

EL DORADO COUNTY

2024 STRATEGIC PLAN

Updated July 2025



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Message from the Board

El Dorado County is a special place full of extraordinary people. Whether you live, work, or play here, we are committed to ensuring that you experience an exceptional quality of life in this unique, historic, and beautiful place that we are grateful to call home. To that end, and on behalf of the El Dorado County Board of Supervisors, it is my pleasure to share with you our updated Strategic Plan.

In 2019, El Dorado County embarked on a robust and collaborative community planning process to further update the goals, objectives, and priorities in our Strategic Plan. Recognizing that an effective plan guides programs, services, and budget allocations to accomplish identified goals, it is critical that this Plan be a living document that is timely and relevant to meet community needs. Since 2019, our County has stood strong despite a global pandemic, catastrophic fires, unprecedented storms, and a major disruption in the labor market making it essential that we revisit and refresh our goals and objectives to ensure that the residents of El Dorado County are best served by our work and investments.

In 2023, the Board of Supervisors along with County leadership, embarked on a multi-day, facilitated process to dive into candid conversations and deliberation around our mission, values, and priorities. Together, we wrestled with our essential mission and vision for the organization. While it is easy to say that the foundational role of any County government is to provide core services, it was important to all of us that we embody aspirational ideals, not just essential, administrative functions. We also emerged with a renewed commitment to people, both in our community and within our county family, recognizing that our residents will be best served by a valued and thriving workforce that finds satisfaction and meaning in the daily context of that service. The word "together" kept surfacing as we pledged to break down internal and external silos, driven by the common ground of love for our county and the people in it.

Following a refresh of our mission, vision and values, this Strategic Plan contains five strategic focus areas that will drive our work for the coming years: Safe and Healthy Communities, Public Infrastructure, Workforce Excellence, Thriving Economy, and Strategic Innovation. Recognizing that as a public service organization there is never enough time or money to do everything we want to, we will balance investment in these focus areas along with state and federal mandates which encompass a large majority of our workload.

We thank our colleagues, our County staff, and all those who contribute to making sure our Strategic Plan is an inspired beacon to guide our endeavors on behalf of the people we have the privilege to serve.

El Dorado County Board of Supervisors



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Our HISTORY



El Dorado County is a tapestry of rich history.

Our County is the traditional homeland of the Nisenan, Maidu, Miwok, and Washoe tribes that lived in the foothills of the High Sierras and whose influence continues today.

Our history has also been immortalized by the remnants, bounty, and legacy of the California Gold Rush.

In 1839, a German-born Swiss businessman named Johann August Sutter founded a settlement at the confluence of the Sacramento and American Rivers after obtaining a land grant from the Mexican Governor. By the early 1840's, the first organized settlers began arriving. In 1846, Sutter contracted with James Marshall to establish a sawmill on the American River in Coloma to support the growing region. When flakes of gold were found in 1848, the world forever changed as the Gold Rush sparked the largest mass migration in United States history. When California became a state in 1850, El Dorado County was established as one of the original 27 counties. Known as the heart of the Mother Lode, our name, "*the Gilded One*," reflects our affluent origins and golden past.



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About El Dorado County



El Dorado County is now home to 192,646 residents, according to the 2022 census. Located in the northeastern part of California, El Dorado County encompasses over 1,700 square miles and roughly 73% of our land mass is part of the Eldorado National Forest. From outdoor adventures on Lake Tahoe, the American River or the Desolation Wilderness to the wine regions and family farms of Apple Hill, El Dorado County offers an array of unique experiences.

El Dorado County is governed by five elected County Supervisors who serve as the legislative and executive body, providing policy direction for County government. The Board of Supervisors hire the Chief Administrative Officer and County Counsel who, in turn, assemble an executive team of appointed Department Heads to manage day-to-day operations and services as well as discharging federal and state mandates, along with the other elected County officials.

While El Dorado County was forged on a golden past, our future is ripe with opportunity. We are proud of our rural, historic roots and are committed to valuing, honoring, and protecting that heritage. As guardians of our County, we are proud that the entrepreneurial spirit of the California Gold Rush is shining bright.

With our diverse landscape, abundant recreational opportunities, quaint historic hometowns, rich agricultural regions and thriving business sectors, El Dorado County is the ideal location to visit and to call home.

Executive SUMMARY



This Executive Summary provides a concise overview of El Dorado County's Strategic Plan which was refreshed in 2024 to focus on goals, objectives, and priorities in five critical areas: Safe and Healthy Communities, Public Infrastructure, Workforce Excellence, Thriving Economy, and Strategic Innovation.

SAFE & HEALTHY COMMUNITIES:

The County is committed to fostering safe and healthy communities by implementing comprehensive strategies to strengthen emergency response capabilities and effectiveness, leveraging relationships among various County law enforcement agencies, developing and maintaining increased options and opportunities for unhoused citizens, and taking a more holistic approach to the Health and Human Services agency's service delivery approach.

PUBLIC INFRASTRUCTURE:

The County's Strategic Plan prioritizes identifying funding opportunities to improve our roads and bridges and securing funding to begin the design and construction of enhanced Broadband technology to improve connectivity, efficiency, and resilience. Infrastructure goals focus on the County's Capital Improvement Plan, creating a long-term plan for owning currently leased facilities, and completing the Parks Master Plan all in an effort to address current needs and anticipate future challenges.

WORKFORCE EXCELLENCE:

Recognizing the essential role of a skilled and motivated workforce, the County is dedicated to promoting workforce excellence. Initiatives focus on improving opportunities for leadership trainings, identifying opportunities to become more holistically competitive in compensation and benefits, and surveying employees to better understand their priorities.



Executive SUMMARY CONTINUED



THRIVING ECONOMY:

A thriving economy is vital for the prosperity of the County and its residents. The Strategic Plan outlines measures to attract and retain businesses, stimulate entrepreneurship, and diversify the local economy. Emphasis is placed on creating a business-friendly environment, streamlining the permit process, supporting small businesses, and leveraging economic development incentives.

STRATEGIC INNOVATION:

New to the County's Strategic Plan as a stand-alone focus area is Strategic Innovation. In an era of rapid change, it is key to stay ahead of emerging challenges and opportunities. The County's plan incorporates a culture of creativity and innovation across all sectors.

The County's Strategic Plan is a dynamic framework designed to guide decision-making and resource allocation over the coming years. By addressing these key areas, El Dorado County's leaders and employees aim to build a resilient, inclusive, and forward-thinking community for each resident that thrives in the face of future challenges.





Core SERVICES

California counties are the most unique and complex local government entities in our state. As extensions of the State of California and responsible for operating ever-changing programs mandated by law, counties continually evolve and re-prioritize their service approach. Programs such as health and social services, behavioral health, probation, corrections, environmental health, elections, property assessments, tax collection, countywide fiscal management and auditing, and recording of legal documents are only a few that carry with them great responsibility and command a significant time commitment. Approximately 70% of services provided annually by County departments and staff are legally required by the State, with the remaining services not necessarily mandated but necessary to protect public safety and provide support for local initiatives. In total, funds in excess of a half billion dollars must be managed effectively to provide accountability for service delivery to local and state taxpayers.

In the development of this update to the El Dorado County 2024 Strategic Plan, we attempted to achieve a balance between mandated services and priorities that serve our population, while allowing for a "future-focused" approach that protects our landscape and people for future generations.



Community INPUT



In the development of the Strategic Plan, it was critical to engage our residents to make sure this Plan is reflective of their aspirations, values and priorities. Following a series of public workshops, additional community input was sought through a survey that was developed to identify:

- What residents most liked about living here.
- The County services people utilize most.
- What County leaders should do to provide better government services.
- The five issues that should be prioritized.

Over 500 people responded to the survey, and the answers reinforced our understanding of what is important to El Dorado County residents. They value our safe, rural, friendly, small-town communities and our natural landscapes with abundant recreational opportunities. Our residents want us to prioritize road maintenance, fire safety, long-term solutions to homelessness as well as improved functions in Planning and Building.

The services most used are our libraries, roads, parks, the Planning and Building Department, and Law Enforcement services. Above all, El Dorado County residents encouraged us to listen, keep our promises, communicate, use the General Plan as a guide for all decisions, reduce employee turnover, and keep our county rural and special with less development and with carefully managed growth.



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Our **MISSION**

Together, we enhance the well-being of all residents, businesses, and visitors by delivering effective public service.

Our **VISION**

Exceptional quality of life with a strong sense of community, historical heritage, rural character, managed growth, and opportunity for all.

Our VALUES

INTEGRITY: We are responsible for our actions and accountable to our citizens, workforce, and stakeholders.

COLLABORATION: We engage, communicate, and connect to achieve the best possible outcomes together (external and internal).

SERVICE EXCELLENCE: We provide responsive, transparent, and quality service to all citizens of El Dorado County.

STEWARDSHIP: Through collaboration and advocacy, we honor and protect our natural and historical resources, agriculture, and rural character for future generations.

THRIVING WORKFORCE: We value employees performing meaningful work, with professional growth opportunities.

FISCAL RESPONSIBILITY: Through sound decision making, we apply best financial practices that protect and enhance the assets and resources of El Dorado County.



Strategic FOCUS AREAS



**SAFE AND HEALTHY
COMMUNITIES**



**PUBLIC
INFRASTRUCTURE**



**THRIVING
ECONOMY**



**WORKFORCE
EXCELLENCE**

STRATEGIC INNOVATION



Safe and Healthy COMMUNITIES



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Strengthen Emergency Response Capabilities and Effectiveness	Lead and facilitate the creation and maintenance of fire-adapted communities through a comprehensive update to the Western El Dorado Community Wildfire Protection Plan (CWPP) that is in alignment with the Tahoe Basic CWPP and other relevant local, state, and federal agencies plans.	Office of Wildfire Prevention and Resilience	Spring 2025	Underway and estimated to be completed in the Spring of 2025, after which the focus will turn to implementation of the plan.	
	Develop and implement community disaster preparedness programs and initiatives, engaging with community partners and	Sheriff's Office	Ongoing		
	Complete Simulcast system for West Slope Radio Operations	Sheriff's Office	Winter 2026		
	Enhance disaster resilience by developing and implementing robust recovery strategies	Sheriff's Office, County Departments, Community Stakeholders	Winter 2026	In Progress - Streamlined internal communication by expanding the AlertMedia Platform to include HHSA; developing divisional emergency response plans and working on streamlining fiscal disaster processes	
Enhance Information Sharing with Neighboring Law Enforcement Agencies	Leverage current investment in records, dispatch, and custody management to share with local agencies and collaboration	Sheriff's Office, Probation, District Attorney, Local Agencies, Information Technology	Summer 2024	Completed - continuing to utilize other collaborate features of Records Management System.	

Safe and Healthy COMMUNITIES CONTINUED



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Develop a continuum of support and housing opportunities for unhoused individuals	Complete the Navigation Center	Facilities, Health and Human Services Agency (HHSA)	Winter 2024	In Progress - Developed a unified vision for permanent site, working on purchasing transitional housing units and collaborating with architect on the design build	Dependent on Jail Expansion Project
	Develop a comprehensive plan for affordable housing opportunities	Planning and Building, HHSA	Fall 2024	The Affordable Housing Task Force held its first meeting in Fall 2024 and is working on development of an affordable housing ordinance to be considered by the Board in Summer 2025. Additional incentives and financing options are slated to follow after adoption of the ordinance. Additionally, the County was awarded a \$250,000 grants from SACOG for outreach on affordable housing/transit/mobility opportunities.	Fall 2025
	Continue Engagement with County departments, the homeless community, and countywide partners to develop effective strategies including for example, transitional housing	HHSA, Sheriff's Office, Planning and Building, Probation	Ongoing	In Progress	

Safe and Healthy COMMUNITIES CONTINUED



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Achieve CalAIM requirements and maximize opportunities for service delivery	Create a CalAIM workgroup (focused on PATH grant) consisting of County departments, stakeholders, and managed care plan representatives	Sheriff's Office	Spring 2024	In Progress - Develop contract for Project Manager. Continued quarterly meetings with MCP's. Probation update: Probation has been issued a NPI number, and the implementation Plan has been submitted and approved by DHCS	Completed - PATH 2
	Coordinate Re-Entry Services plans with County partners	Sheriff's Office, Probation, HHSA	Ongoing	In Progress - quarterly workgroup has met several times and anticipated "go live" date for PATH JI release coordination is April 2026. Medi-Cal eligibility is already live for this, Behavioral Health plan approved by State.	
	Implement CalAIM payment reform within the Behavioral Health Division	HHSA	Winter 2024	Complete	
Develop key strategies / priorities for Health and Human Services	Create a three-year HHSA strategic plan aligned with the County's strategic plan	HHSA	Summer 2024	Complete	
Conduct an assessment of the Health and Human Services Agency's structure and service delivery	Work with a consultant to assist in coordinating due diligence; provide recommendations to the Board	HHSA	Spring 2024	Complete	

Public INFRASTRUCTURE



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Facilities					
Enhance communication about funding and resources for facilities-related capital improvement plan (CIP)	Create five year rolling CIP including new capital projects and deferred maintenance	Facilities	Winter 2024	Airports has been completed. Parks is in process.	Spring 2026
	Provide a project cost update, project prioritization and funding needs to the Board of Supervisors	Facilities	Annually, beginning Spring 2025	Scheduled for the 04/08 BOS meeting	
Create a long-term plan for the transition of leased facilities to County-owned facilities	Create a program inventory of departments/programs in leased facilities; identify funding source and associated constraints; and develop a long term plan for transitioning to County owned space	Facilities	Winter 2026	In progress	
Complete the Parks Master Plan	Guidance and review of Master Plan draft sections from Parks and Recreation Commission	Chief Administrative Office, Parks	Ongoing	Complete	
	Presentation to the Board of Supervisors on the outcome of public outreach efforts	Chief Administrative Office, Parks Division	Spring 2024	Complete	
	Plan completion and presentation to the Board of Supervisors for adoption	Chief Administrative Office, Parks Division	Spring 2024	Complete	

Public INFRASTRUCTURE CONTINUED



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Transportation					
Enhance communication about funding and resources for transportation-related capital improvement plans (CIP)	Complete a needs assessment, project cost update, prioritization, and funding needs	Transportation	Spring 2024	Completed	Ongoing
	Provide a project cost update, project prioritization and funding needs to the Board of Supervisors	Transportation	Annually, beginning Spring 2024	Completed	Ongoing
	New project determination / evaluation	Transportation	Ongoing	Ongoing	Ongoing
Implement Measure "S"					
Identify Oversight Committee (OC) priorities and funding, scope projects for equipment needs for following year, and share projects and program to OC for upcoming year	Transportation, Stakeholders	Bi-annual	Three meetings since 7/1/2024.	Ongoing	
Enhance Communication for Road Maintenance					
Present project scopes and project completions to the Board of Supervisors and public after coordinating project due diligence	Transportation	Annual Report	Coming in April 2025 to the BOS	Ongoing	
Information Technologies/Broadband					
Implement Broadband Pilot Projects	Conduct a review of the master plan; identify and secure funding sources; begin design/construction	Transportation / Economic Development	Spring 2024	Awarded \$66 million in CPUC FFA grant. Released Notice of Availability for Broadband Programmatic EIR	Ongoing

Workforce EXCELLENCE



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Focus on Employee Development & Well-Being	Enhance our El Dorado County Leadership Academy and provide an annual summary to the Board of Supervisors	Human Resources	Ongoing	Implemented and ongoing	
	Create a comprehensive employee recognition program	Chief Administrative Office, Human Resources	Spring 2024	Placed on hold due to budget constraints and labor negotiations.	Fall 2025
	Continue to implement wellness initiatives and activities for El Dorado County employees	Human Resources	Ongoing	Implemented and ongoing	
	Begin informal brown bag lunches/coffee led by the Chief Administrative Officer, with special guests from the community	Chief Administrative Office	Summer 2024	Initiated site visits to various County departments to tour facilities and meet employees and established annual employee appreciation lunches for the east and west slope.	Ongoing
Enhance Employee Retention	Attract and retain the best employees by providing competitive compensation, training, and advancement opportunities, and creating a positive and thriving culture	Chief Administrative Office, Human Resources, All County Departments	Ongoing	Implemented and ongoing. HR is continuing to develop training and development opportunities for staff, and working with the BOS on maintaining competitive salaries.	
	Explore best practices and opportunities to assist employees in achieving a work/life balance	Chief Administrative Office, Human Resources	Summer 2024	Implemented and ongoing. Achievements thus far: courses on nutrition, mental health, physical health, financial guidance, fitness classes, employee clubs, wellness challenges, promote our EAP program.	
	Create a workforce excellence committee to explore best practices related to employee development and retention	Chief Administrative Office, Human Resources	Winter 2024	Delayed due to budget and labor negotiations.	Winter 2025

Workforce EXCELLENCE CONTINUED



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Perform Data Collection & Reporting	Conduct countywide surveys to assist in making informed countywide workforce decisions by understanding employee priorities	Chief Administrative Office, Human Resources	Spring 2024	Currently being developed.	Winter 2025
	Initiate a review of all Human Resources policies and procedures	Human Resources	Ongoing	Implemented and ongoing.	
	Improve exit survey process to better understand and assess the reasons for staff attrition	Human Resources	Summer 2024	Implemented and ongoing.	

Thriving ECONOMY



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Explore Feasibility of "Waste to Energy" Industries	Prepare a report for the Board of Supervisors that identifies best practices, examples of co-generation and/or biomass facilities, identify stakeholders and next steps	Chief Administrative Office, Board of Supervisors, Environmental Management	Summer 2024	It was determined to begin working with Ecostrat to determine the County's Bioeconomy Development Opportunity (BDO) Zone rating.	Summer 2025
	Appoint an Ad-Hoc committee of the Board of Supervisors to begin initial coordination steps	Chief Administrative Office, Board of Supervisors, Stakeholders	Winter 2024	Completed - The Ad Hoc Committee was created on April 12, 2022 (Legistar file 22-0601)	
Develop a Business Recognition Program	Create a social media-based program that promotes and celebrates our diverse businesses and their stories	Planning and Building (Economic Development), Chief Administrative Office, Stakeholders	Spring 2024	Revamped the elevate to El Dorado Website, and created new Facebook/Instagram pages. Working in coordination with chambers to push out content.	Continual updates
	Create a unique annual event to recognize EDC businesses in targeted categories and highlight available programs and resources	Planning and Building (Economic Development)	Summer 2024	Held first event at the end of 2024, for the El Dorado Hills Business Park business owners. Resulted in Market Velocity Report for the Business Park. Next events will be determined through the strategic planning effort underway through the SEED Committee.	Spring 2025, Continual

Thriving ECONOMY CONTINUED



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Develop a Countywide Economic Development Strategic Plan focused on managed growth and economic stability	Gather input from stakeholders/community on items to address in the plan; develop a scope of work including goals, community input and action items	Planning and Building (Economic Development)	Spring 2024	In Progress, SEED bylaws and program were revamped at the end of 2024 and development of the scope and plan is in progress.	Summer 2025
	Analyze countywide tourism benefits and impacts	Planning and Building (Economic Development)	Summer 2024	Economic Development staff and SEED have been analyzing tourism impacts and how it will inform the plan.	Spring 2025
	Prepare a scope of work for the Strategic Plan	Planning and Building (Economic Development)	Summer 2024	The March meeting of SEED is the first session dedicated to forming the scope of work for the plan after stakeholder presentations to the group in the past several meetings.	Spring 2025
Streamline and Increase Transparency of Projects and Permit Processing	Increase the types of permits that can be submitted electronically	Planning and Building (Economic Development)	Summer 2024	Up to 38 permit types are available online with more to come.	Complete (and ongoing)
	Gather and review data on "lifecycle" of a permit and identify points that cause the permit process to slow or stop; Revise processes to address those permits	Planning and Building (Economic Development)	Fall-Winter 2024	Creating reports to identify permit timelines and lifecycles. Started to revise and simplify planning and building permit applications that will speed the process up.	Summer 2025
	Create a regular report of key statistics and metrics to share with the Board of Supervisors and public	Planning and Building (Economic Development)	Spring 2024	This is done through monthly reports on department metrics and activities.	Complete (and ongoing)
	Develop an online, map-based tool for the public to easily access information about development projects of public interest	Planning and Building (Economic Development)	Spring 2024	Listed as "Projects In Your Area" on the department website.	Complete (and ongoing)
	Create flow charts and brief "how to" videos/slideshows for the most used processes to help customers successfully navigate	Planning and Building (Economic Development), Chief Administrative Office (Communications)	Summer 2024	Started in 2024 IT has created how to videos for simple permit processes. Within Planning we are creating several flow charts for internal processes and external applicant processes. This will be an ongoing process.	Summer 2025

Strategic INNOVATION



PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Work as One Organization	Improve understanding of current operations by appointing a Strategic Innovation Team	Chief Administrative Office	Spring 2024	Completed. Team comprised of Surveyor, HHSa Director, HR Director, Library Director, IT Director and Assistant CAO	
	Schedule quarterly department head meeting focused solely on sharing challenges and allowing time to brainstorm solutions	Chief Administrative Office	Summer 2025		
Promote a Culture of Creativity	Identify how departments currently innovate and develop new ideas to achieve goals	Department Heads	Summer 2024	In progress	Fall 2025
	Compile department innovative strategies to present to all department heads	Strategic Innovation Team	Winter 2024		Spring 2026
Identify Challenges and Constraints Solvable by Innovative Solutions	Departments to perform internal SWOT analysis	Department Heads	Summer 2024	A countywide SWOT survey has been developed.	Summer 2025
	Identify one priority challenge per department (What needs to be achieved and by when)	Department Heads	Fall 2024		Winter 2025
	Prioritize top 5 challenges	Strategic Innovation Team	Winter 2024		Winter 2025
	Brainstorm innovative solutions and present at Department Head meeting for discussion	Strategic Innovation Team	Spring 2025		Spring 2026

Strategic INNOVATION CONTINUED



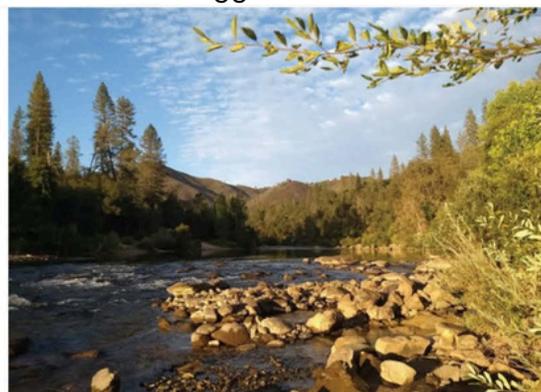
PRIORITY	ACTION ITEM	LEADS	TIME FRAME	PROGRESS	NEW TIME FRAME (IF APPLICABLE)
Improve External and Internal Service Delivery in a more Convenient and Efficient Way	Identify one priority service delivery that needs improvement	Department Heads	Summer 2025		
	Prioritize top 5 service delivery needs to improve	Strategic Innovation Team	Fall 2025		
	Compile ideas for service delivery improvement to present to department heads	Strategic Innovation Team	Winter 2025		
Develop Solutions through Leveraging of Technology	For Law Enforcement and Emergency Responders, use existing social media and applications and pursue in-house technology development to aid engagement with the public on community concerns and safety issues	Sheriff's Office, Information Technology	Ongoing		

Photo CREDITS



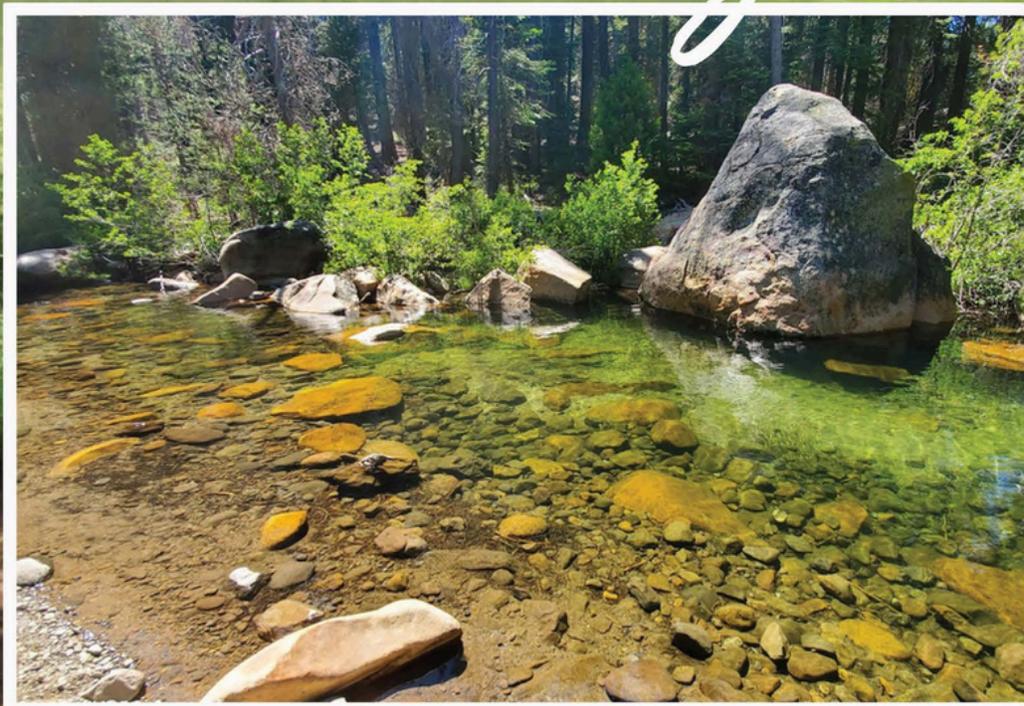
Many thanks to our El Dorado County staff who submitted photos of this incredible place we call home. Your artistic vision has given us a glimpse of what makes our County compelling, historic, and special, and has contributed greatly to the development of this Strategic Plan.

PHOTO CREDIT	PAGE
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El Dorado County



Exceptional quality of life with a strong sense of community, historical heritage, rural character, managed growth, and opportunity for all.