MEETING DATE: April 19, 2016

BRIEF SUBJECT/ISSUE DESCRIPTION:
Present Strategic Planning Committee Report and Draft Plan to the Board.

Contact: Di Aulabaugh, Clerk of the Board
Phone: (530) 934-6400

AGENDA PLACEMENT

APPORNTMENT - Appearances by: (Specify Name & Title)

Required 10 Minutes

☐ Business - No ☐ Consent
☐ Correspondence ☐ Reports & Notices

AFFECTED DEPARTMENT(S)

☐ Receive Concurrence

ATTACHMENTS

☐ Board Report
☐ Letter
☐ Minute Order
☐ Contract
☐ Transfer
☐ Grant App.
☐ Resolution

LEGAL/PERSONNEL/FISCAL

☐ County Counsel
☐ Personnel
☐ Finance

CLERK INSTRUCTIONS

☐ Return Minute Order
☐ Return Certified Copy Of:

☐ Other:

PUBLIC HEARINGS & COMMITTEE VACANCIES

☐ State ☐ Federal

Bill#: __
☐ Latest Version of Bill
☐ Draft Letter Attached
☐ List of Supporters/Opposers
☐ Statement of Relevance to County Interests
☐ Description Attached

LEGISLATION

☐ General Fund Impact
☐ Other: ______
☐ Budgeted
☐ Transfer Attached
☐ 4/5ths Vote Required
☐ Contingency Request

FUNDING SOURCE/IMPACT

☐ New ☐ Renewal
☐ Amendment
☐ Insurance Certificate
☐ Contract Report

CONTRACTS, LEASES & AGREEMENTS

Date of Original Contract:
Contract No.:
Fiscal Year:

RECOMMENDED ACTION/MOTION:

Receive report and draft plan from Strategic Planning Committee and provide direction to staff.

Reviewed By (if applicable):

Di Aulabaugh, Clerk of the Board

Personnel Director

Department of Finance

cc:
The Results Oriented Management and Accountability Cycle

Assessment
Needs and Resources

Evaluation
Analyze data, compare with benchmarks

Planning
Use assessment data and agency mission statement to identify results, and strategies

Achievement of Results
Observe and report progress

Implementation
Strategies and services

National Peer-To-Peer (NTPP) ROMA Training Program, "Planning for Results," Version 1.4

GLENN COUNTY AD HOC STRATEGIC PLANNING COMMITTEE
PROJECT OUTLINE & COMMUNICATION DOCUMENTS

PREPARED BY: DI AULABAUGH
GLENN COUNTY PLANNING & PUBLIC WORKS AGENCY
GLENN COUNTY AD HOC STRATEGIC PLANNING COMMITTEE

TEAM ASSIGNMENT
Develop a planning methodology and process for strategic plan; assume leadership of One-Stop-Shop Committee function; provide direction in evaluation of County organizational structure. (BOS MO#18 of April 21, 2015)

PROJECT PROCESS
The Strategic Planning Committee met seven times over the course of the last 12 months and developed the draft plan attached to this report. Below is an outline of the process the committee followed.

Strategic Plan Process

I. Phase 1
   a. Mission Statement
      i. The mission statement is the core message of the organization’s purpose and reason it exists; and what you’re trying to do, why, and for whom. An
The board of supervisors had adopted a mission statement on December 3, 2013 upon the request of rural county representatives of California (RCRC) for Glenn County's Mission/Vision Statement for the RCRC "County Profiles" website page. That mission statement reads: "To serve our county constituents by being fiscally responsible and develop the County's economic base for a healthy future for our citizens. Further, to ensure our County is a safe place to live, to safeguard our rich natural resources, our agricultural heritage, and our rural way of life."

The strategic planning committee team members reviewed the above statement and developed the following: "To partner with our community to provide a prosperous, safe and secure county through a spirit of cooperation and courtesy, while preserving our way of life."

b. Vision Statement

i. The core purpose of the organization is usually defined in its governing documents. An organization’s vision is the long-term change it ideally would like to see if its work is successful. A vision should motivate and enable individuals to see how their effort contributes to an overall inspirational purpose.

ii. The strategic planning committee team members participated in a visioning process lead by Starryn Lefdal of the Health & Human Services Agency and the resulting vision statement is:
   - A thriving community where each person feels valued and welcomed;
   - A County that encourages economic and community revitalization while respecting our rural way of life;
   - A collaborative environment where local government provides excellent service through responsible use of resources.
II. Phase 2
Using a tool similar to the one shown below the committee outlined Strengths Weaknesses Opportunities Threats (SWOT). Those were then reviewed and considered in the development of the goals and tactics.

<table>
<thead>
<tr>
<th>Strengths (Internal)</th>
<th>Weaknesses (Internal)</th>
<th>Opportunities (External)</th>
<th>Threats (External)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>Lack of succession planning</td>
<td>Local resources</td>
<td>Flattened/reduced funding</td>
</tr>
<tr>
<td>Valuable Information</td>
<td>Lack of continuity</td>
<td>Communication/collaboration with other departments</td>
<td>Inability to generate income</td>
</tr>
<tr>
<td>Experienced &amp;</td>
<td>Lack of communication</td>
<td>Depts &amp; Agencies</td>
<td>Lack of communication</td>
</tr>
<tr>
<td>Knowledgeable Staff</td>
<td>Lack of transparency</td>
<td>Positive branding</td>
<td>Distance</td>
</tr>
<tr>
<td>Longevity/Dedicated</td>
<td>Lack of knowledge of resources</td>
<td>Small community spirit</td>
<td>Unpredictable State/Fed regulations</td>
</tr>
<tr>
<td>Staff</td>
<td>Lack of accessibility</td>
<td>Outside funding</td>
<td>Government stigma</td>
</tr>
<tr>
<td>Revenue Generating</td>
<td>Lack of coordination</td>
<td>Technology</td>
<td></td>
</tr>
<tr>
<td>Offers immediate</td>
<td>Lack of experienced staff</td>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>assistance</td>
<td>Inadequate training</td>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Shared Services</td>
<td>Lack of technology</td>
<td>Undeveloped Land</td>
<td></td>
</tr>
<tr>
<td>Positive influence in Community</td>
<td>Employee retention</td>
<td>Shared services</td>
<td></td>
</tr>
<tr>
<td>Quick Response</td>
<td>Employee attraction</td>
<td>Green technology</td>
<td></td>
</tr>
<tr>
<td>Responsive to</td>
<td></td>
<td>Availability of energy resources</td>
<td></td>
</tr>
<tr>
<td>Stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connected to our</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agricultural base</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connection to large resource base</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small population</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

III. Phase 3
a. Reviewed and Defined Goals
   i. Reviewed Goals and Objectives set by the Board of Supervisors at their meeting on January 18, 2011:

<table>
<thead>
<tr>
<th>Supervisor</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor McDaniel</td>
<td>Shift funding/funding sources from Health and Human Resources to general service areas/public safety, in part by eliminating/consolidating administrative positions</td>
</tr>
<tr>
<td></td>
<td>Create a grant writing department that supports countywide services</td>
</tr>
<tr>
<td></td>
<td>Streamline and improve the Budget process so that it reflects the policy direction, remove A-67</td>
</tr>
<tr>
<td>Supervisor Murray</td>
<td>Develop a relationship with both Cities and share services</td>
</tr>
<tr>
<td></td>
<td>Develop green technology and direct the resulting utility/energy savings to general fund areas</td>
</tr>
<tr>
<td>Supervisor Viegas</td>
<td>Develop and upgrade the computer systems tying together all departments</td>
</tr>
<tr>
<td></td>
<td>Create an economic development department within the County to maximize the promotion of Glenn County to attract businesses, promote the Airport</td>
</tr>
</tbody>
</table>

4/19/2016 GLENN COUNTY ad hoc STRATEGIC PLANNING COMMITTEE
Enhance Code Enforcement, give the Enforcement Officer the authorization to issue fines
Consider a generation plant for the future, capitalize on methane gas through the landfill and dairies

| Supervisor Foltz | Develop an attitude of friendliness and helpfulness to the public
|                  | Become customer service orientated |

The above list was prioritized at that same meeting and it was decided that the priorities would be addressed by Supervisors and Department Heads, with Supervisors being the liaison to the priorities as listed below:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Liaison</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget/ Funding</td>
<td>Supervisor Viegas</td>
<td>Send message to the State and Federal Governments that small Counties need funding to cover the cost of doing business and desire to have more local control of the funds coming into the County</td>
</tr>
<tr>
<td>Relationships with Cities</td>
<td>Supervisor Murray</td>
<td>Discuss duplication and consolidation/ coordination of services</td>
</tr>
<tr>
<td>Green Technology/ Landfill</td>
<td>Supervisor McDaniel,</td>
<td>Tremendous area for growth, focus on wide-open spaces, solar energy, make Glenn County Landfill the last landfill in the nation</td>
</tr>
<tr>
<td></td>
<td>Supervisor Foltz</td>
<td></td>
</tr>
<tr>
<td>Information Technology/</td>
<td>Supervisor Foltz</td>
<td>Consolidating countywide Information Technology/ Information Services, sharing resources</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ii. Develop Goals for Strategic Plan:

Focus Areas, Tactics and Objectives were developed and refined as shown in the draft Strategic Plan attached to this report.

IV. Phase 4

When the Board set the goals and objectives shown above there was not an accompanying method for tracking, reporting or revisiting them as the County organization moved forward. Many of the above have resulted in substantial positive forward motion since they were established. There is unfortunately no annual report of these efforts and much of the effort is undocumented. To avoid repeating this with the 2016 plan the committee recommends these reporting and evaluation methods be followed:

a. Assign a board liaison to each of the focus areas.

b. Assign the tactics and strategies within these focus areas to existing committees or departments if committees do not already exist.

c. Department Heads continue to meet regularly and share efforts and progress on focus areas, tactics and strategies for the purpose of capturing information for reporting not less than quarterly.

d. Incorporate a reference into board reports that point to the focus area that an item is supporting or working toward.

e. Reconvene the Strategic Planning Committee annually to review the plan and capture revisions and data for reporting to the Board.

4/19/2016  GLENN COUNTY ad hoc STRATEGIC PLANNING COMMITTEE
County of Glenn
5 Year Strategic Plan

Board of Supervisors
John Viegas, District 1
Dwight Foltz, District 2
Vince Minto, District 3
Keith Corum, District 4
Leigh McDaniel, District 5

Strategic Planning Committee

Di Aulabaugh, Chair
Planning & Public Works

Linda Durrer, Personnel

Matt Gomes, Planning and Public Works

Betsy Karle, Cooperative Extension

Christine Zoppi, Health and Human Services

Edward Lamb, Finance

Dawn Mayer, Child Support

Jeannie Rakestraw, Public Guardian

Marcie Skelton, Agricultural Commissioner

Dwayne Stewart, District Attorney

Sheryl Thur, Assessor

Rich Warren, Sheriff

Board of Supervisors
Keith Corum, Leigh McDaniel

Facilitators
Starryne Lefdal, Health & Human Services
Jody Samons, Co-op Extension

2016-2021 County of Glenn Strategic Plan
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In 2011, the Board of Supervisors adopted strategic priorities to enhance systems and foster community engagement; in which the members of the Board identified various goals and policies. These priorities were then vetted throughout 2011, in which many items were addressed; however, the overall strategic priority process was not concluded.

In April, 2015 the Board of Supervisors decided to employ the efforts of a Strategic Planning Ad Hoc Committee to provide guidance in the strategic planning process. One of the tasks that was given to this Ad Hoc Committee was the development of a five-year Strategic Plan to re-establish the County’s mission, vision and goals to guide the County’s future.

The Ad Hoc Committee met for three intensive workshops where they conceived the County’s Mission Statement, Vision Statement, Guiding Principles, and five Focus Areas of Goals. As a result, the Ad Hoc Committee worked diligently to develop a five-year Strategic Plan (FY2015/16 to FY2020/21). This plan sets the course for the County of Glenn to ensure the County’s mission is accomplished.

The mission, “To partner with our Community to provide a prosperous, safe and secure County through a spirit of cooperation and courtesy, while preserving our way of life”, serves as the foundation for the County’s five focus areas. The goals are Community and Economic Development; Community Service; County Financial Stability; and Standards of Practice allowing the County to align its efforts and resources to accomplish goals and make positive progress for the community of Glenn County.

The strategic plan is a living document which features a framework that can be adjusted based on the current needs of the community. On a periodic basis, the County will provide updates on the progress and performance of each goal, objective, and strategy. At such time, the plan may be modified to ensure that the stated goals are aligned with the needs of the community. Furthermore, with the adoption of the 5-year strategic plan, the strategic planning and budgeting process are now linked to ensure that the County’s budget reflects Board of Supervisor and community priorities.

With the development and implementation of the strategic plan, the County of Glenn reaffirms its commitment to continue to provide exceptional services and programs to its community.
What is a Strategic Plan?

A strategic plan is a clear statement of where the County is going and how it intends to get there. It includes a vision, a description of the mission of the organization, a set of guiding principles (values) that will guide actions, a set of multi-year goals that guide decisions, and strategies for each goal, and a plan for implementation and accountability.

The strategic plan will provide the framework to link identified objectives to the budget process, capital improvement plan, important policy considerations, economic development initiatives, and the organization’s desire for continuous improvement. In summary, the plan helps translate the community’s vision and Board of Supervisor’s goals to the organization – enabling the organization to better serve the community.
VISION STATEMENT

Glenn County’s vision is:
- A thriving Community where each person feels valued and welcomed;
- A County that encourages economic and community revitalization while respecting our rural way of life;
- A collaborative environment where local government provides excellent service through responsible use of resources.

MISSION STATEMENT

“To partner with our Community to provide a prosperous, safe and secure County through a spirit of cooperation and courtesy, while preserving our way of life.”

GUIDING PRINCIPLES

- Accountability
- Communication
- Continuous Improvement
- Innovation
- Integrity

- Leadership
- Quality Customer Service
- Responsibility
- Teamwork
Strategic Planning Focus Areas

Focus Area 1: Community and Economic Development
Focus Area 2: Community Service
Focus Area 3: County Financial Stability
Focus Area 4: Standards of Practice
Goal: Grow a business-friendly environment by encouraging job creation, developing our work force and fostering safe and healthy communities.

Tactics/Strategies

1.1 Identify and allocate resources and staff to meet this goal, including relevant planning documents.

1.2 Cultivate relationships with public and private partners.

1.3 Implement the adopted economic development strategy

1.4 Encourage diverse compatible development activities and work to retain, expand and support existing businesses.

1.5 Continue efforts to streamline and simplify regulatory processes.

1.6 Support collaboration that promotes links between safe and healthy communities and economic prosperity.
Goal: To promote the County’s community services through communication and effective leadership.

Tactics/Strategies

2.1 Enhance communication by developing an accessible countywide calendar, educating community, stakeholders and employees on what to do, increasing communication with staff and community and implementing a countywide customer service survey.

2.2 Encourage Employee Development
   ⇒ Providing employee courses covering policies and procedures, departments and their functions.
   ⇒ Standardize, clearly communicate and reinforce customer service expectations and goals.
   ⇒ Invest in training opportunities.

2.3 Foster a sustainable county workforce by providing opportunity for employee growth and recognize contributions. Plan and develop departmental cross training for continuity of operations.
Focus Area 3: County Financial Stability

Goal: Implement flexible and sustainable funding strategies to enhance public service.

Tactics/Strategies

3.1 Develop Capitol Improvement Plan with focus on opportunities for renewable energy and efficiency upgrades.

3.2 In conjunction with cities and districts, where possible, share or co-locate staff, equipment and utilize each other's work to eliminate duplication.

3.3 Build partnerships to capture and maximize revenue from available funding sources, programs and/or agencies.

3.4 Review surplus property policy, eliminate storage of unused items and sell excess property.

3.5 Evaluate utilization of facilities and hours of operation to increase efficiency.

3.6 Plan collaboratively for long term sustainability and future investments.
Goal: Foster an administrative structure that supports consistent policy, procedure and efficient practice.

Tactics/ Strategies

4.1 Update Administrative Manual, County Code & MOU’s

4.2 Fully utilize county staff expertise to accomplish community project and county goals.

4.3 Continuous and cooperative communication between county departments.

4.4 Review Committee purposes and structure for necessity and efficiencies, take necessary action.
SECTION THREE: MOVING FORWARD/ NEXT STEPS

Moving Forward
Next Steps
<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Due Date</th>
<th>Progress/Result</th>
<th>Accountable Person/Dept</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Grow a business-friendly environment by encouraging job creation, developing our work force and fostering safe and healthy communities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>To promote the County’s community services through communication and effective leadership.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.0</td>
<td>Implement flexible and sustainable funding strategies to enhance public service.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.0</td>
<td>Foster an administrative structure that supports consistent policy, procedure and efficient practice.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>