

TO: Honorable Board of Supervisors DATE: April 13, 2021  
FROM: Todd Leopold, County Executive Officer  
SUBJECT: Strategic Plan Update: Alignment of Department Initiatives with 2021 BOS Critical Success Factors (CSFs)

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**ACTION REQUESTED**

Receive a CEO report on the alignment of departmental initiatives with the 2021 Critical Success Factors, as amended by the Board of Supervisors at its February 23, 2021 strategic planning workshop.

**BACKGROUND**

With the arrival of new Chief Executive Officer Todd Leopold in 2018, the Board of Supervisors conducted a strategic planning workshop on April 2-4, 2018. Department Directors and Elected Officials provided operational and strategic input into the formation of a strategic plan for the County, summarizing a series of goals (*referred to as Critical Success Factors*) to shape the future growth and direction of Placer County in the coming years. The outcome of the workshop was the identification of nine key critical success factors (CSFs) the Board thought were important focus areas for the County – a framework for prioritizing strategic initiatives. Since 2019, the Chief Executive Office has provided quarterly progress reports on the many departmental initiatives that have advanced the County’s CSF efforts, both at regular Board meetings and as part of the annual proposed and final budget process. These reports are not meant to be all-inclusive of the work taking place across the County, but as a higher-level review highlighting successes and key milestones to date.

With the 2020 elections, the Board of Supervisors is now comprised of three Supervisors who did not take part in the 2018 strategic planning process. While the County has been well-served by this foundational work, CEO Todd Leopold convened a “refresh” of the 2018 Critical Success Factors (CSFs) on February 23 to reflect the direction of 2021 Board members. As a result of this work, the Board revisited the CSFs, reviewing and revising the prior work to reflect eight CSFs that now capture its priority focus areas for the current Board as summarized below:

2018 CSF	2021 Revised CSF
<b>Strategic Relationships and Community Engagement.</b> The County identifies opportunities to work collaboratively with our residents, community members, business sector, municipalities, and regional partners on areas of common interest. Support efforts that will improve transparency of service delivery and encourage open dialogue and two-way communication for the benefit of all residents in the County.	<b>Strategic Relationships and Community Engagement.</b> The County identifies opportunities to work proactively and collaboratively with our community members, business sector, municipalities, and regional partners on areas of common interest. We work for consistency and support efforts that will improve transparency of service delivery and encourage open dialogue and two-way communication for the benefit of all County residents.

## 2018 CSF

**Diversity of Achievable Housing.** Support efforts within the County to ensure that people of all income ranges can attain housing within the County. Support efforts that encourage new construction and improve existing land-use planning regulations that provide a mix of housing types, both rental and homeownership, to meet the overall housing needs of our existing and future residents.

**Public Serving Infrastructure and Amenities.** Provide high-quality, cost-efficient public facilities, road infrastructure, and interrelated capital systems that enhance the health, safety, and overall quality of life for residents, businesses, and visitors.

**Outcome-Focused Economic Development Strategies.** Create a business and development environment that is focused on primary job creation, employee development, and maintaining a thriving business climate that supports business retention and expansion opportunities while committed to attracting strong and complementary business and industry to the County.

**Prudent, All-Inclusive Financial Planning.** Strive to maintain a long-term, fiscally conservative plan that ensures financial resiliency while evaluating both the operational and capital funding needs of the organization are adequately met for the betterment of the residents of the County. This includes timely and accurate communication to key stakeholders on the financial condition of the County to make sound policy decisions.

**Collaborative Health and Human Services.** Strengthen collaboration with various partner agencies, our non-profit community, and external stakeholders to connect people with services that improve their overall well-being while enhancing the community's overall health and welfare.

## 2021 Revised CSF

**Diversity of Achievable Housing Throughout the County.** The County initiates and facilitates efforts to ensure that people of all income ranges can attain housing. We support efforts that expand existing workforce housing, encourage new construction, and improve land-use planning regulations that provide a mix of housing types. We recognize that both rental and homeownership opportunities are necessary to meet the overall housing needs of existing and future residents.

**Public Serving Infrastructure and Amenities.** The County provides high-quality, cost-efficient public facilities, transportation, and regional infrastructure systems that enhance the health, safety, and overall quality of life for residents, businesses, and visitors.

**Outcome-Focused Economic Development.** The County strives to create a business and development environment that balances our agricultural heritage with economic growth. Economic development programs and strategies are focused on primary job creation, employee development, and maintenance of a thriving business climate that supports business retention and expansion opportunities.

**Prudent and Comprehensive Financial Planning.** The County strives to maintain a long-term, fiscally conservative plan that ensures financial resiliency while ensuring both the operational and capital funding needs of the organization are adequately met for the betterment of our current and future residents. The County provides timely and accurate communication on its financial condition in order to make sound policy decisions.

**(Deleted and merged with "Innovative, Integrated County Services" below)**

## 2018 CSF

### **Comprehensive Public Safety Services.**

Maintain collaborative partnerships among multiple law enforcement agencies, businesses, non-profits, and private citizens to ensure the effective implementation of crime prevention and strategies focused solely on ensuring the safety of our community.

**Innovative, Implementation-Focused, Integrated County Services.** Improve the overall service delivery experience for individuals interacting with the County, as well as those internal support agencies, to carry out those services in the most cost efficient and effective manner. The organization supports a culture of continuous improvement, which supports and embraces local government innovation through the use of technology solutions, regional partnerships, and department collaboration.

**Land Use Planning and Environmental Stewardship.** Develop land use policies that improve the overall quality of life for our residents and business community while recognizing the need to preserve our finite environmental resources to support preservation and reasonable land management techniques that balance economic prosperity in the County.

## 2021 Revised CSF

**Fiscally Sustainable Public Safety Services.** Public safety is a core function of County government. In addition to providing direct service, the County collaborates with multiple law enforcement, fire protection and emergency medical service agencies to support the safety of our communities.

**Innovative, Integrated County Services.** The County supports a culture of continuous improvement and innovation. Interdepartmental collaboration, use of technology, and strategic partnerships ensure efficient, effective, and equitable service delivery.

**Balanced Land Use Planning and Environmental Stewardship.** The County's land-use policies protect the overall quality of life for our residents and business community while recognizing the need to preserve our finite environmental resources to support preservation and reasonable land management techniques that balance economic prosperity in the County. Healthy forests and watershed management improve air and water quality and protect wildlife habitat and our environment.

Following the Board workshop, the CEO met with County appointed and elected Department Heads to review the “refreshed” Critical Success Factors, outlining current and emerging departmental initiatives that align with and advance these Board priorities. The attached chart summarizes this alignment of department initiatives, noting the relevant departments, the status/timeline (ongoing/new/key milestones) and funding considerations for new or proposed efforts. As has been the case since 2019, the Chief Executive Office will track progress of these initiatives through quarterly budget status reports, quarterly CSF progress updates, and a monthly organizational monitoring report to keep the Board advised as these efforts move forward.

As we look ahead to the 170<sup>th</sup> anniversary of the County’s founding on April 25, 2021, the Board’s 2021 review builds upon a strong CSF foundation, with a focus on sustained strategic leadership for the County organization and the region as a whole as Placer County continues to thrive through challenges and prosper into its next century ahead.

**FISCAL IMPACT**

No fiscal impact. The projects and initiatives identified herein have been reflected in past and current budgets but may have fiscal impacts in future budgets that will come before the Board in coming years for its consideration/approval.

**ATTACHMENTS:** 1. Strategic Workplan Progress Report: 2021 CSFs (April 2021)

<b>Critical Success Factor (CSF) Initiative</b> <i>(* denotes BOS-identified Feb priority)</i>	<b>Dept</b>	<b>Status/Timeline</b>	<b>Funding</b>
<b>Strategic Relationships &amp; Community Engagement</b>			
Initiate County-wide citizen survey	CEO/PIO	New 2021 initiative w/funding TBD	\$50k
Implement new DA community outreach division	DA	New initiative w/proposed FY 21-22 \$	TBD
Execute 2021 redistricting process for 2022 election filing	CDRA/CEO/Clerk Recorder/Counsel	Ongoing with completion in early 2022	N/A
Advance MAC process improvements/revisions	BOS/CEO/Counsel	Ongoing with completion in 2021	N/A
Encourage emp volunteerism to build community connections	HR	New initiative w/funding/timeline TBD	\$15k
Strengthen school-to-career partnerships	HR	New initiative w/funding/timeline TBD	\$5k
Increase community engagement on County initiatives*	CEO/PIO	CEO to identify desired BOS outcomes	TBD
Develop homeless action plan with cities*	CEO/HHS/PCSO	Ongoing discussion with Placer cities	TBD
<b>Diversity of Achievable Housing</b>			
Expand programs/projects to provide affordable housing	CDRA	Ongoing pending FY 21-22 request	\$500k
Update Housing Element & housing code amendments	CDRA	Ongoing	N/A
Pursue deed restriction program	CDRA	Ongoing pending FY 21-22 request	\$250k
Encourage accessory dwelling units/tiny home hsg alternatives	CDRA	Ongoing	N/A
Advance record expungement efforts that preclude ownership	DA/Probation/PD	Ongoing pending FY 21-22 request	\$150k
<b>Public Servina Infrastructure &amp; Amenities</b>			
Adopt Parks Master Plan	Parks	Pending capital/ops request pending public forum (April), Parks Commission (May) & BOS review (June/July)	TBD
Update capital fee program	CEO/PW	Completion in early 2022	TBD
Complete design/cost estimates for regional infra construction	PW	Ongoing	N/A
Form infra financing district (IFD) for regional infra funding	TTC	Pending Fin Cttee (pending next mtg)	TBD
Advance "One Tahoe" initiative for Basin transportation funding	CEO/PW	Ongoing Tahoe Trans District (TTD) on Basin entry fee proposal w/CA & NV leg	TBD
Collaborate with cities on transportation corridors	CEO/PW	Ongoing	N/A
Extend/expand infra to facilitate economic growth	CEO/Econ Dev/PW	Ongoing	N/A
Execute Facilities CIP	CEO/Facilities	Ongoing	N/A
Build new HHS bldg @ PCGC	CEO/Facilities	Ongoing w/move-in planned for 2023	\$95M
Develop of VMT threshold in Tahoe Basin	CEO/PW	Pending TRPA workplan adoption (May)/ BOS threshold/impact fee actions (June)	TBD
Include Placer County Fire facilities in facility master plan	CEO/Facilities/PCF	TBD	TBD
<b>Outcome-Focused Economic Development</b>			
Update Tourism Master Plan	CEO/Econ Dev	Ongoing	TBD via TOT
Build on County-cities-Chamber Covid partnerships	CEO/Econ Dev	Ongoing	N/A
Advance long-term economic drivers, such as CSUS-Placer Center	CDRA/CEO/Econ Dev	Ongoing	TBD
Assess private sector PCGC campus investments	CEO/Facilities	Completion in late 2021	TBD
Create small business revolving loan fund	Econ Dev	Ongoing w/completion in late 2021	CDBG \$
Implement business retention strategy	Econ Dev	Ongoing w/completion in late 2021	N/A
Propose TOT renewal in eastern Placer County	CEO	In progress w/2021 action w/2022 exp	TBD
Analyze impact of upfront fees on business start-up costs	Econ Dev	GSEC study in 2021	GSEC \$
Advance Covid recovery initiatives: jobs/business/mental health*	CDRA/CEO/Econ Dev/HHS	Ongoing	TBD

<b>Critical Success Factor (CSF) Initiative</b> <i>(* denotes BOS-identified Feb priority)</i>	<b>Dept</b>	<b>Status/Timeline</b>	<b>Funding</b>
<b><i>Prudent &amp; Comprehensive Financial Planning</i></b>			
Refresh community budget guide	CEO/PIO	Completion with final FY 21-22 budget	N/A
Optimize federal/state Covid aid to advance County needs	CEO	TBD as 2021 aid details announced	N/A
Improve County's funded-pension status above 80%	CEO	Ongoing	N/A
Explore health benefit alternatives	CEO/HR	In progress	\$25k
Evaluate Covid impacts to property assessments	Assessor/COB	Pending July-Sept appeals window	TBD
Prioritize capital projects in integrated financing plan	CEO/CDRA/Facilities/PW	Ongoing	TBD
Increase HHS focus on results-driven contracting/management	CEO/HHS/Procurement	Ongoing	TBD
Create cost-savings idea initiative, like innovation accelerator	CEO	Pending CEO direction	TBD
<b><i>Fiscally Sustainable Public Safety Services</i></b>			
Continue fiscal sustainability work of PCF Ad Hoc Cttee*	BOS/CEO/PCF		TBD
Assess consolidated dispatch alternatives*	CEO/PCF/PCSO	Pending CEO direction	TBD
Implement behavioral health crisis services pilot	CEO/CJPC/HHS	Emergency response team established	TBD
Revamp probation programs to scale with term reductions	Probation/CJPC	Ongoing	TBD
Refresh CJPC priorities in context of legislation/funding issues	CEO/CJPC	Ongoing	TBD
Implement community prosecution unit to manage QOL crimes	DA	Completion in 2021	N/A
Pursue criminal justice reform/programs to reduce recidivism*	CEO/CJPC	Ongoing	TBD
<b><i>Innovative, Integrated County Services</i></b>			
Establish team to adapt telework approach post-Covid	CEO/HR	Ongoing plans for mgmt training	\$10k
Expand online service offerings	IT	Ongoing	TBD
Leverage County IT solutions to support interdept collaboration	IT	Ongoing	TBD
Execute multi-disciplinary approach to homelessness	CEO/DA/HHS/PCSO/ Facilities/Probation	Ongoing	TBD
Rebrand CSS programs: income transfer to poverty reduction	CSS	2021 planned refocus for CSS	TBD
Advance innovative traffic/transportation solutions*	CEO/PW	Ongoing	TBD
Implement succession planning/staff development	HR	Ongoing	TBD
Track/report on quality-of-life (QOL) indicators*	CEO	Pending format; review HHS model	TBD
<b><i>Balanced Land Use Planning &amp; Environmental Stewardship</i></b>			
Update General Plan	CDRA	Multi-year effort, starts 2021	\$100k to start
Participate in Water Forum renegotiation	CEO	Ongoing for 2021-2022	TBD
Create/implement groundwater sustainability plan	PW	Ongoing	TBD
Maximize wildfire prevention grants with Firewise Councils	CEO/OES/PCF	Ongoing	TBD
Pursue thoughtful, well-planned development*	CEO/CDRA/PW	Ongoing	TBD
Enhance agricultural marketing (EX: farm to fork) *	Ag/Econ Dev	Ongoing	TBD
Expand forest health/wildfire prevention/watershed management*	Ag/CEO/PCF/PW	New Regional Forest Health Coordinator starts April 2021	TBD