

In 2016, El Dorado County adopted a Strategic Plan that includes our Vision, Mission, Core Values and priority Goals.

Vision: Safe, healthy and vibrant communities respecting our natural resources and historical heritage.

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:

1. **Accountability:** Responsible for our decisions and behavior. Creating a safe environment where we are answerable to our citizens, co-workers, superiors, direct reports, and other stakeholders
2. **Collaboration:** Cross-functional teamwork, communication, and cooperation countywide, while creating a silo-free organization.
3. **Integrity:** Doing what is right legally and morally at all times regardless of whether or not someone is watching.
4. **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:

1. **Public Safety:** Protects the community, prevents crime, enforces the law, administers justice, provides rehabilitative services, and promptly responds to emergencies and calls for service.
2. **Economic Development:** Enable a Prosperous and Vibrant Economy
3. **Good Governance:** Achieving the best possible process for making & implementing decisions; characterized by honesty, integrity, accountability, transparency, responsiveness, equitability, inclusion, effectiveness, efficiency and following the rule of law.
4. **Infrastructure:** Provide, operate and maintain infrastructure, public facilities, and associated services that protect our community, environment and economic well-being.
5. **Healthy Communities:** Improved health, well-being and self sufficiency of El Dorado County communities, residents and visitors.

Goal: Enable a Prosperous and Vibrant Economy

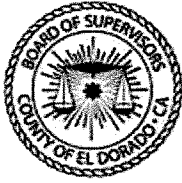
Meaning - Macro/High Level Measures

Measure	
1) Increased percent of population receiving a high school diploma and some further specialized training (apprenticeship, technical school, college, etc.)	
2) Higher median household income	
3) Increase the one home to job rate	
4) Increase sales tax revenue	
5) Increase TOT revenue	
6) Lower unemployment	

Phase I: Identify Current Resources and Conditions	
Objectives	Tasks
1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation	<p>A) Identify configuration of the business community by sector, size and location</p> <p>i) Use GIS to map the business community</p> <p>B) Identify vacant commercial and industrial parcel information</p> <p>C) Assess current attraction, development, retention tools</p> <p>D) Identify the current local business development tools available in the community (e.g. business development training programs, business incubators, county business liaison, etc.)</p> <p>i) Once development tools are identified, send out a survey to find out if businesses know about them</p>
2) Increase Employment Opportunities by Improving Workforce Development Skills	<p>A) Identify current workforce resources</p> <p>B) Identify labor skills gaps and assets</p> <p>i) Conduct survey with the business community to determine labor skills gap</p> <p>ii) Conduct survey with economic development recruiters and regional economic development organizations to determine labor skills gap</p> <p>iii) Identify skills the County's workforce has in abundance for business attraction</p> <p>C) Identify labor development agencies and resources</p> <p>i) Identify both local, state and national agencies that can help in labor skills development</p>
3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness	<p>A) Conduct a comprehensive digital, water/sewer, gas, electricity, etc. infrastructure needs study to identify potential economic development zones or cluster zones</p> <p>i) What does it cost for digital, water/sewer, electricity, and gas in the county</p> <p>ii) Conduct a County area study of high speed internet service (broadband or Wi-Fi)</p> <p>B) Prepare capital improvement plans</p> <p>C) Identify assets in each community (e.g. digital, water/sewer, roads, parks, trails, etc.)</p> <p>i) Have communities identified their business attraction and growth assets and needs</p>
4) Strengthen the County's Business Friendly Reputation	<p>A) Research methods on how to communicate the County as a business friendly location</p> <p>B) Collect all the information on why the County is a positive place to do business</p> <p>i) Send a survey to the business community</p> <p>C) Collect the County's total development fee rates as compared to local and regional alternatives</p> <p>D) Send a survey to local businesses asking how the County could improve its services</p> <p>i) Look into County processes that are identified as onerous for the business sector as compared to peer counties</p>
5) Develop and Maintain an Economic Development Plan That Is Time Relevant And Community And Market Oriented	<p>A) Review past County economic development efforts and current allocated resources</p> <p>B) Research other jurisdictions' economic development programs so the county can implement best practices for acceptable return-on-investment</p> <p>C) Identify county and regional partners and the resources they can provide</p> <p>D) Identify long-term economic development variables that create stability (e.g. creating new training programs to provide needed skills)</p>
6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing	<p>A) Do a gap analysis on what housing options the County is lacking for its workforce</p> <p>B) Research what housing options will be needed by the workforce of desired business sectors</p>

Phase II: Establish a Foundation	
Objectives	Tasks
1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation	<p>A) Identify business sectors that highlight the advantages of the County (e.g. resources, workforce, etc.)</p> <p>B) Identify business clusters that highlight geographic/resource advantages of the County</p> <p>C) Identify locations and sectors where potential growth can occur</p> <p>D) Identify business growth models that will create new businesses and identify resources to help them grow</p> <p>i) Study the structures of the businesses that are expanding in the County and the region</p> <p>E) Identify what businesses have left the County in the last five years and why</p> <p>F) Research and study the need for business incentives and retention tools</p> <p>i) Identify tools that the County can/cannot legally use to retain and attract businesses</p> <p>ii) Complete a study on business incentive contracts from around the country</p> <p>iii) If incentives are used, base them on return on investment</p> <p>iv) Study the need for relocation assistance for businesses and their employees</p> <p>v) Study the need for Geographically-Targeted Economic Development Areas</p> <p>G) Determine appropriate and competitive fee levels</p> <p>i) Complete a permit and plan fee study with peer counties</p> <p>H) Study the need and resources available to create a business liaison</p> <p>I) Study small business/entrepreneurial development strategies</p> <p>i) Complete a study that looks at small business/entrepreneurial development strategies for the County</p> <p>ii) Complete a study on small business incubators in other communities to see if it would be feasible on the West Slope and South Lake Tahoe areas</p> <p>iii) Study methods to improve access to capital for startups and small businesses</p> <p>iv) Study the need for a mentoring program for startups and small businesses</p> <p>J) Promote home occupation and telecommuting jobs</p> <p>i) Complete a study on how to increase home occupation and telecommuting jobs</p>
2) Increase Employment Opportunities by Improving Workforce Development Skills	<p>A) Start collaborating with the local school systems, community colleges, and county departments on how to create workforce development classes desired by the market</p> <p>i) Start workforce round table with business community, education partners, and local governments</p> <p>B) Study the education opportunities for entrepreneurship classes in the County (e.g. high school and community colleges)</p> <p>C) Identify desirable sectors and any related workforce training needs</p>
3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness	<p>A) Study the financing options for infrastructure projects that have an economic development component</p> <p>i) Study grant funding (e.g. state, federal, foundation, etc.) for economic development infrastructure projects</p> <p>B) Survey local business community on what infrastructure the County lacks</p> <p>C) Survey regional economic development agencies and economic development recruiters on what infrastructure the County lacks</p> <p>D) Study the ability to build the needed infrastructure identified in surveys</p> <p>E) Study methods in which TOT funds could be increased with new infrastructure (e.g. hotels, conference center, etc.)</p> <p>F) Study the County's quality of life infrastructure to see if it is adequate (e.g. parks, green space, etc.)</p> <p>G) Create a Countywide government capital improvement plan for comprehensive future planning</p> <p>i) Start a County CIP Committee</p> <p>ii) Develop capital needs for cluster and economic development zone areas</p>
4) Strengthen the County's Business Friendly Reputation	<p>A) Develop a digital resource database (infrastructure for commercial/industrial parcels)</p> <p>i) Make commercial and industrial parcel information readily available online</p> <p>B) Collaborate with economic development stakeholders in the County to create a website to communicate the County's economic development message</p> <p>C) Assess the County's economic development communication strategy with community stakeholders</p> <p>D) Streamline permitting and planning process</p> <p>i) Complete a study of peer counties' permitting and plan review process time</p> <p>ii) Complete a study of peer counties to see how many locations do citizens have to travel to complete plan reviews and schedule inspections</p> <p>iii) Complete a study on peer counties' permitting and plan review fee structure</p>
5) Develop and Maintain an Economic Development Plan That Is Time Relevant And Community And Market Oriented	<p>A) Develop a strategic plan and prepare an action plan</p> <p>B) Require new development plans to include economic data</p> <p>C) Implement the approved General Plan to create an atmosphere that allows long-term stability and economic development</p> <p>D) Complete all County Community Plans to help communities identify economic development opportunities that are appropriate for them</p>
6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing	<p>A) Determine appropriate mix of housing alternatives</p> <p>i) Research housing alternatives that allow individuals to live and work in the County</p> <p>B) Determine what is the County's low, moderate, and high income housing stock percentage</p> <p>C) Complete a study of low, moderate, and high income housing stock percentages in peer counties</p> <p>D) Complete a study of housing incentives used by peer counties or cities/towns</p> <p>E) Explore methods to reduce housing costs</p> <p>i) Complete a benchmark analysis of home fee structure compared to peers</p> <p>ii) Complete a benchmark analysis of County imposed home costs per square foot compared to peers</p> <p>iii) Complete a benchmark analysis of home plan review and inspection completion time compared to peers</p>

Phase III: Implement the Economic Development Plan/Programs	
Objectives	Tasks
1) Attract, Develop And Retain Businesses That Provide Economic Sustainability And Quality Job Creation	<p>A) Implement business attraction and retention incentives. Retain, expand and import businesses to El Dorado County</p> <p>i) Reach out to targeted business sectors for relocation to the County</p> <p>ii) Reach out to local businesses for expansion incentives if feasible</p> <p>iii) Communicate retention incentives to businesses evaluating a move outside of the County if feasible</p> <p>iv) Continue to develop business clusters and Geographically-Targeted Economic Development Areas if deemed feasible</p> <p>B) Deploy a small business/entrepreneurial development strategy</p> <p>i) Support creation and operation of small business incubator(s) if feasible</p> <p>ii) Support creation and operation of programs that increase access to capital for startups and small businesses if feasible</p> <p>iii) Support creation of a mentoring program for small businesses/entrepreneurs if feasible</p> <p>C) Implement strategy to promote home occupation and telecommuting jobs</p> <p>D) Improve staff's response to business needs with education and outreach</p> <p>i) Start County business liaison if deemed feasible</p> <p>ii) CEDAC to conduct seminars, workshops and forums for business and County staff</p> <p>E) Conduct County Economic Development Division operations</p> <p>i) Participate in CEDAC</p> <p>ii) Assist in annual report on fees, processes and staffing</p> <p>F) Promote and expand agriculture and related businesses and tourism</p> <p>G) Increase retail opportunities</p> <p>i) Coordinate the siting of retail facilities within incorporated cities by detailing land use requirements siting facilities near existing infrastructure and developing common impact funding program</p>
2) Increase Employment Opportunities by Improving Workforce Development Skills	<p>A) Continue to collaborate with the local school systems, community colleges, private sector, and county departments on how to maintain, update, and enhance workforce development classes</p> <p>B) Incorporate different entrepreneurial and vocational training as the market changes</p> <p>C) Send periodic workforce skills survey to businesses and economic development recruiters and consultants</p>
3) Invest in Infrastructure Needs to Improve and Maintain Competitiveness	<p>A) County's infrastructure meets the needs of target industries</p> <p>i) Survey economic development recruiters and consultants on the County's infrastructure</p> <p>B) Pursue all funding sources</p> <p>i) Continue to identify and obtain Federal, State, and grant funding for economic development infrastructure projects</p> <p>C) Direct development to areas with sufficient existing infrastructure capacity</p> <p>D) Require new development to pay for all infrastructure upgrades required</p> <p>i) Minimize redevelopment costs to County</p> <p>E) Maximize use of existing facility capacity</p> <p>F) Prioritize investment in commercial enhancing infrastructure</p> <p>G) Coordinate infrastructure development with cities and utility districts</p> <p>H) Annually prepare capital improvement plan</p>
4) Strengthen the County's Business Friendly Reputation	<p>A) Continue to streamline planning and permitting process</p> <p>i) Write all procedures concisely and include both regulatory and business needs and include economic impacts</p> <p>ii) Continue to look at the fee model</p> <p>B) Work with regional economic development partners to market the County's economic development advantages</p> <p>C) Create and maintain relationships with economic development search firms and consultants</p> <p>D) Continue to update the County's economic development website with market and time sensitive information that would help attract business inquires</p>
5) Develop and Maintain an Economic Development Plan That Is Time Relevant And Community And Market Oriented	<p>A) Conduct periodic meetings and release periodic reports</p> <p>B) Implement County Community Plans</p> <p>C) Continue to implement the approved General Plan to create an atmosphere that allows long-term stability and economic development</p>
6) Provide Diverse Workforce Housing Options - Balance Jobs with Housing	<p>A) Continue to explore methods to reduce housing costs</p> <p>i) Use permit streamlining and incentives to provide broad housing mix</p> <p>B) Promote job creating land development over residential development</p> <p>C) Send out periodic survey to local business community and desired industries about the County's housing stock</p>



County of El Dorado

Board of Supervisors
330 Fair Lane, Building A
Placerville, California
530-621-5390
FAX 530-622-3645
www.edcgov.us/bos

Minutes - Final

Board of Supervisors

Ron Mikulaco, Chair, District I
Shiva Frentzen, First Vice-Chair, District II
Michael Ranalli, Second Vice-Chair, District IV
Brian K. Veerkamp, District III
Sue Novasel, District V

James S. Mitrison, Clerk of the Board of Supervisors
Larry T. Combs, Chief Administrative Officer
Michael Ciccozzi, Interim County Counsel

Monday, March 21, 2016

10:00 AM

Board of Supervisors Meeting Room

Special Meeting/Workshop

Vision Statement

**Safe, healthy and vibrant communities, respecting our natural resources
and historical heritage**

BOARD MEETING ROOM EQUIPPED WITH AN AUDIO INDUCTION LOOP ASSISTIVE LISTENING SYSTEM.

Live Web Streaming of the Board of Supervisors Meetings, Agendas, Supplemental Materials and Minutes of the Board of Supervisors are available on the internet at:
<http://eldorado.legistar.com/Calendar.aspx>

The County of El Dorado is committed to ensuring that persons with disabilities are provided the resources to participate in its public meetings. Please contact the office of the Clerk of the Board if you require accommodation at 530-621-5390 or via email, edc.cob@edcgov.us.

10:02 A.M. - CALL TO ORDER AND PLEDGE OF ALLEGIANCE TO THE FLAG

Present: 5 - Supervisor Mikulaco, Supervisor Veerkamp, Supervisor Frentzen, Supervisor Ranalli and Supervisor Novasel

ADOPTION OF THE AGENDA

A motion was made by Supervisor Frentzen, seconded by Supervisor Novasel to Adopt the Agenda.

Yes: 5 - Mikulaco, Veerkamp, Frentzen, Ranalli and Novasel

(Agenda continued on the next page)

10:00 A.M. - TIME ALLOCATION

1. 14-1322 Chief Administrative Office recommending the Board:
 - 1) Participate in a Strategic Plan Executive Briefing exercise pertaining to the El Dorado County Strategic Plan; and
 - 2) Provide direction to staff as needed at the conclusion of the briefing exercise; and
 - 3) Consider adoption of the El Dorado County Strategic Plan Goals, Objectives and Macro Measures. (Est. Time: 6 Hr.)

~~The Strategic Plan Executive Briefings will be held at the following locations in Placerville, CA.~~

~~Placerville Library meeting room – 345 Fair Lane~~

~~Conference Room "A", Building A – 330 Fair Lane~~

~~Board of Supervisors meeting room – 330 Fair Lane~~

~~Planning Commission meeting room – 2850 Fairlane Court~~

~~Agriculture Department meeting room – 311 Fair Lane~~

~~Please refer to attachment 13A for additional details including session times.~~

All presentations will be held in the Board meeting room.

Objective : Public comment

Public Safety: K. Payne

Good Governance: J. Copeland, K. Payne, L. Weitzman, G. Artshuler, J. Hidahl

Economic Development: K. Payne

Healthy Communities: K. Payne, K. Guerrero

Infrastructure: K. Payne

A motion was made by Supervisor Veerkamp, seconded by Supervisor Rannli to adopt the Strategic Plan Goals, Objectives and Macro Measures to include;

- 1) The addition of Objective 1.7 in Good Governance requiring a 5-Year budget projection; and
- 2) Minor additions as recommended by members of the the public this date.

ADJOURNED AT 4:07 P.M.