



To: Members of the RCRC Executive Committee
From: Carolyn Jhajj, Communications Director
Date: October 7, 2021
Re: RCRC Draft Strategic Plan Review

The Rural County Representatives of California (RCRC) is in the process of developing a new strategic plan. This plan will serve as a guiding document used by the Board of Directors to set policies and priorities for the organization for a period of three years. Following an engagement process, staff have completed a draft of the 2022-2025 RCRC Strategic Plan for the review of the RCRC Executive Committee, with a final draft anticipated to be brought before the full Board of Directors in December 2021.

Engagement Efforts

Staff began development of the strategic plan through an extensive engagement effort in May and June of 2021. The purpose of the engagement was to gather a variety of input for the RCRC Board to consider for potential inclusion in the strategic plan. The engagement effort included in-person or virtual meetings with the RCRC Executive Committee, Board of Directors, past Chairs, all staff, individual member counties, legislative staff (CA State Senate District 1 and CA State Assembly Districts 2 and 29), and partner entities representing small and/or rural counties.

Staff compiled the results into a draft vision statement and strategic plan themes and shared the results at meetings of the Executive Committee and Board of Directors for additional input. The recommended vision statement and initial themes shared are as follows:

- *Recommended Vision Statement:* RCRC is the premier advocate and innovative service provider for rural counties in California.

- *Strategic Plan Themes:*
 - Equitable Access
 - Advocacy
 - Healthy Communities
 - Operational Excellence

Engagement Phase

With the conclusion of the engagement effort, RCRC moved into the strategic plan development phase in July 2021. During this time staff identified staff subject matter

experts related to each of the themes. With these identified experts, staff began drafting the strategic plan goals, objectives, metrics, and strategies based on the engagement input received and direction of the Board. The intention is that the draft plan will be specific enough to ensure it is actionable and be sufficiently measurable to effectively track progress. Based on initial discussions and estimated timelines, staff recommend a 3-year strategic plan starting January 2022 and concluding January 2025.

The strategic plan is meant to be a flexible document. For that reason, once it is approved, the plan will be reviewed annually and updated as needed at the beginning of each calendar year. Periodic check-ins on specific strategies will also occur with the Board throughout the year.

The full draft of the 2022-2025 RCRC Strategic Plan is attached for review of the Executive Committee [here](#). The draft emphasizes key priorities areas for member counties including wildfire and forest resiliency as well as water resiliency. It also includes expansion of RCRC into additional areas of interest such as increasing access to health services and identifying avenues to assist counties exploring workforce and affordable housing development.

Approval Phase

RCRC has now moved into the Approval Phase of the strategic plan process. Following input from the Executive Committee, staff will further refine the draft strategic plan and form a structure for implementation with the aim of reaching full Board of Directors approval of the plan by December 2021.

Recommended Action

Review and provide feedback on the draft 2022-2025 RCRC Strategic Plan.

Attachment

- RCRC Draft Strategic Plan Review PowerPoint