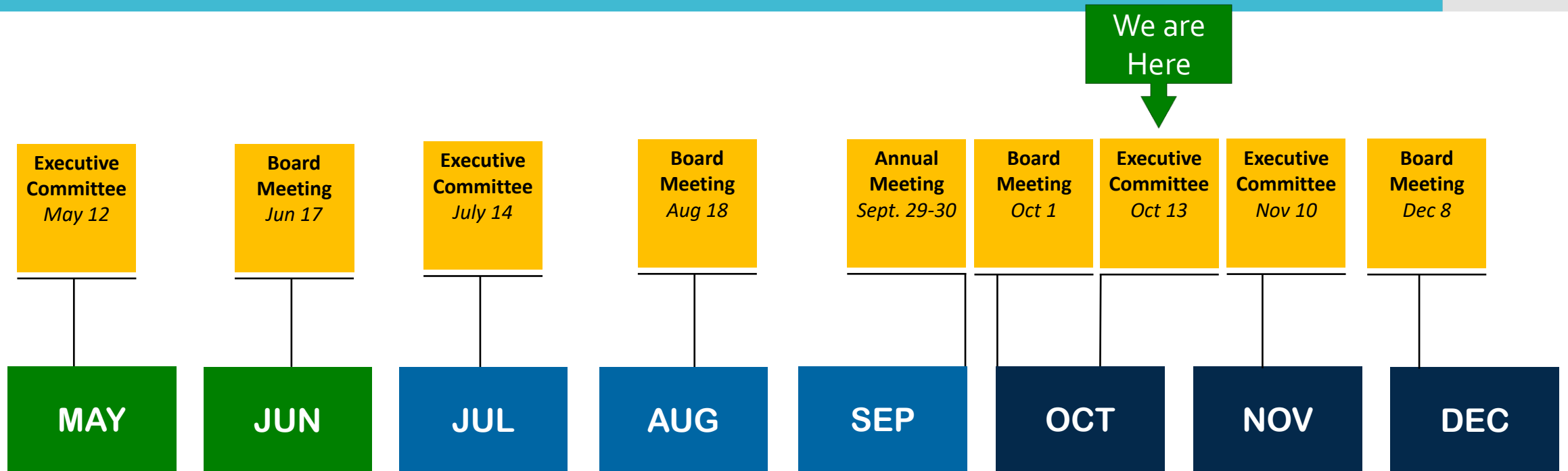




Draft Strategic Plan Review

October 13, 2021

Timeline



ENGAGEMENT

Gather input from Executive Committee, Board of Directors, past Chairs, staff, partner entities, and member counties

PLAN DEVELOPMENT

Draft the plan objectives, strategies, and metrics based on the engagement input received

APPROVAL

Gather feedback on draft plan, refine, and receive final plan approval

Vision and Strategic Planning

Strategic planning is used to guide the direction of an organization, in alignment with its mission and vision, over a set period.

Mission: What is our purpose?

Vision: What do we want to achieve?

Strategic Plan: How are we going to get there?

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

Strategic Plan: Goals and Objective Topics

Equitable Access

- **Broadband**
- **Housing**
- **Health Services**

Impactful Advocacy

- **Increased State and Federal Advocacy**
- **Innovative Practices**
- **Regulatory Engagement**

Healthy Communities

- **Forest Resiliency & Wildfire**
- **Water Resiliency**
- **Infrastructure & Economic Development**

Operational Excellence

- **Corporate Governance**
- **Fiscal Health**
- **Technology**
- **Human Resources**
- **Member Services**
- **Communication**

Example: Human Resources

Goal(s)

Operational Excellence

Objective(s)

Human Resources: Cultivate a skilled, engaged and sustainable workforce.

Metric(s)

- *Employee Engagement Survey Results*

Strategies

- Respond to Human Resources Consultant Review priority items by June 2022, such as employee exempt/non-exempt classifications and updated employee job descriptions, roles, and responsibilities.
- Formalize uniform career development plans and training opportunities across the organization by June 2023.
- Evaluate employee engagement utilizing a validated method by December 2022.
- Evaluate human resources organizational structure and practices by June 2023.
- Conduct a succession planning assessment, specifically for key roles impacting business operations, with mitigation recommendations by Jan 2023.

Highlighted Strategies

Operational Excellence

- **Corporate Governance: Maintain and strengthen organizational governance**
 - Strategy: Compile a complete entity – wide Corporate Governance Framework
- **Fiscal Health: Maintain and strengthen organizational fiscal health**
 - Strategy: Compile policies and procedures
 - Develop 5 year revenue and expense forecast and organizational reserve policy
 - Broaden organizational programs to diversify revenue
 - Further incorporate financial accounting into decision-making processes

Highlighted Strategies

Operational Excellence

- **Corporate Governance: Maintain and strengthen organizational governance**
 - Strategy: Compile a complete entity – wide Corporate Governance Framework
- **Fiscal Health: Maintain and strengthen organizational fiscal health**
 - Strategy: Compile policies and procedures
 - Develop 5 year revenue and expense forecast and organizational reserve policy
 - Broaden organizational programs to diversify revenue
 - Further incorporate financial accounting into decision-making processes

Feedback and Next Steps

Approval Phase

OCT

NOV

DEC

Gather feedback on draft plan, refine, and receive final plan approval

Feedback on Draft:

- What do you like about the operational excellence section?
- Is there anything you think should be added?

Strategic Plan

October 13, 2021

