

# Strategic Plan Update

{ March 16, 2021

# Public Safety

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

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**No Changes Recommended**

# Good Governance

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

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**No Changes Recommended.**

# Infrastructure

- 1) Broadband/Technological Connectivity considering into County projects.
  - a) As County projects come on line, broadband connectivity should be considered and financial feasibility determined.
- 2) Improve Road Maintenance
- 3) Analyze need, coordinate and plan for County facilities, parks and trails including ongoing maintenance, operations and replacement.
  - a) Includes review of County General Plan and Parks Master Plan
- 4) Encourage and support through policy and resources the pursuit of local, state, and federal, private, and public funding opportunities to support the County's infrastructure.

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**Staff is recommending the existing priorities, objectives and themes remain unchanged.**

**In addition, based on input received from staff, individual Board members and other partners, the Board should consider adding the following:**

- 5) Work collaboratively with the El Dorado County Transportation Commission, City of Placerville, City of South Lake Tahoe, CalTrans, and other stakeholders as necessary to develop short, intermediate, and long-term plans to address traffic issues and concerns due to the volume of traffic that travels to and from Apple Hill and the Tahoe Basin.

# Healthy Communities

- 1) Achieve sufficient and attainable housing for all El Dorado County residents.
  - 2) Partnering with all stakeholders, continue to prepare to meet the needs of our growing older adult population.
  - 3) Implement solutions to address and reduce homelessness in El Dorado County.
  - 4) Achieve better outcomes for children, young adults and families in the areas of mental illness and substance abuse prevention.
  - 5) Encourage and support through policy and resources the pursuit of local, state and federal, private and public funding opportunities to support and promote healthy communities.
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**Staff is recommending the existing priorities, objectives and themes remain unchanged.**

**In addition, based on input received from staff, individual Board members and other partners, the Board should consider adding the following:**

- 6) Develop a climate sustainability plan, with an emphasis on forest health and sustainability.

# Economic Development

- 1) Retain, develop and attract businesses that provide job economic sustainability and quality job creation.
  - a) Continue business attraction and retention incentive efforts to retain, expand and import businesses to El Dorado County.
    - Reach out to targeted business sectors for relocation to the County.
    - Reach out to local business for expansion incentives.
    - Develop business clusters and Geographically-Targeted Economic Development Areas if deemed feasible.
  - b) Deploy a small business/entrepreneurial development strategy.
  - c) Implement strategy to promote occupation and telecommuting jobs.
  - d) Identify what businesses have left the County in the last five years and why.
  - e) Continue to monitor appropriate and competitive fee levels.
  - f) Promote and expand agriculture, recreation and tourism (e.g., geotourism and agriculture tourism) and their related businesses.
  - g) Increase retail opportunities.

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**No Changes Recommended.**

# Economic Development con't.

- 2) Increase employment opportunities by improving workforce development skills.
    - a. ~~Identify current workforce gaps and assets.~~
    - b. ~~Identify labor skills gaps and assets.~~
      - ~~Conduct survey with the business community to determine labor skills gap.~~
      - ~~Conduct survey with economic development recruiters and regional economic development organizations to determine labor skills gap.~~
      - ~~Identify skills the County's workforce has in abundance for business attraction.~~
    - c. ~~Collaborating with the local school systems, community colleges, and County departments on how to create workforce development classes desired by the market.~~
      - ~~Start workforce round table with business community, education partners and local governments.~~
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**Staff is recommending to retain the theme/priority of Increasing employment opportunities by improving workforce development skills, but to remove all sub-categories.**

# Economic Development con't

- 3) Invest in infrastructure needs to improve and maintain competitiveness.
    - a. Conduct a comprehensive land use, water/sewer, gas, electricity, multi-modal transportation, etc. infrastructure needs study to identify potential economic development zones or clusters.
    - ~~b. Explore Community Choice Aggregation Feasibility(Completed)~~
    - c. Encourage development of high speed internet services (broadband and/or WiFi).
    - d. Explore the use of special financing districts such as Business Improvement Districts, Tourism Improvement Districts, Agriculture Improvement Districts, Tax Increment Financing, etc.
    - e. Survey the local business community, regional economic development agencies and economic development recruiters on what infrastructure the County lacks.
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**The only change recommended is to delete Community Choice Aggregation as this task has been completed.**

# Economic Development con't.

- 4) Nurture the County and Community's business friendly environment.
    - a. Continue to evaluate opportunities to improve County processes that are identified as onerous for the business sector.
    - b. Actively participate with local, Regional and National organizations to strengthen the County's economic development advantages.
    - c. Continue to provide expert assistance and guidance to help navigate regulatory requirements in support of business development.
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**No Changes Recommended.**

# Economic Development con't.

- 5) Provide attainable housing options - balance jobs with housing.
    - a. Conduct a gap analysis on what housing options the County is lacking.
    - b. Research what housing options are needed to support desired business sectors.
    - c. Determine appropriate mix of housing alternatives for all types of housing including transitional housing, very-low, low, moderate, and above-moderate income housing.
    - d. Complete a study of housing incentives used by peer counties or cities/towns.
    - e. Recognize the impact of homelessness on Economic Development and identify methods to assist the chronically homeless with mental illness.
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**No Changes Recommended.**

# Economic Development, cont'd.

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Based on input from staff, individual Board members and other partners, staff is recommending the Board approve the following additional themes/priorities relative to Economic Development:

- 6) Retain, develop, and attract businesses that provide job economic sustainability and quality job creation.
  - a. Develop guiding economic principles to leverage the County's Airports and their ability to become an economic driver for small businesses and tourism.
  
- 7) Provide attainable housing options - balance jobs with housing.
  - a. Analyze if mobile home rental costs are impacting the availability of sufficient and attainable housing for El Dorado County residents.
  
- 8) Explore the feasibility of biomass and cogeneration plants