean technologies. Site readiness, infrastructure planning, and clear land-use policies will help position the County as an attractive and values-aligned location for new enterprises.

Page | 12

- **Design and implement performance-based incentives.**

Incentives will be structured to reward outcomes, not just activity. These performance-based tools will encourage business behavior that drives measurable benefits—such as job creation, property value growth, or local hiring. Rather than one-size-fits-all subsidies, incentives will be tailored to sectors and projects that produce a strong return on public investment and align with strategic goals.

- **Foster inclusive, transparent community engagement.**

Community participation will be embedded in every phase of economic development. Through listening sessions, small business roundtables, forums, and accessible communications, the County will ensure residents are informed, heard, and able to shape outcomes. Transparency in planning and decision-making fosters public trust, enhances project support, and leads to more informed policy choices.

- **Align programs with sustainability and equity values.**

All economic initiatives will be evaluated through the lens of long-term sustainability and social equity. This means investing in green infrastructure, supporting workforce development across all demographics, ensuring rural and underserved communities benefit from growth, and avoiding developments that degrade environmental or cultural assets. Programs will strive to create an economy that is not only prosperous but also fair and future-ready.

Short-Term: Growing Transient Occupancy Tax (TOT)

Discussion: In the short term, El Dorado County will prioritize strategies to grow Transient Occupancy Tax (TOT) revenue in ways that directly benefit both residents and local businesses. Recognizing that tourism is a vital economic engine—particularly in rural and recreation-rich areas—the County aims to manage it more intentionally and equitably. Rather than simply increasing visitor volume, the focus is on aligning tourism growth with community values, improving visitor experiences, and ensuring that the benefits of tourism are reinvested locally. This includes evaluating current vacation rental policies, enhancing marketing efforts, and developing new tools, such as a Tourism Business Improvement District, to support sustainable tourism infrastructure. These early initiatives are designed to generate reliable revenue streams while reinforcing quality of life and community character.

Encourage Special Event venues at strategic locations. Explore incentives that encourage special event venues in locations that are properly zoned, will support overnight stays in the County, and minimize impacts on neighbors. Conduct an evaluation of potential county-owned sites that can be used for special event rentals, including the Old Mosquito Bridge site.

Page | 13

Specific Initiatives:

- **Revisit vacation rental caps and buffer zones to assess community and revenue impacts.**
Conduct a comprehensive evaluation of current short-term rental policies to balance neighborhood quality of life with economic benefits, using data to inform adjustments that align with resident priorities and revenue goals.
- **Support stable funding for the El Dorado County Visitors Authority.**
Ensure long-term financial support for destination marketing and management efforts that drive responsible tourism growth and reinforce the County's identity, with accountability measures tied to performance outcomes.
 - **Expand digital and seasonal tourism marketing.**
Develop and deploy targeted campaigns that promote year-round travel, highlight underutilized assets, and encourage visitation during shoulder seasons to reduce overcrowding and boost off-peak revenue.
 - **Host tourism development forums and summits.**
Convene residents, businesses, and public agencies to explore sustainable tourism development opportunities, foster collaboration, and identify innovative approaches that reflect local values.
- **Launch a Tourism Business Improvement District (TBID) for unincorporated areas.**
Establish a stakeholder-funded mechanism to support tourism-related marketing, events, and infrastructure improvements in rural areas, giving local businesses a voice in how tourism dollars are invested.
- **Promote local hiring and beautification efforts in visitor areas.**
Incentivize tourism-serving businesses to hire locally and invest in community pride initiatives—

such as signage, public art, landscaping, and cleanliness—to enhance the visitor experience and benefit residents alike.

Mid-Term: Increasing Sales Tax

Discussion: In the mid-term, El Dorado County will shift focus toward strengthening the local business environment as a key strategy to grow sales tax revenue and enhance community vitality. Rather than relying solely on business recruitment, this approach emphasizes listening to and supporting existing businesses—helping them modernize, expand, and adapt to changing market demands. By aligning workforce training with industry needs, improving access to capital, and elevating local enterprises through strategic branding and promotion, the County aims to build a more resilient commercial base. These efforts will be further supported by attracting regional events and implementing performance-based incentives, creating a dynamic ecosystem where businesses can thrive and residents benefit from expanded services and opportunities.

Page | 14

Consider implementing Entertainment Zones in strategic locations. Consider designating strategic areas, such as the El Dorado Hills Town Center, as an Entertainment Zone, as permitted by SB 76 and SB 969. Review best practices and results from other jurisdictions that have implemented Entertainment Zones.

Specific Initiatives:

- **Conduct outreach to identify business needs.**
Engage directly with local business owners through surveys, listening sessions, and one-on-one meetings to understand operational challenges, growth opportunities, and barriers to success, ensuring that County programs are tailored to real-world needs.
- **Provide capital access and modernization support.**
Expand access to low-interest loans, grants, or technical assistance programs that help businesses upgrade facilities, adopt new technologies, and improve competitiveness, particularly in underserved or rural areas.
- **Align workforce training with industry needs.**
Collaborate with educational institutions, employers, and training providers to create skill-building programs that match current and emerging job market demands, ensuring residents are prepared for high-quality employment opportunities.
- **Promote local businesses through community branding.**
Develop unified branding and marketing campaigns that spotlight the County's unique small businesses and encourage residents and visitors alike to shop local, dine local, and support homegrown enterprises.
- **Attract regional expansions and trade events.**
Proactively market El Dorado County as a location for regional business expansions, pop-ups, and trade-related events that bring new spending, raise the area's profile, and expand economic activity in targeted sectors.
- **Implement performance-based incentives for retail and services.**
Design incentive programs that reward measurable business outcomes—such as job creation,

local sourcing, or community reinvestment—focusing public support on businesses that deliver tangible economic and social returns.

Long-Term: Growing the Property Tax Base

Discussion: In the long term, El Dorado County will focus on strategic land use and development initiatives that grow the property tax base while preserving the region’s rural character and quality of life. This approach emphasizes thoughtful, value-aligned growth by targeting industries that offer strong economic returns and reflect community priorities. Key to this strategy is maintaining a clear inventory of developable sites with zoning and infrastructure details, ensuring that investment opportunities are transparent and aligned with long-term planning goals. By pairing incentives with measurable gains in property value, investing in infrastructure and housing, and supporting projects that enhance livability, the County can foster growth that is both fiscally responsible and community-centered.

Page | 15

Specific Initiatives:

- **Target high-return industries aligned with County values.**
Focus business attraction efforts on sectors that offer strong economic returns and are compatible with El Dorado County’s rural character and environmental priorities, such as healthcare, agritourism, outdoor recreation, and clean technology.
- **Maintain and publicize a site inventory with zoning and infrastructure details.**
Develop and regularly update a centralized inventory of available commercial and industrial sites, including zoning information, utility access, and transportation infrastructure, to support informed investment decisions and streamline development processes.
- **Design incentives tied to property value growth.**
Create performance-based incentives that reward projects contributing to long-term property tax revenue, with a focus on developments that deliver public benefit through design quality, local employment, and sustainability.
- **Invest in infrastructure and affordable housing.**
Prioritize public investments that support economic development, including road improvements, broadband expansion, and affordable housing for the local workforce, ensuring that growth strengthens both the economy and community stability.
- **Support projects that improve land use and long-term livability.**
Encourage mixed-use, infill, and town-centered development that supports walkability, reduces sprawl, and enhances the functionality and appeal of communities, reinforcing a high quality of life for residents.

Priority Sectors

El Dorado County will focus on priority industry sectors that align with local values, natural assets, and community strengths. These sectors not only offer economic potential but also reinforce the County’s identity, sustainability goals, and quality of life.

- **Health care and social assistance:** Strengthening local access and creating good-paying jobs. Expanding this sector addresses critical community health needs while generating stable

employment opportunities across the County, particularly for residents in underserved or aging populations.

- **Agritourism and specialty agriculture:** Building on agricultural heritage with value-added products and experiences. By supporting farm stays, tasting rooms, and local food production, the County can preserve working lands while boosting rural economies and offering unique visitor experiences. In conjunction with the Ag Commissioner's Office, Farm Bureau, and Agriculture Community, SEED will engage and leverage partnerships to grow the agricultural economy in El Dorado County.
- **Outdoor recreation and tourism:** Leveraging natural assets to support small businesses and rural economies. Investing in trails, river access, and eco-tourism experiences creates year-round economic activity and supports stewardship of public lands and open spaces.
- **Advanced manufacturing and green technologies:** Supporting clean-tech and skilled job growth. This sector offers high-wage, future-focused employment opportunities that align with El Dorado's values of sustainability, innovation, and environmental responsibility.
- **Creative industries and remote work hubs:** Fostering creative economy initiatives and remote-friendly environments. Encouraging co-working spaces, digital infrastructure, and cultural enterprises helps attract talent, support entrepreneurship, and diversify the local economy while preserving community character.

IV. Community-Based Planning and Outreach

Community-Based Planning and Outreach

Effective economic development is not something done *to* a community—it must be done *with* the community. In El Dorado County, residents and local businesses are not only stakeholders but also active participants in shaping the county's economic future. Community-based planning ensures that initiatives reflect lived experiences, local values, and real-world challenges, leading to smarter strategies, stronger partnerships, and broader support.

- **Conduct grassroots outreach and listening sessions.**
The County will hold in-person and virtual sessions across diverse communities to hear directly from residents, ensuring that voices from all geographies and demographics help shape the direction of economic policy and investment.
- **Engage small business owners to uncover barriers and solutions.**
By reaching out to entrepreneurs and local business operators, the County will gain practical insights into regulatory hurdles, workforce gaps, and capital needs, which will inform targeted programs that remove obstacles and promote growth.
- **Use forums and summits to build transparency.**
County-wide forums and sector-specific summits will create space for dialogue, foster public-private collaboration, and keep the public informed about plans, progress, and opportunities for involvement.
- **Clearly communicate how revenue supports essential services.**
Outreach efforts will highlight the connection between economic development and community

well-being, showing how TOT, sales, and property tax revenues directly fund fire protection, roads, parks, senior programs, and other services that residents rely on every day.

V. Evaluation and Metrics – SMART Goals and Fiscal Targets

For El Dorado County’s economic strategy to succeed, it must be grounded in accountability, transparency, and outcomes that reflect both fiscal health and community well-being. To ensure progress is meaningful and measurable, the County will adopt a robust framework of SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound. These metrics go beyond traditional economic indicators, capturing the broader impact on residents’ quality of life, business vitality, and environmental stewardship. Regular reporting will allow for course corrections, reinforce public trust, and demonstrate how economic initiatives are delivering on their promises.

Page | 17

Key Metrics Will Include:

- **Quarterly KPIs:**
Monitor key indicators such as Transient Occupancy Tax (TOT) collections, sales tax revenue, new job creation, business permits issued, and housing completions to track short-term momentum and responsiveness.
- **Annual KPIs:**
Evaluate longer-term trends through property tax assessments, crop production reports, recreation and tourism usage, and business starts, providing a clearer picture of sector health and economic stability.
- **Sector-Specific Metrics:**
Measure targeted progress in priority areas, such as job growth and business expansion in healthcare, agritourism visitation numbers, workforce training enrollment, and participation in creative and green economy initiatives.

Sample Outcome Targets:

- Achieve a 5% annual increase in TOT revenue for three consecutive years.
- Generate \$100 million in new public revenue over the next decade through strategic development and sector-focused initiatives.

What Success Looks Like: Measuring Community Impact

Economic success in El Dorado County is not defined solely by financial returns, but by tangible improvements in the daily lives of its residents. Progress will be measured by asking essential questions:

- Are more residents able to find and afford stable housing?
- Are local businesses thriving, expanding, and hiring locally?
- Are rural and underserved communities feeling heard, supported, and engaged?
- Is the natural environment being protected as tourism and development grow?

To keep the public informed and involved, the County will publish an **Annual Economic Dashboard**—a clear, accessible report that tracks financial indicators alongside quality-of-life measures. This dashboard will serve as a tool for continuous improvement and community dialogue.

Governance and Execution Structure

The successful implementation of El Dorado County’s economic strategy requires a precise, agile, and accountable governance model—one that fosters collaboration, supports informed decision-making, and ensures alignment across departments, partners, and community stakeholders. To achieve this, a dual-tier governance structure is recommended. This structure balances strategic leadership with broad-based input, helping the County stay focused, responsive, and on track toward measurable results. Avoiding scope creep, maintaining transparency, and building consensus will be essential throughout the implementation process.

Page | 18

- **Leadership Group (5–7 members) to set priorities and evaluate data.**
Composed of County leaders and key staff, this core group will oversee strategy implementation, set milestones, track progress using data, and make timely decisions to keep initiatives on course. Their role is to ensure the strategy remains focused and outcomes-driven.
- **Advisory Group of partners to provide feedback and ensure alignment.**
Comprising representatives from local businesses, nonprofits, community organizations, and public agencies, this group will provide insight, identify emerging challenges, and help align County efforts with the broader needs and values of the community. Their input will help ensure equity, relevance, and broad support.

Together, these groups will create a dynamic feedback loop that keeps the strategy community-centered, adaptive, and impactful.

Outreach and Communication Strategy

Clear, consistent, and inclusive communication is crucial to establishing public trust and maintaining stakeholder confidence in El Dorado County’s economic development efforts. Residents and partners need to understand not only what the County is doing, but why it matters and how it benefits their communities. A proactive outreach strategy will ensure transparency, promote engagement, and strengthen alignment across all levels of implementation.

- **Proactively share accurate information.**
Regularly communicate progress, updates, and outcomes through accessible channels, ensuring that the public receives timely, factual information that builds trust and reduces misinformation.
- **Define roles and responsibilities.**
Articulate who is doing what—from County staff to advisory group members and community partners—so stakeholders understand how decisions are made and where to go for input or support.
- **Use press releases, websites, forums, and community champions to spread the message.**
Leverage a variety of communication tools and trusted local voices to broaden outreach, increase awareness, and ensure key messages reach diverse audiences throughout the County.

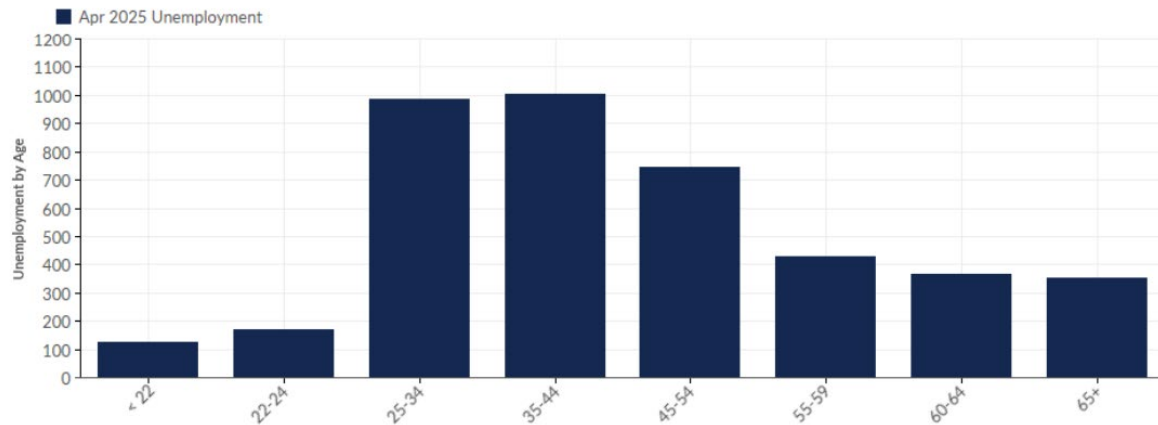
Conclusion

El Dorado County faces revenue pressures but has a clear path forward. By blending community input, strategic investment, and careful fiscal management, the County can protect its rural character while supporting economic resilience and high-quality services for all residents. El Dorado County's resident-centered economic strategy offers a new path—one that does not abandon economic goals but redefines them to serve the greater good. It sees residents not as stakeholders to be managed, but as co-creators of a prosperous, resilient, and inclusive future. By anchoring economic development in the lived experiences of its people, the County can ensure that growth not only occurs, but also happens in service of community well-being, rural character, and generational opportunity.

Appendix- Supporting Data

Appendix 1

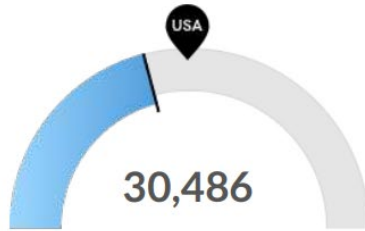
Unemployment by Age



Source: Lightcast Report for El Dorado County Q2 2025

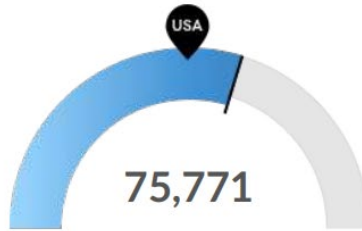
Appendix 2

Population Characteristics



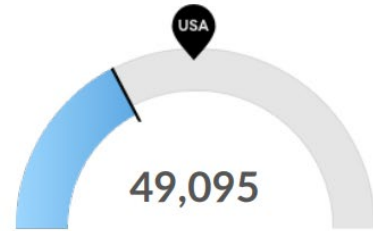
Millennials

El Dorado County, CA has 30,486 millennials (ages 25-39). The national average for an area this size is 39,055.



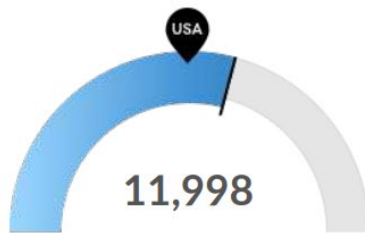
Retiring Soon

Retirement risk is high in El Dorado County, CA. The national average for an area this size is 58,025 people 55 or older, while there are 75,771 here.



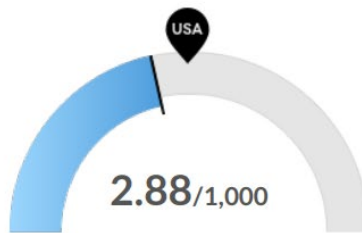
Racial Diversity

Racial diversity is low in El Dorado County, CA. The national average for an area this size is 80,052 racially diverse people, while there are 49,095 here.



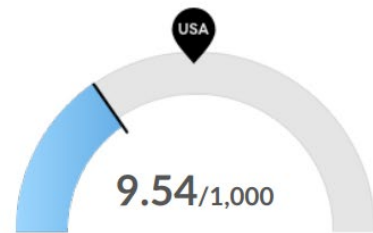
Veterans

El Dorado County, CA has 11,998 veterans. The national average for an area this size is 9,509.



Violent Crime

El Dorado County, CA has 2.88 violent crimes per 1,000 people. The national rate is 3.54 per 1,000 people.



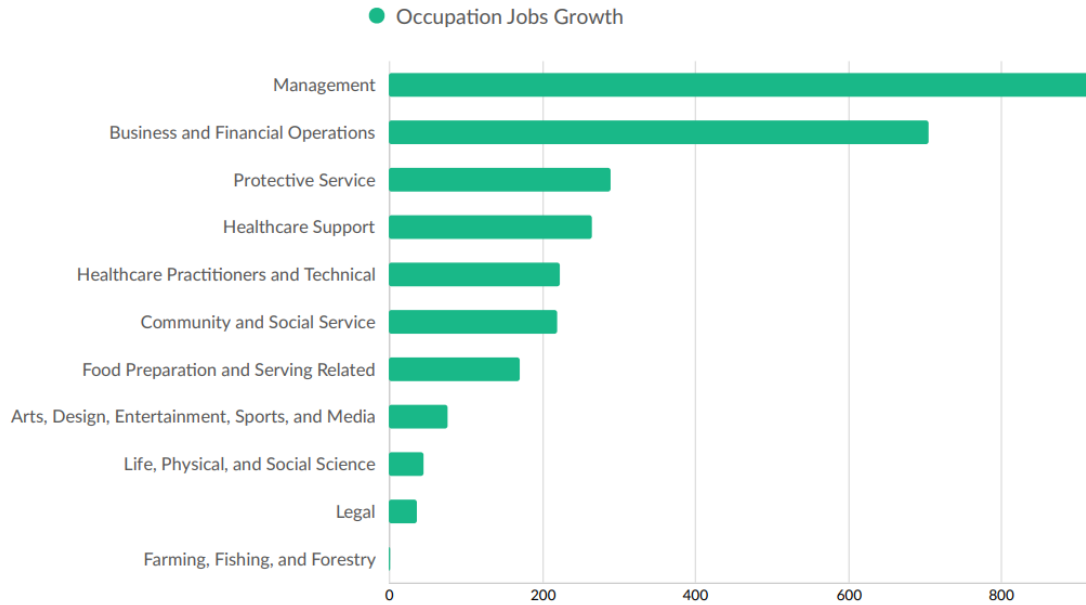
Property Crime

El Dorado County, CA has 9.54 property crimes per 1,000 people. The national rate is 18.02 per 1,000 people.

Source: Lightcast Report for El Dorado County Q2 2025

Appendix 3

Top Growing Occupations



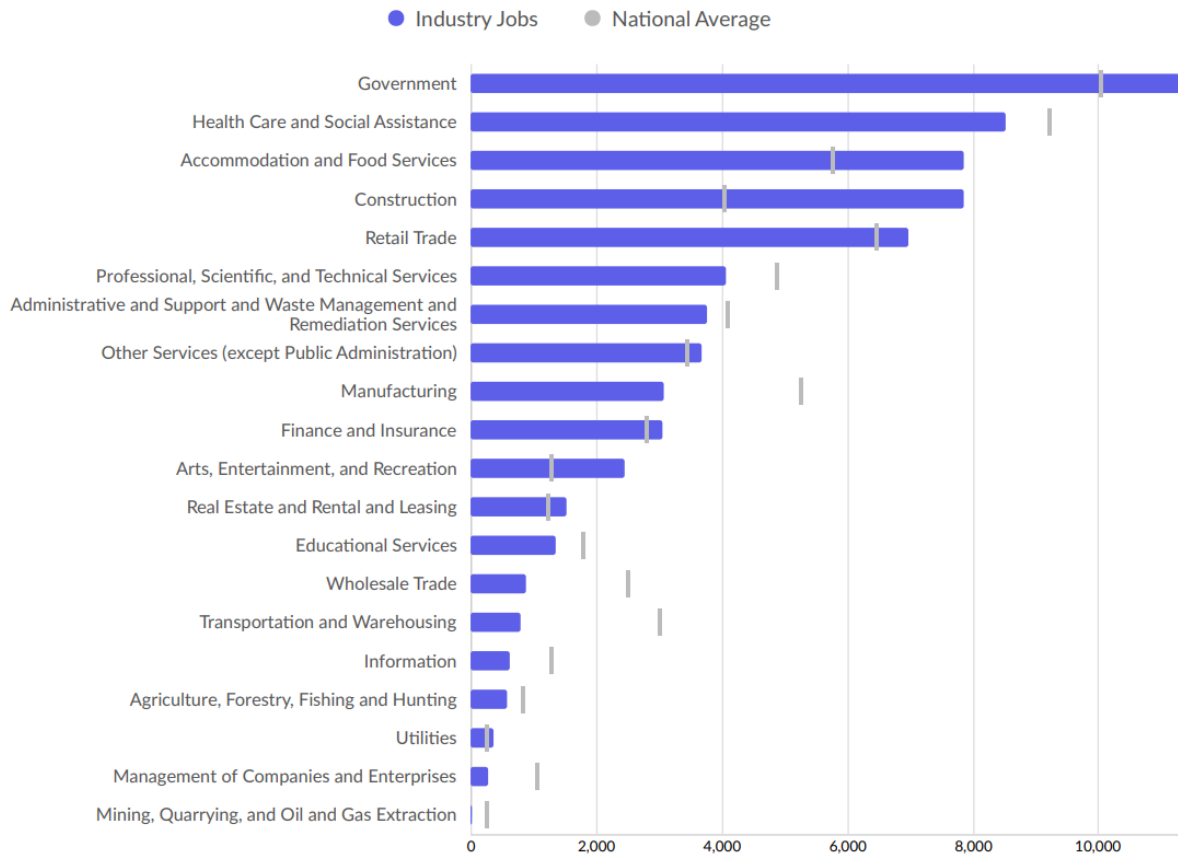
Source: Lightcast Report for El Dorado County Q2 2025

Appendix 4

Industry Characteristics

Largest Industries

Page | 24



Source: Lightcast Report for El Dorado County Q2 2025

Appendix 5:

The median home sale price in El Dorado County, CA, as of May 2025, is approximately \$699,000. Some sources show slight variations for median sale price or median listing price:

- Redfin (May 2025): \$699,000 (median sale price)
- Zillow (April 2025): \$674,833 (median sale price)
- Realtor.com (May 2025): \$689,000 (median sold home price), \$748,000 (median listing home price)
- Rocket (June 2025): \$792,000 (median list price)

Page | 25

Median Income:

The most recent data from the 2023 American Community Survey 1-Year Estimates indicates the median household income for El Dorado County, California, is \$108,594.

Other sources corroborate similar figures:

- USA Facts (2019-2023): \$106,200 (median household income)
- Data USA (2023): \$106,190 (median household income)
- median household incomes for the El Dorado County, CA communities, based on recent available data:
 - Placerville: Approximately \$70,602 (2023 American Community Survey / Census Data)
 - Pollock Pines: Approximately \$74,190 - \$80,638 (Sources vary, with Data Commons showing
 - \$42,138 for & " median income; which may refer to individual income, while Livability and Income by Zip code shows higher household incomes)
 - Georgetown: Approximately \$90,381 (Sacramento Movers / Niche.com)
 - Coloma: Approximately \$119,189 (Data USA, 2023)
 - South Lake Tahoe: Approximately \$73,940 (2023 American Community Survey / Census Bureau)

Appendix 6: Strategic Economic Enhancement Committee (SEED)

- David Spaur, Vice Chair- Retired City Manager, Consultant, S2 Consulting, LLC
- Les Heinsen- Owner/ President, Credence Corporation. DBA Element 79 Vineyards
- Perry Mclean- businessman, PMC Aquatics, LLC
- Bryce Miller- Executive Director, Business Development, Marshall Hospital
- Christine Noonan- General Manager/Owner, Delfino Farms
- Carl Ribaud, Chair- President, Chief Strategist, SMG Consulting.