

Critical Success Factors

With the arrival of new Chief Executive Officer Todd Leopold in 2018, the Board of Supervisors conducted a strategic planning workshop in April 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 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.

- Strategic Relationships and Community Engagement
- Diversity of Achievable Housing Throughout the County
- Public Serving Infrastructure and Amenities
- Outcome-Focused Economic Development
- Prudent and Comprehensive Financial Planning
- Fiscally Sustainable Public Safety Services
- Innovative, Integrated County Services
- Balanced Land Use Planning and Environmental Stewardship

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 following narrative 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.

Strategic Relationships and Community Engagement, Public Serving Infrastructure and Amenities, Outcome-Focused Economic Development Strategies

Strategic Relationship and Community Engagement

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.

During FY 2020-21 the County continued to engage with all sectors of the community in working through the COVID-19 pandemic and its aftermath. By relying on timely and accurate social media and website communication, the County provided pertinent updates to residents to inform and increase trust in their local government, with regular updates on County health metrics, the corresponding business impacts, and ongoing vaccine deployment at the Grounds and with County public health partners. Through the Placer Shares initiative, the County allocated approximately 40% of its federal Coronavirus Aid, Rescue and Economic Security (CARES) Act monies to support small business and non-profit

economic relief to help these hard-hit sectors weather the many months of business closures/uncertainty and increased service demands for food, housing, and mental health counseling during the crisis.

Evolving the County's virtual meeting capabilities to encourage remote communication and enhance community participation in governance at all stages remains an engagement priority. The introduction of virtual outreach meetings to complement our array of in-person meetings will help the County to reach other audiences not currently engaged in governance. The County also intends to participate in more community events to foster partnerships to engage more citizens as we seek input and support for key projects throughout the region.

Looking ahead to FY 2021-22, future strategic community engagement initiatives include deployment of a Countywide citizen survey, a review of Municipal Advisory Committee (MAC) process improvements and practices, and execution of the County's 2021 redistricting process based on the U.S. Census Bureau's 2020 final data, anticipated in Fall 2021.

Outcome-Focused Economic Development

Placer County continues to leverage and build upon its existing assets to further the Board's economic development goals, especially as our region transitions to post-COVID economic recovery. In FY 2020-21, the County Office of Economic Development (OED) employed tools, technology, and data to build new and expand existing programs to meet the goal of outcome focused economic development strategies. Beyond the weekly economic development stakeholders' forums with Placer cities, Chambers of Commerce, and business/trade associations, OED launched a business retention and expansion survey in March 2021, whose results will inform future economic development initiatives. Moving into FY 2021-22, additional economic analysis of the post COVID-19 economy will be critical, in addition to the ongoing initiatives below:

Placer Business Resource Center

In its third full year of operation, the Placer Business Resource Center, a unique one-stop shop for businesses has once again proven an invaluable asset for Placer County. Services have since expanded to the North Lake Tahoe area where both workshops and business advisors are now available to serve businesses in the eastern portion of the County, in addition to the flagship location in Rocklin.

Business Development

Business development continues to be a high priority for the Office of Economic Development. FY 2020-21 saw a significant uptick in prospects and locates, including Air International, a manufacturer of electric vehicle HVAC systems (North Auburn), which worked with the Placer Business Resource Center to hire over 100 personnel. Other key prospects underway for the next fiscal year include a major project at the Placer Gold Industrial Park in the Sunset Area and a developer of the Kings Beach Center, in addition to several smaller projects.

Placer County Economic Development Board

The County Economic Development Board, now comprising appointed representation from the cities, industry, education, and non-profit sectors, initiated a robust business retention/expansion program to better understand the challenges and opportunities faced by businesses within key sectors, a program that will continue in FY 2021-22.

Placer Lake Tahoe Film Office

The film industry continues to be a source of revenue for the County as productions choose to take advantage of Placer County's diverse and unique geography. Implementation this year of a fully automated online film permit application platform now allows applicants a user-friendly experience as well as provides a mechanism for the collection of key data for OED stakeholders and elected officials.

Placer County Visitors' Bureau and Arts Council of Placer

County performance-based contracts with the Placer County Visitor's Bureau and Arts Council of Placer County are administered through the County Office of Economic Development. In FY 2020-21 visitation and tourism to Placer County remained strong as Californians sought safe outdoor recreation and open space during COVID, resulting in millions of dollars in direct spending in the local economy, in addition to TOT and sales tax revenue. Focus for the next fiscal year will continue to be on the drive market, as air travel continues to be impacted by COVID-19.

City and Chamber Collaboration

This past year saw a tremendous amount of cooperation and collaboration with the County and its cities, with weekly regional calls to share information on health metrics, Placer Shares grant assistance, and vaccine deployment. The County and the cities worked closely on business attraction opportunities – a joint relationship that has proven invaluable, particularly as the economic challenges associated with COVID-19 became apparent. The County has taken a keen leadership role in uniting economic development stakeholders not only within the County, but as part of the Greater Sacramento Economic Council’s Board of Directors/Economic Development Director Task Force, as well as the newly formed Placer Business Alliance (<https://placerbusiness.com/>) - efforts that will continue into the next fiscal year.

Public-Serving Infrastructure and Amenities

The County made significant progress in FY 2020-21 building and improving public serving infrastructure and amenities, including:

- New \$28 million Coroner facility opened at the Santucci Justice Center on-time and on-budget. The new facility spans 20,000 square feet and includes an 1,800-square-foot autopsy complex with five autopsy stations and observation platform.
- Placer County Government Center (PCGC) Master Plan implementation efforts are underway. Efforts include site preparation for the new Health and Human Services (HHS) Center, planning for potential private development opportunities, and a campus-wide water, sewer, and stormwater infrastructure project.
- Demolition of old barracks buildings at PCGC to make way for new public and private uses.
- Working in concert with Community Development Resource Agency (CDRA), Mercy Housing’s 79-unit affordable housing project at the PCGC broke ground and is nearing completion, with an expected October 2021 opening.
- 4-megawatt solar carport project at several County sites are installed and panels are energized.
- 7 Pines Motel in Kings Beach acquired using State Homekey program funding.
- Completed \$25 million Walerga Road Bridge Project.
- Completed the Auburn-Ravine Force Main Project.
- Completed Resort Triangle Transportation Plan.
- Placer Vineyards Park and Recreation District formation effective July 1, 2021.
- Completed turf rehabilitation at Granite Bay and Feist Parks that will achieve 50% water savings on irrigation.
- Environmental review completed for Kings Beach Western Approach.
- Environmental review completed and approval granted for Hidden Falls Reduced Expansion Project (including grant award for first phase).
- Awarded construction contracts for:
 - Crosby-Harold Bridge at Doty Ravine
 - Dowd Road Bridge at Coon Creek
 - Martis Valley bike trail
- Placer Parkway – All Member Agency Partners approved a reimbursement agreement to facilitate funding and construction of Phase 1.
- Performed 595 acres of fuel treatment on County-owned properties, including Todd Valley, Martis Valley, Bear River Campground, and Serene Lakes.
- Performed 2,000 acres of forest health projects in the French Meadows area.
- Performed over 100 miles of resurfacing on County roadways.

Staff is also working to implement direction from the Board's November 5, 2019 capital workshop to finance and construct an HHS Office Building, Tahoe Justice Center, and Crime Lab within the next five years. A financing plan was prepared that illustrates how these projects are anticipated to be funded through a combination of Capital Facilities Impact Fee revenue, General Fund Capital Reserves, and bond issuance. Per the May 2021 Board approval, the County anticipates breaking ground on the new HHS Office Building in FY 2021-22, followed by the other two projects in the coming years. The FY 2021-22 budget also sets aside funding for Placer Parkway Phase 1. Both projects are intended to serve as public infrastructure investments to serve as a catalyst for private development in that area.

The FY 2021-22 Five-Year Capital Improvement Plan (CIP) was adopted by the Board of Supervisors with the Adopted Budget on June 22, 2021. Generally, capital projects are funded by dedicated revenue sources, such as the Capital Facilities Impact Fee and General Fund Capital Reserves. The County currently has a capital reserve balance in the General Fund of approximately \$33.3 million. The FY 2021-22 budget designates General Fund Contributions of approximately \$15.0 million for capital facility projects and \$3.8 million for road overlay.

With federal guidance pending on the potential use of American Rescue Plan (ARP) monies for infrastructure projects (initial guidance noted water, sewer, and broadband infrastructure projects as eligible uses of these funds approved by the 117th Congress and approved by the new Biden administration) at this writing, staff will continue to keep the Board advised on the possibility of federal funds for these capital priorities.

Fiscally Sustainable Public Safety Services

Criminal Justice Master Plan Implementation

Since the implementation of AB109 in 2011, the County has experienced increased demands for jail bed capacity to house inmates for longer periods of time. In November 2014, California voters approved Proposition 47, which reclassified many lower level drug and property crimes. In January 2015, a presumption for split sentencing went into effect. Together, these legislative measures have created a changed environment for the County's criminal justice system.

The Criminal Justice Master Plan, presented to the Board of Supervisors on February 24, 2015, makes recommendations to be implemented over multiple years. In June 2019, the County broke ground on a new Coroner facility at the Santucci Justice Center in South Placer. The Board also directed staff to develop financing strategies for a new Health and Human Services building in North Auburn, a new crime lab, and a Tahoe Sheriff substation replacement project. With the conclusion of the key elements of the 2014 Criminal Justice Master Plan, the Criminal Justice Policy Committee is convening to consider operational and capital priorities over the next several years as funding becomes available.

Criminal Justice Policy Committee: Public Safety Initiatives

Committee members continued to coordinate regularly on ensuring timely court processes and access to justice throughout the COVID-19 pandemic.

In addition, members of the Criminal Justice Policy Committee continue to implement technology and operational measures that yield significant efficiencies across the justice system. One of the more notable accomplishments in FY 2020-21 was continued transition to electronic case filing and sharing of calendaring information among the Court, the District Attorney, and Public Defender Offices. These efforts reduce case processing timelines, missed court appearances, and workload for administrative support across all entities. The Public Defender's Office deployed a text reminder system that reduced the frequency of "failures to appear" (and corresponding bench warrants) by 50 percent. Failures to appear have been a particular source of frustration and duplication of effort across the justice system for many years.

With April 2021 Board approval of a body-worn camera program for patrol and corrections staff, PCSO looks forward to establishing its policies/practices for use of this technology in FY 2021-22 to provide greater transparency for its operations and to protect both the public and its deputies at a uniquely challenging time for our law enforcement community nationally.

Additional FY 2020-21 criminal justice initiatives of note include implementation of behavioral crisis services pilot, revamped probation programs to scale with state term reductions, the District Attorney's establishment of a community prosecution unit to address quality-of-life offenses, and ongoing criminal justice reform efforts. In its 2021 strategic retreat, the Board of Supervisors also recommended a multi-agency assessment of consolidated dispatch alternatives.

Office of Emergency Services

The Office of Emergency Services (OES) continues to work with the Sheriff's Office, Placer County Fire, Health and Human Services/Public Health, and first-responder agencies across the County to prepare for, respond to, and recover from any disaster. In addition to supporting countywide planning and communication related to COVID-19, OES in coordination with County departments and regional stakeholders, is engaged with PG&E and Liberty Utilities on Public Safety Power Shutoffs, public outreach, and personal preparedness activities.

Additionally, OES is facilitating the update of countywide response plans to include emergency operations, alert and warning, evacuation, and local hazard mitigation. OES also continues to manage the Homeland Security and Emergency Management grants supporting first-responders across the county with essential equipment and training.

Placer County Fire

Fire services in Placer County are provided through a combination of municipal and Independent Fire Districts, the US Forest Service, the State, and Placer County Fire, a County Service Area. Placer County Fire is provided under contract with CAL FIRE and encompasses seven separate zones of benefit with widely varying property tax funding structures. To maintain existing County fire services, the FY 2021-22 Fire Fund budget includes a \$2.1 million General Fund contribution, \$2.3 million in Property Taxes, \$1.2 in other revenues and use of fund balance/reserves of \$1.1 to primarily fund the CAL FIRE contract (\$4.6 million).

The work of the BOS-appointed Placer County Fire Ad Hoc Committee continued through FY 2020-21 on the evaluation of alternatives to improve the long-term fiscal sustainability of our Placer County-CAL FIRE partnership. The Committee reported out to the full Board in October 2020 on its progress since its 2018 inception, as well as its outlook for future work to adapt the current legacy zones-of-benefit funding approach to one that keeps pace with fire/emergency medical services costs in FY 2021-22 and beyond.

By utilizing funding received from renting apparatus during the unprecedented wildfire season of 2020, the County was able to purchase two Type 3 and three Type 6 fire engines for Placer County Fire, replacing apparatus that had well exceeded its useful life. This new apparatus will be able to be rented out as needed through the California Office of Emergency Services Assistance by Hire Program, generating additional revenue to pay for ongoing replacement of Placer County Fire's fleet.

In FY 2020-21, a Fire Marshal position was added to the CAL FIRE contract to oversee implementation of the County's new Hazardous Vegetation Abatement ordinance. The Fire Marshal position is dedicated to community loss prevention and provides Placer County Fire the ability to ensure compliance with local, state, and federal fire code.

Another notable recent accomplishment in the County's partnership with CAL FIRE has been the initiation of the North Fork American River Shaded Fuel Break (NFARSFB), which when complete, will span 17 miles protecting Placer County communities from the City of Colfax to the City of Auburn, along with critical infrastructure such as the Union Pacific Rail Line, Interstate 80, and the Kinder Morgan Petroleum Pipeline from the effects of destructive wildfire. This fire mitigation project was identified in 2019 by CAL FIRE as one of the primary community protection projects within the state of California. Phase 1 of the 5-year project is 96% complete with over 820 acres of land treated with a shaded fuel break.

Homelessness

The COVID-19 pandemic exacerbated the number of homeless individuals living in Placer County. There are approximately 700 Placer County individuals homeless on any given night, many of whom are chronic in nature.

In response, the County has entered into two contracts with local hotels/motels to shelter at-risk homeless individuals as well as quarantine and isolate COVID exposed and test-positive individuals respectively, through the State's Project Roomkey program. The County is actively pursuing bridging the gap for the homeless and seeking long-term solutions with focused system of care resources leveraging a Whole Person Care grant, Mental Health Services Act funding, and Project Homekey funding. Specific 2021 initiatives that will carry over in FY 2021-22 include strategies to address homeless concerns at the PCGC and engagement with Placer cities on a more regional homelessness action plan approach.

Diversity of Achievable Housing Throughout the County

Affordable Housing

Though Census 2020 data indicates population growth has slowed in California overall, Placer continues to experience one of the highest net in-migration rates in the state. That said, market supply of housing has not kept pace with demand, especially for homes in price ranges affordable to those with lower or moderate incomes. Studies suggest as many as 78% of Placer residents are paying more for housing than they can comfortably afford, and prices continue to rise faster than incomes. This problem is especially acute in the tourism destination of eastern Placer County/North Lake Tahoe, where a pandemic-driven boom in the housing market has further pushed housing prices out of reach for the region's service-industry workers. Placer residents continue to tell the County finding affordable housing is at the top of their list of concerns. Similarly, business owners share they are struggling to hire help who cannot afford to live in the County.

In response, Placer County has kept stride with aggressive state legislative action to reduce barriers to more housing construction and incentivize investment in a more diverse stock of affordable housing, implementing a comprehensive housing action plan in 2017 with measures targeting every facet of the housing crisis local government can influence. Though housing affordability remains one of our most significant challenges, the County has begun to see increases in the supply of affordable housing units and is pushing hard for continued progress.

Especially among younger generations, what residents have expressed in various surveys/outreach efforts over the past three years, is that housing demand by type is changing. There is growing demand for smaller or more community-centered housing like co-housing and accessory homes, or 'missing middle' housing like small cluster housing designs, triplexes, and fourplexes. Taken together, the County expects changes in housing needs driven by the pandemic to have lasting impacts not fully understood at this writing.

To address these demands, County staff has actively been preparing proposed code changes, housing incentive programs, identifying funding sources, engaging in regional and local partnerships, and actively supporting traditional as well as non-traditional housing types, such as tiny homes, Accessory Dwelling Units (ADUs), and co-housing. As an example, recent changes in state law allow ADUs by right for up to three units on any single-family lot or a 25% increase in multifamily projects. These units provide flexible and affordable housing options to potential renters and homeowners. Staff has created an online resource center that includes dedicated staff available for consultation, financial assistance information, a cost calculator, free master ADU plans, and more. In 2020 more than 100 ADU permits were received and 76 of them have been issued for construction to commence. Additionally, 13 ADU master plans have been made available to the public. In the first two weeks, 207 of the ADU master plans were released to interested property owners. Additionally, the County recently updated its General Plan Housing Element for the next eight-year cycle (2021-2029). The updated Housing Element includes 58 policies and 49 implementation programs – 23 of the policies and 28 of the implementation programs are new. Twenty of the policies (over 34%) and 12 of the programs are specifically directed at achieving more diversity in housing types.

A more unconventional approach to meeting the increased demand for a diversity of housing types was the recent Board of Supervisors action to provide funding to Housing Trust Placer, a private housing trust incorporated in November 2019. Housing Trust Placer is now actively developing a program and researching projects to assist in accelerating affordable housing construction in Placer County. Additionally, the County is continuing to work with Mercy Housing to final construction this year with 79 workforce housing units on the County's government center campus as part of the Government Center Master Plan. On the eastern side of the county, construction of the Shaffer's Mill workforce housing project will result in 56 affordable multifamily units, anticipated to be open early 2022. Information on the above along with additional housing strategies and resources are included in the Placer County Housing Strategy and Development Plan, found on the dedicated Housing Placer webpage www.placer.ca.gov/housing.

Land Use Planning and Environmental Stewardship

Placer County Conservation Plan

The Placer County Conservation Plan (PCCP) was adopted in 2020 and will provide a comprehensive conservation strategy and streamlined regulatory process over the next 50 years. The PCCP will protect, enhance, and restore certain special-status species and natural communities in western Placer County while streamlining state and federal permitting for covered development activities. The implementation of the PCCP was a combined effort by the local agencies (Permittees) – Placer County, the City of Lincoln, the Placer County Water Agency, and the South Placer Regional Transportation Authority - in cooperation with state and federal wildlife and regulatory agencies. The Placer

Conservation Authority, a joint exercise of powers agency, was established in 2020 to oversee PCCP implementation and now meets quarterly.

The PCCP includes three separate but complementary components that support two sets of state and federal permits:

- 7.0. Western Placer County Habitat Conservation Plan and Natural Community Conservation Plan (HCP/NCCP or “Plan”) will protect fish and wildlife and their habitats and fulfill the requirements of the federal Endangered Species Act, and the California Natural Community and Conservation Planning Act (NCCP Act).
- 8.0. Western Placer County Aquatic Resources Program (CARP) will protect streams, wetlands, and other water resources and fulfill the requirements of the federal Clean Water Act (CWA) and analogous state laws and regulations.
- 9.0. In-Lieu Fee Program allows requirements under Section 401/404 of the CWA to be fulfilled by payment of a fee for compensatory mitigation of impacts on aquatic resources from activities covered under the HCP/NCCP and the CARP.

The PCCP Plan Area includes western Placer County and specific conservation activity areas in neighboring Sutter County. The Plan Area is where the permits will apply. The changing landscape of agriculture, urban development, and woodland across Western Placer County marks the transition from the Sacramento Valley on the west to the Sierra Nevada foothills on the east. The PCCP uses the natural break roughly along the 200-foot contour separating the valley and foothills as a way of organizing the plan.

The Plan Area includes approximately 269,000 acres in Western Placer County ranging from State Route 49 westward to Sutter and Sacramento Counties, including the City of Lincoln and unincorporated Placer County. The cities of Auburn, Loomis, Rocklin, and Roseville are not in the Plan Area. Lincoln and Placer County are the two regulatory authorities under the PCCP. In 2020 a PCCP conservation easement was recorded on the 300-acre Markham Ravine In Lieu Fee Project representing the first fully conserved site contributing toward meeting the goals and objectives of the PCCP’s 50-year landscape scale conservation strategy.

The FY 2021-22 budget includes funding of \$250,000 for wetland restoration, endowment, operations, land acquisition and plan repayment to support the implementation of the Placer County Conservation Plan.

Prudent, All-Inclusive Financial Planning

Multi-Year Budget Framework

Financial stability and organizational success require a focus on maintaining fiscal health with a long-term orientation supported by a multi-year budget model, alignment of all costs to services, performing regular budget-to-actual variance analysis, funding reserves and contingencies at policy levels, addressing accrued liabilities, and using one-time revenue sources for one-time expenditures. These established methods and adopted Board policies provide a solid foundation for maintaining service levels over time. The FY 2021-22 Recommended Budget balances new year operational expenses with new year operational revenues, relying upon reserves only for capital and one-time expenses.

The County moved forward with several initiatives to improve financial transparency. A budget development workshop was held in November 2020 to plan for the FY 2021-22 budget. FY 2020-21 quarterly budget updates were presented to the Board in October, March, and May. A *Placer County Budget In Brief* tri-fold was created to provide interested persons with a snapshot of the County budget.

Recognizing the need for continued fiscal vigilance in addressing the long-term financial obligations of the County, the Budget and Financial Policies were most recently updated in December 2020 to increase the General Fund contingencies reserve to 10% of the General Fund and Public Safety Fund operating budgets. In 2020 the Board of Supervisors also approved a CEO recommended plan to utilize savings from the OPEB funding plan to increase contributions to the Section 115 Trust Fund to stabilize future Pension cost increases at a predictable and manageable level. As of March 31, 2021, the trust balance stands at \$17.7 million. Future contributions are recommended to be derived from savings achieved in existing compensation budgets.

As the County transitions in its post-COVID recovery, the CEO team will work with the Board to advise on ways to optimize the continuing federal and state COVID aid to address County needs. With 50% of an estimated \$78 million in ARP funds received in May 2021, staff will evaluate the federal guidance so Placer County funding can be put to its highest and best use, as was the case with our 2020 CARES Act funding. Amendments to the FY 2021-22 budget

will be brought to the Board for approval as priorities are established. Other Board-directed initiatives at the February 2021 strategic retreat include exploring health benefit alternatives, evaluating COVID impacts to property assessments, and prioritizing capital projects in a County integrated financing plan.

Post Employment Obligations

Placer County is committed to fully fund the Annual Required Contribution (ARC) for both Other Post-Employment Benefits (OPEB) and CalPERS pension liabilities. Each fiscal year, the Board of Supervisors has the option to appropriate additional contributions to accelerate amortization of the County's post-employment liabilities.

In Fiscal Year 2014-15, the Board took action to expedite funding of OPEB by approving a policy change to adjust the amortization period from 30 years to 15 years. The June 30, 2020 Actuarial Valuation for the OPEB plan reflects a \$447.5 million (101.4%) funded actuarial accrued liability (UAAL). The FY 2021-22 budget includes anticipated contributions to the OPEB trust in the amount of \$14.6 million.

On April 24, 2017, the Board approved establishing a Supplemental (IRS §115) Trust to pre-fund the pension plans and mitigate unpredictable swings in CalPERS' volatile employer rate. In FY 2017-18, the County made the initial contribution to the CalPERS rate stabilization trust fund in the amount of \$4 million to offset and stabilize future required annual pension contributions. Due to subsequent contributions and investment returns the trust balance stands at \$17.7 million as of March 2021. Future contributions are proposed to be derived from savings achieved in existing compensation budgets. The FY 2021-22 budget includes anticipated contributions to the PARS trust in the amount of \$8 million.

Innovative, Integrated County Services

Transition to Telework

With the onset of the Coronavirus pandemic in March 2020, the County successfully transitioned to telework in many service arenas, consistent with efforts to reduce disease spread and comply with CAL-OSHA workplace requirements. This seamless adaptation to remote work was possible due to the County's foresighted information network and security investments which facilitated the shift to telework operations in a way that allowed for the County's continuity of service operations and Board public process during the many months of the pandemic. The administration will review the lessons learned from County COVID adaptations for future telework and online service consideration.

Enterprise Resource Planning System Replacement

The County was also well served by the recent Workday replacement of its existing financial (PAS) and human resource/payroll (ACORN) systems. As per the Board Priorities Workshop on January 26, 2016, the Auditor-Controller identified replacement of the current Financial System as an emerging issue. Based on an internal review and presentations from several vendors, an independent consultant was hired to evaluate enterprise systems. Following the evaluation, the County engaged in a contract with Workday, Inc. to implement the County's new enterprise resource planning (ERP) and human resources management software systems.

FY 2019-20 saw the completion of the County's Workday project. The system modernizes many of the County's business processes, reducing reliance on paper records, improving transaction tracking, and providing real-time reporting. This new software replaced the County's legacy PAS and ACORN systems and proved to be a hugely timely and value-added investment, allowing work to function seamlessly during modified COVID operations when many employees worked remotely.

Idea Accelerator

The Placer Idea Accelerator launched its first call for submissions in July of 2019 as an initiative aligned to our Critical Success Factor for Innovative, Integrated County Services. This program was created to challenge and engage County employees to submit innovative service improvement ideas that would compete for grant awards of up to \$5,000. Sixty-four ideas were submitted and ten were chosen by a cross-functional team of department leaders to receive grant funding. Grant awardee projects are currently underway and will continue into FY 2020-21 across a range of departmental operations, including the Assessor, the Clerk-Recorder-Elections, CEO, CDRA, and HHS. It is anticipated a successor Idea Accelerator 2.0 initiative will build on the lessons learned from this pilot effort to continue to foster and build the innovation culture of Placer County.

FY 2021-22 Innovation Initiatives

Beyond the aforementioned efforts, FY 2021-22 innovation initiatives include the continued expansion on online service offerings, leveraged IT solutions to support interdepartmental collaboration, a multi-disciplinary approach to homelessness, advancement of innovative transportation/traffic solutions and a rural broadband strategic plan, both for Placer County and in partnership with the Rural Counties Representatives of California (RCRC). Additionally, the County is evaluating a Placer Innovation Program pilot to manage ideas and initiatives to push beyond the status quo to imagine and realize new service delivery methods to improve the citizen/customer experience in Placer County.