

Glenn County Economic Development Strategy



Leveraging Glenn County's Natural Assets to Create Economic Growth

Funded by State of California Community Development Block Grant Program (CDBG)
Planning & Technical Assistance Grant



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Acknowledgements

Stakeholder / Service Provider Interviews

Team Meeting Kick-Off – Yassi Lam, David Allee, John Linhardt, Jeff Lucas, Christine Zoppi

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CSU, Chico, College of Agriculture, Jacob Brimlow	Orland Chamber of Commerce, Doris Vickers, President	
Farm Bureau, Lisa Humphries, Dave Toney; Presentation to Farm Bu Board		

Attendees to the Farm/Rancher Executive Roundtable

Audrey Taylor, Chabin Concepts	Dave Toney, TM Duche Nut Company	Steve Stoltenberg, Artois Feed
Vicki Doll, Chabin Concepts		Shannon Douglass, Douglass Ranch
Geoff Chinnock, Morrison & Company	Lisa Humphries, Glenn County Farm Bureau	Jody Samons, UC Cooperative Extension
Toni Scott, Morrison & Company	Tera McGowan, Riverwest Processing	Luke Reimers, Wells Fargo
Brian Teal, Five Star Bank	Barbara Smith, Riverwest Processing	Dennis Burreson, Musco Olive
Marcy Sutcliffe, Five Star Bank	Rachel McGowan, Omega Walnut	Bill Carriere, Carriere Family Farms
Eric Woodstrom, Five Star Bank	Tim Merrill, Omega Walnut	Tom Harris, Harris Land Surveying
Brian Mori, California Olive Ranch	Ben Gregerson, Sierra Nevada Cheese	
Jim Lipman, California Olive Ranch		

Ag Tour organized by Jody Samons, UC Cooperative Extension. Businesses visited one-on-one:

Olsen Meats	Sierra Nevada Cheese	Riverwest Processing
California Olive Ranch	Sunfield Seeds	

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1.0 Glenn County Economic Development Strategy Project

Glenn County received a State of California Housing & Community Development, CDBG Economic Development Grant to retain a consultant to assist Glenn County with an economic development strategy which would improve upon the County’s economic development efforts and processes in a coordinated effort and focus on the county’s key asset – *the agricultural base*.

The Economic Development Strategy Project will develop a roadmap for generating local business expansion and new business growth while maintaining a focus on our unique agricultural base and leveraging our existing collaborative efforts.

**Glenn County
Request for Proposal
Project Purpose**

The County selected Chabin Concepts, Inc. and Morrison & Company to conduct the strategy project.

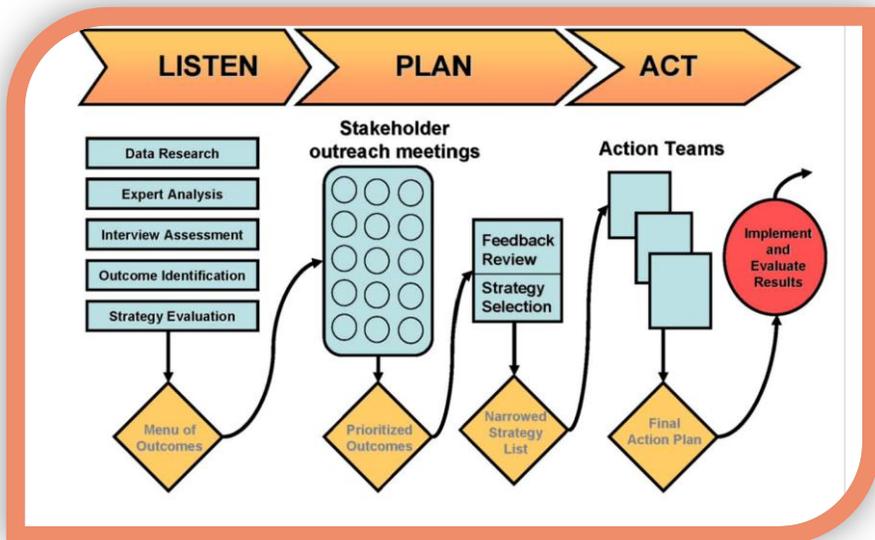
1.1 Project Goals

- Identify opportunities based on assets available;
- Position the county to be a premier location for ag and ag-related businesses; and
- Create a collaborative method to leverage delivery of services to achieve results.

1.2 Project Approach

The consultant team utilized a three-step, Chart 1, process to develop the strategy which included engaging and interviewing stakeholders, industry sectors, partners, staff, group meetings, ag-business tour, weekly communications with staff, research and three plan development feedback work sessions with staff, partners and the Cities and County Economic Development Steering Committee (CCEDSC).

Chart 1
Project Approach



1.3 Project Objectives

The project specifically asked the consultant to look at, within the context of existing staff and resources, how to improve the economic development process and grow the Ag Sector:

1. What are the opportunities in the Ag Sector?
2. What are the various existing organizations and how is it working?
3. How can organizations better collaborate?
4. What tools are needed for implementation?
5. How to better communicate with businesses?

1.4 Action Plan Recommendations Overview

Based on the project objectives and findings, following is an overview of the Action Plan Recommendations which are described in further detail in Section 3.0:

1. Focus on Economic Market Sector Opportunities

The economic drivers in Glenn County are well known - ag sector and small business. Currently economic development services are focused on the micro-small business which is necessary (and funding is available for these services) but has a small impact on economic growth. Efforts should be re-organized to focus on three market opportunities (Ag Sector (2) and small business) as well as new investment opportunities. Sector-focused economic development not only provides “business services” but more importantly addresses the issues and needs of the sectors. In particular, the Large Farms, Ranches and Value-Add Production sector, Market Opportunity 1, indicated opportunity for expansion but identified there are significant issues as it relates to County staff attitudes, regulatory/permitting, fees and competitiveness before businesses are willing to invest in expansions in Glenn County.



2. Add Economic Sector Teams to Current Organizational Structure

Glenn County put in place a collaborative economic development structure¹ which includes the Cities, partner organizations and a number of department heads working together to implement economic development initiatives and services. Recommend adding to the structure *industry-led teams* focused on Market Sector Opportunities. Each Team would have a “lead” to coordinate and facilitate top 1-3 goals each sector wants to accomplish during a year. Teams would include organizations and individuals representing that sector who can help move progress forward.

3. Invest in Tools to Enhance Collaboration

There are a number of software and communications tools that would enhance the current efforts and the expanded efforts as additional partners and resources are added to address issues and opportunities. The tools recommended are not costly but would assist with efficiency, collaboration and reporting back to the CCEDSC, County and Industry.

4. Enhance Business Communications

As one of the project objectives, communications with business can be enhanced with consistent messaging, look and feel. Provided in the report are recommendation for image, business communications and website updates.

5. Measure Progress

Economic development is typically measured by businesses assisted, jobs and capital investment on an annual basis and over time (3 years) based on economic indicator benchmarks to gauge overall progress on the economy. These should still be components of the Glenn County Economic Development measurements but should also include the goals and actions of each Sector Team which will be addressing broader issues than just economic development, such as, regulatory issues.

Given the limited resources, financial and staff, the goal is to utilize existing resources, partners, programs and expertise, linking and leveraging those resources to focus on opportunities and address the needs/issues of the existing business sectors and emerging market opportunities.

MARKET OPPORTUNITY	ACTIONS	GOAL
Value-Added Producers	Address Business Climate & Competitiveness <i>Transform from Regulator</i>	An Ag-Business Friendly County at all levels of Government that is competitive to surrounding Counties
Small-Medium Growers	Address the Gaps <i>Invest in Best Practices</i>	Development Emerging Segment and Food Hub
Micro-Small Business	Hands-on Services <i>Create Entrepreneurs</i>	Support Small Business Base Growth
New Investment Opportunity	Develop Assets <i>Prepare</i>	New Investment , Jobs and Revenue

¹ Cities and County Economic Development Steering Committee (CCEDSC), Strike Team & Navigator Process (201-2012)

2.0 Project Findings

Phase I of the project included research, review of previous economic development studies and stakeholder engagement. These findings are the basis for the action planning.

2.1 Overall Findings

The following summarizes the findings from research, review and stakeholder interviews:

- Biggest economic drivers in Glenn County are the large farmers, ranchers and value-add ag producers²;
- A niche market that contributes to building an ag reputation is the small farmer/grower and elements of a growing food hub; 49% of the farms (approximately 613) operate on less than 50 acres and 61% are defined “small” with annual revenue less than \$100,000;
- The second largest business market is small business; 89% of all businesses (including ag) are under 20 employees and 77% of all business are under 10 employees with 58% of the businesses under 5 employees;
- To move the economic needle, the existing companies need to produce at capacity and expand; many of these operations indicated they have the opportunity to expand and grow operations over the next few years BUT this sector has significant concerns with the following:
 - County attitude – recognizing, protecting and advocating for the Ag Sector particularly the large farmers, ranchers and value-add producers;
 - Regulatory and permit fees; inappropriate regulations for ag-projects and burdensome in cost and time;
 - Need cultural change at county to be solution-oriented on regulations vs. enforcer;
 - Need for common County-wide economic development vision and goals with buy-in from all staff which is driven by Board of Supervisors;
 - Common issue is the quality and ability to get workers – farm workers as well as skilled workers, which limits production and expansion opportunities;
- The Cities and County Economic Development Steering Committee and their actions towards collaboration has made much progress, such as, Cities/County using same permitting guidelines and processes, department head and staff collaborations, development and initiation of the Strike Team and Navigator³ process, all positive actions to creating structural and culture change;
 - However, the economic development collaboration has yet to reach a point of recognition/reputation with businesses;
- There are 21 organizations and government offices providing some type of “business services” at various levels to businesses in Glenn County⁴;

² Appendix 2 – Business Data

³ Reference: Cities and County Economic Development Steering Committee Strike Team & Navigators Process brochure and plan

⁴ Appendix 3 – Organizations Providing Direct Business Services in Glenn County Matrix

- Economic Development “business services” are not aligned with the market opportunities, have been focused on micro and small businesses;
 - Service delivery systems (govt. and organizations) are disjointed and protective (semi-siloed);
 - Entities are program/funding oriented vs. initiative or big picture focused;
 - No clear pathway to economic growth;
- Concern and perception that “studies” are shelved with no follow-thru;
- Infrastructure continues to be a challenge;
- Existing business should be the priority, not business attraction – that will come with change of the business climate;
- Cities are concerned with their fiscal responsibility, need to create revenue and jobs in their communities – how can they leverage opportunities for growth with cottage industries, incubator kitchens and/or new development opportunities.

2.2 Previous Economic Development Studies

There is a perception that was a common comment by various groups and individuals that studies conducted “*are shelved with no follow-thru or actions*”.

For economic development, there was one previous Economic Development Feasibility Study completed in March of 2011 by Bay Area Economics on Green Technology and Agricultural Industries⁵. This study was reviewed with staff and those recommendations the County could address – consolidated City/County permitting process, initiate business retention program and infrastructure – were initiated with the consolidated permitting completed, business retention call program is on-going and infrastructure is completed as financing is available or received through grant funds. Most of the grant focused on green technologies, renewable energy and business attraction tactics.

The only other initiative, not a study, was in the 1990s with the Dairy Industry Development Campaign which was very successful in the recruitment and location of dairies⁶.

The significant **change** from the 2011 study to this project 2013 is the business climate. Listed as assets in 2011 were:

- Glenn County is perceived as business friendly – a good place to do business
- Cooperative attitude of local government is biggest asset – this creates a competitive advantage

Today there are issues around the County’s business climate and regulatory environment at least with one sector which is the driver of the economy.

⁵ Reference: Glenn County Green Technology & Agricultural Industries Feasibility Study, prepared by BAE, March 2011, http://www.cgtcap.org/glenn/documents/FinalBAEAg_Ind_Green_TechRprt.pdf

⁶ Reference: Jody Samons, UCCooperative, scanned campaign guide

2.3 Business Climate Farm Bureau

The first meeting with the large farm, ranch and value-add production business representatives was hosted by Five Star Bank and coordinated with the Glenn County Farm Bureau. The businesses were quite open with their comments on issues with the County – particularly the County’s attitude, regulatory, permitting and fees - relating various stories of inappropriate requirements for ag businesses located in the rural areas. Almost all the businesses indicated if there was a better business climate they would be considering expansion.

As the consultant team outlined potential methods to organize to address each economic sector, representatives were in attendance at the first review of findings/recommendations. A “Farmbudsman” concept was identified as potential for this market sector – this concept has been around and used in a number of communities to directly work with ag industries in the regulatory process (Solano/Yolo Counties). A second meeting and presentation was made to the Farm Bureau Board to review and further discuss the economic strategy project and recommendations for this sector. Representatives also attended the first meeting with the CCEDSC to review project and preliminary recommendations.

In follow-up discussions representatives shared they did not think that a “Farmbudsman” would solve the issue – the issue was deeper than one position. Given these discussions it is apparent the issue is deeper and has been around longer than originally thought and not one recognized by County staff to be as significant as it is and *an issue that needs immediate attention*.

The “Farmbudsman” recommendation is not included in this report as a recommendation, research and information however is provided in Appendix.

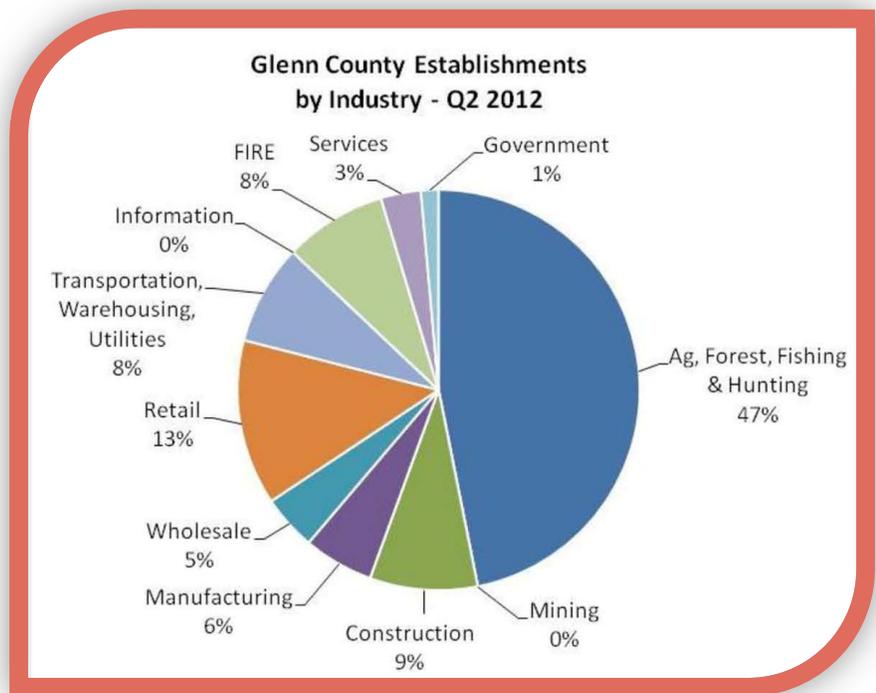
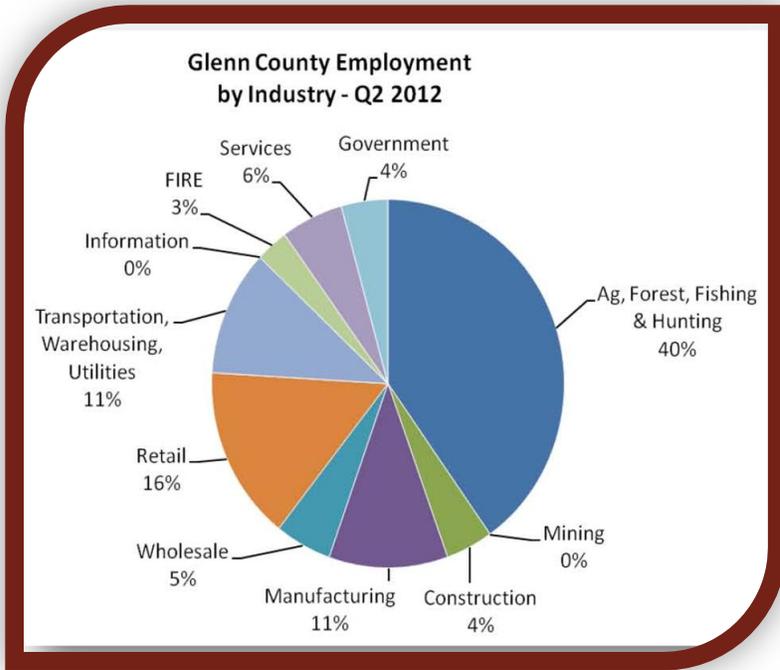
The Farm Bureau has articulated their concern and expectations from this study, which is beyond the scope of this project, but should be addressed as next steps⁷. The overall message is common vision, customer/business service-oriented staff, responsibility and accountability at all levels from the Board of Supervisors with buy-in from all departments and staff.

Requested the Farm Bureau stay involved with a Team to move forward on actions they are seeking through this proposed economic development structure which would include a Team Lead for the Sector to help keep the issues moving forward to resolution. The CCEDSC has a Board of Supervisor representative attending and participating which could help to ensure progress. Agreed to participate only if action actually occurred.

2.4 Project Findings Conclusions

With these findings the best opportunities, given limited resources, is to have a common vision for economic growth, include and leverage all partners in strategic actions, address issues and create a reputation as a business friendly county.

⁷ Appendix 4 – Farm Bureau/Large Farm, Ranch & Value-Add Production Meetings & Correspondence



3.0 Action Plan Recommendations

Based on the project goals, objectives and findings, the consultant team recommends organizing and focusing efforts around the three market sector opportunities 1) Large Farms, Ranchers, Growers & Value-Add Production, 2) Small-Medium-sized Farmer/Growers and 3) Micro-Small Businesses. A fourth market opportunity (it is not sector-specific) primarily involves Cities/County around development opportunities and new investment/occupancy in real estate.

Each market sector opportunity should be industry-led, engage partners that are working in the same sector and have a highly qualified Team Lead. The Team Lead would facilitate development of one to three Sector Action Goals for implementation as well as coordinate those actions around each market sector, other Team Leads, City/County Economic Development Coordinating Committee and partners.

It is extremely important each Market Sector take action and be accountable for ensuring action is taken and accomplished otherwise progress will not be made and lead to further frustration and dissatisfaction with the County's business climate and commitment to business.

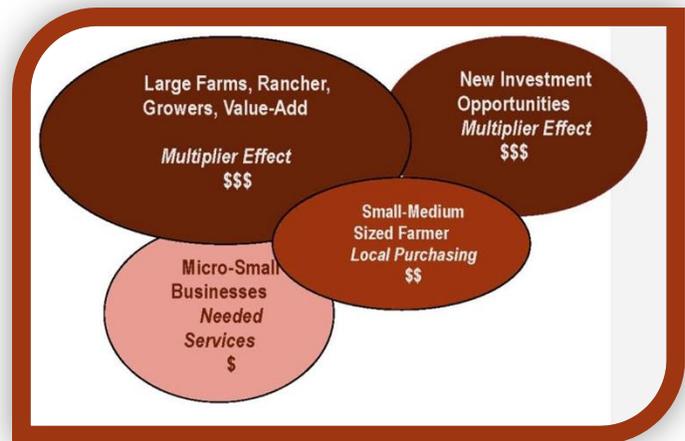
Lastly the Economic Development Strategy must be accepted, approved and also driven by the Board of Supervisors as one of the paths to economic growth and building a reputation, in reality and perception, as a business-friendly County. Other county-wide actions may need to be initiated around cultural change and customer-service oriented attitudes in addition to the economic development actions.

3.1 Focus on Economic Market Sector Opportunities

Sector strategies focus on specific sectors of the local economy where there is 1) opportunity to grow the economic pie or 2) the sector is essential to the economy as a whole. Multiplier effects of each sector are different so it is important to focus on those sectors that have the largest contribution back to the economy.

Industry-led sector strategies keep initiatives focused, address the real issues of the businesses and ensure services being provided are needed by the sector.

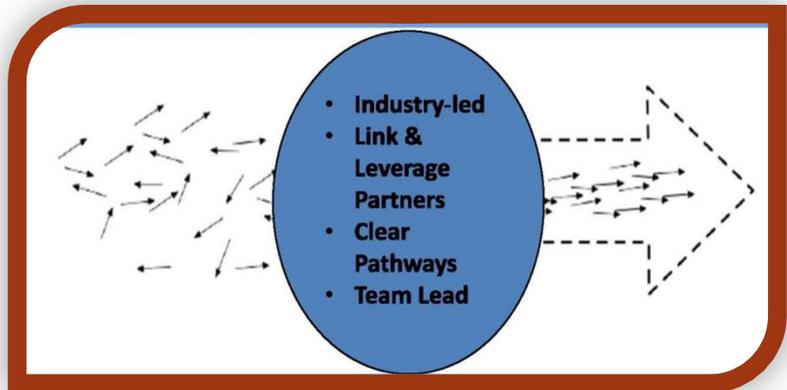
Sector strategies also engage other industry service providers and advocacy groups in collaborative actions to accomplish common goals and leverage resources.



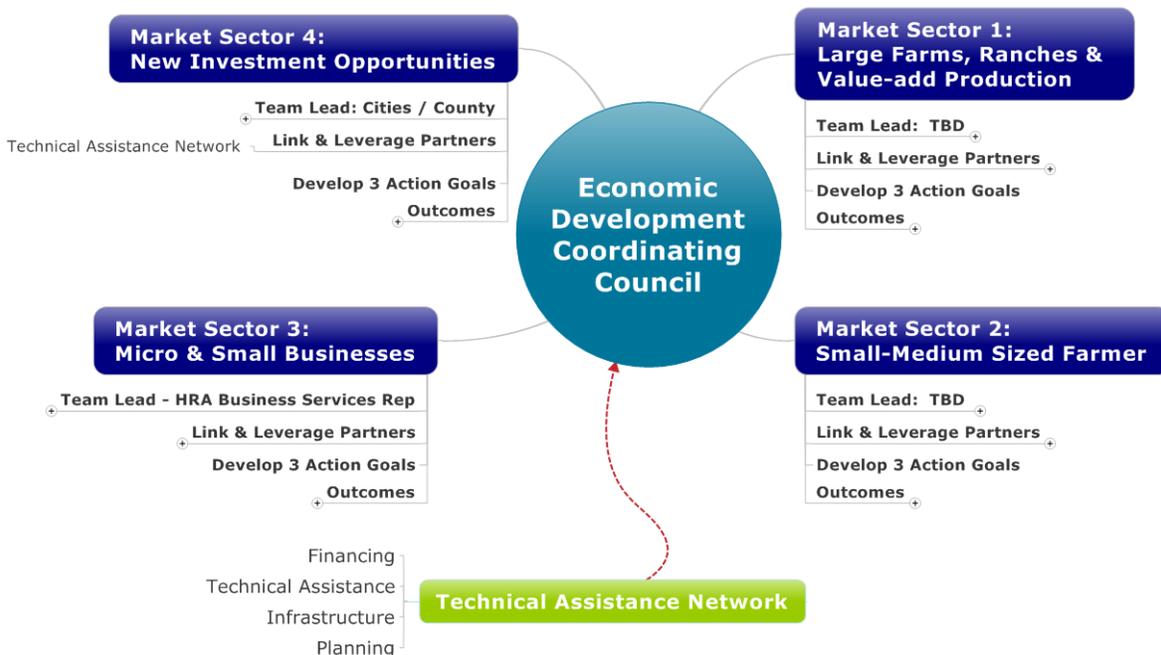
3.2 Add Economic Sector Teams to Current Economic Development Organizational Structure

There is no single economic development agency in Glenn County. Given the limited resources, economic development was already organized as a collaborative to leverage staff and expertise and is supported by some technical assistance providers. The current economic development structure, Cities and County Economic Development Steering Committee (CCEDSC), brought most of the parties to the table – elected officials, staff and partner organizations with a focus on projects, loans, infrastructure, small business and the Strike Team and Navigator Process.

The goal for adding industry-led sectors to the current structure is to “link and leverage” all resources, government, partners and industry, and respond to industry issues and opportunities. *Everyone going in the same direction with clear pathways, measurements and accountability.*



The CCEDSC was already addressing the micro-small business sector as well as the New Investment Opportunities with staff implementing programs, outreach, providing services to business and reporting back to the committee. The new structure, Appendix 7, would bring additional partners, leadership and focus:



Below outlines the role/actions for the Committee and Action Teams and the following pages outline the proposed structure for each Market Opportunity Sector:

- Sector Opportunity 1: Large Farms, Ranches & Value-Add Production
- Sector Opportunity 2: Small-Medium Sized Farmers/Growers
- Sector Opportunity 3: Micro-Small Businesses
- Market Opportunity 4: New Investment Opportunities

3.2.1 Actions / Role for the CCEDSC

The CCEDSC is in place, adding the Market Sector Opportunities is just a re-organization of the way they are currently doing business providing focus and distinct actions in “buckets” around a market or business sector. Purpose for market sectors is each has different needs vs. an overall economic development program that attempts to serve the needs of all.

The CCEDSC was beginning to move towards this structure, ex: Food Policy Committee, but more from a program-driven standpoint vs. a business/market sector-driven vision to grow the economy. Everything the Committee does should be from the standpoint of its impact to grow a sector of the economy.

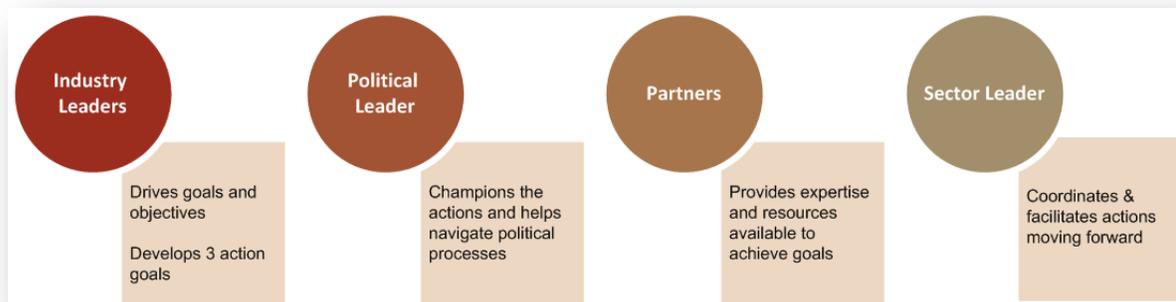
Role:

- Committee members, based on their interest, experience and expertise, should participate in one or more of the Sector Opportunity Teams;
- Continue regularly scheduled meetings to review Team progress and take action if Teams are not progressing on their goals and plans;
- Liaison with Board of Supervisors and Cities, providing monthly updates on progress particularly on priority items;
- Continue with Strike Team and Navigator Process,⁸ however, with the Sector Teams there may be multiple points of contacts vs. a single point of contact for businesses;
- Continue to bring Strike Teams together for complex and large projects;
- Act immediately on specific business issues that are a challenge to a business in process of expanding/locating, i.e., taking actions/issues to the Board of Supervisors;
- Committee itself would sit as the Market Opportunity 4: New Investment Opportunities Team, reviewing projects from cities/county where collaboration and assistance can be provided to move a project forward and in the future pro-actively looking at opportunities;
- Committee responsible to see that action occurs on each team.

⁸ Strike Team & Navigator Process is a process to respond to business inquiries that cannot be handled by the initial person taking the business inquiry. It is “referred” to a Strike Team member(s), public and private, with the expertise to deal with the inquiry.

Actions:

- Invite critical partners to participate in Sector Teams that currently are not at the table, request their leadership and involvement;
- Consider name change – the Cities and County Economic Development Steering Committee is long and suggests only the Cities / County are involved vs. all partner organizations. Potential names could be Glenn Economic Development Coordinating Council or Glenn Economic Development Alliance;
- Consider a Memorandum of Understanding be developed for the operations of the Committee and its partners/staff, i.e., roles and responsibilities;
- Assist with involving industry leaders and bringing partners to the Sector Teams so that each Sector Team is organized with following:

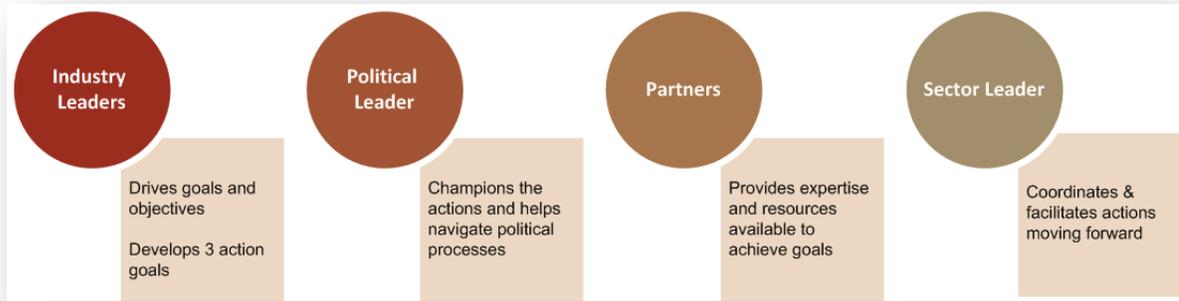


- Present the new structure, goals/objectives and proposed actions to each City, City staff and business service organization;
- Organize the Market Opportunity 4: New Investment Opportunity Team with the Cities; work with cities to identify the priority potential new investment projects within each city and develop action plans if needed;
- By fourth quarter 2013 present to Board of Supervisor Sector Team action plans and Committee’s path forward;
- The issue identified by the Farmer Bureau regarding *County’s attitude to business and the ag sector* and customer service is a boarder issue than anyone Market Sector. This directly relates to the way the County is perceived in doing business and should be addressed by the Committee with the Board of Supervisors. This may involve staffing policies/direction, customer training⁹ - addressing this issue should be led by the Supervisors or Supervisor’s representative on the Committee. **This issue should be a priority action item for the Committee.**

⁹ Customer Service Training – other counties have institute customer-service training to drive an overall business friendly attitude, process driven by leadership with staff buy-in (Ex: Butte County).

3.2.2 Actions / Roles for each Sector Team

- Identify Team Leads – these could be County staff or a partner agency that is already engaged with the industry sector or has expertise, existing work with the sector. Would be willingly to lead, coordinate and facilitate the efforts of the Team (note: resources may be needed to support the Team Lead). *The Micro-Small Business Sector has an existing Team Lead.*
- Organize Teams to include all partners, agencies, individuals, industry representatives that could contribute to the Team in reaching the goals; specifically seek individuals that can lead in the roles:



- Team Lead would initiate initial meeting with Team to develop up to three priority goals to be accomplished in a year; for consistency all Teams would use same format for developing goals¹⁰ ;
- Team Lead or team would further develop a clear pathway to the goals, including who would be involved, who would do what and what resources would be needed;
- Identify opportunities to link and leverage existing resources, programs and expertise to the greater whole;
- Bring back to Committee and move forward to the Board of Supervisors;
- Team members should actively participate to help drive the Team action plan and achieve goals;

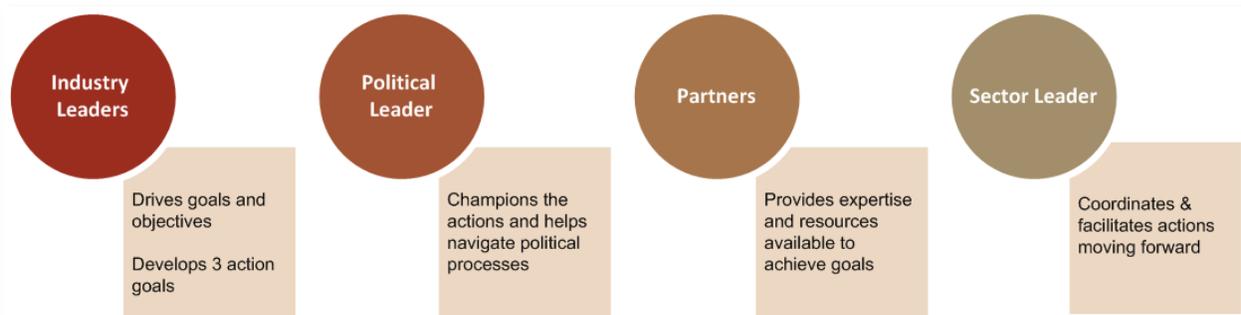
The following sheets would be completed by the Market Sector Teams, but are provided with information derived from the project process as a starting point. The goal would be for industry to assist in defining the goals and actions to address the right issues and opportunities.

¹⁰ Appendix 5 Sample Action Planning Worksheet

Sector: Large Farms, Ranches & Value-Add Production

An Economic Development Initiative
Glenn County, California

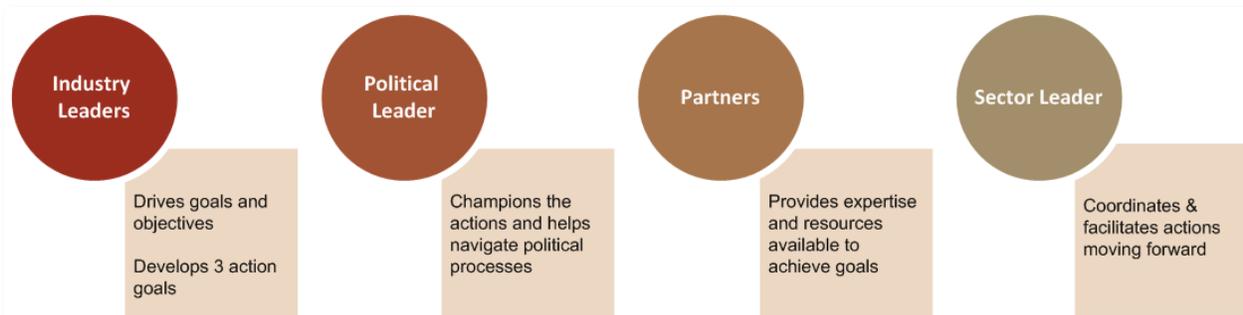
Sector Needs	<ul style="list-style-type: none"> ▪ Ag & Business Friendly County Government ▪ Sensible and appropriate regulations ▪ Competitive permitting process and fees with surrounding counties ▪ Confidence the County / Cities will follow-through on actions
Goal	<ul style="list-style-type: none"> ▪ Create an Ag-Business Friendly County at all levels of Government that is competitive to surrounding Counties
Team Members	<ul style="list-style-type: none"> ▪ Board of Supervisors Representative ▪ County / City Planning-Permitting Staff ▪ Other County Departments as needed ▪ UC Cooperative ▪ Farm Bureau ▪ Resource Conservation District ▪ Glenn County Ag Commissioner ▪ <i>Ad Hoc – USDA, Legislative</i>
Potential Actions	<ul style="list-style-type: none"> ▪ Board of Supervisors-driven vision for County staff serving businesses, particularly the ag sector, moving from regulator to solution-oriented partner; ▪ Customer-Service Policy, training, empower decision-making and customer satisfaction surveys; ▪ Review of current regulations and appropriateness to ag-operations; ▪ Review of permitting timelines based on different planning and development scenarios; ▪ Comparison of process timelines and permit fees to surrounding counties.
Team Lead	TBD
Metrics	1. Change in attitude and actions in serving the public and businesses



Sector: Small-Medium Sized Farmer/Grower

An Economic Development Initiative
Glenn County, California

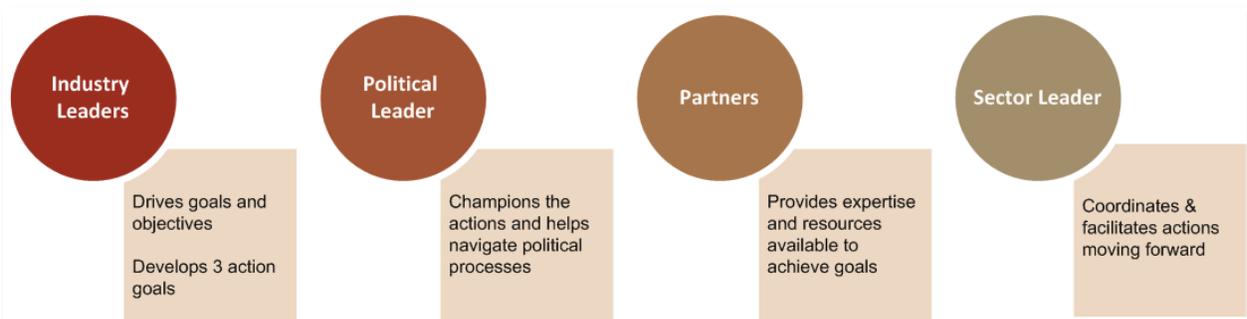
Sector Needs	<ul style="list-style-type: none"> ▪ Market barriers ▪ Scale limitations ▪ Lack of infrastructure for distribution ▪ Financing ▪ Food Safety
Goals	<ul style="list-style-type: none"> ▪ Develop and grow this emerging segment with targeted assistance and development of a Food Hub. ▪ Build sustainable food systems. ▪ Promote local farmers' markets.
Team Members	<ul style="list-style-type: none"> ▪ Consider merging the Food Policy Committee with this Sector Initiative or link ▪ NC Regional Land Trust ▪ Resource Conservation District ▪ UC Cooperative ▪ Farm Bureau ▪ Glenn Ag Commissioner ▪ County - HRA Small Business Services ▪ Industry Representatives
Potential Actions	<ul style="list-style-type: none"> ▪ Review and merge or align Food Policy Committee actions ▪ Review and move forward with NC Regional Land Trust on USDA RBEG Glenn GROW program (if awarded) ▪ Actively participate in Food Hub development
Team Lead	TBD
Metrics	<ol style="list-style-type: none"> 1. Assist xx Farmers/Growers 2. Implement online Food Hub broker network 3. Grow Local Food System



Sector: Micro-Small Businesses

An Economic Development Initiative
Glenn County, California

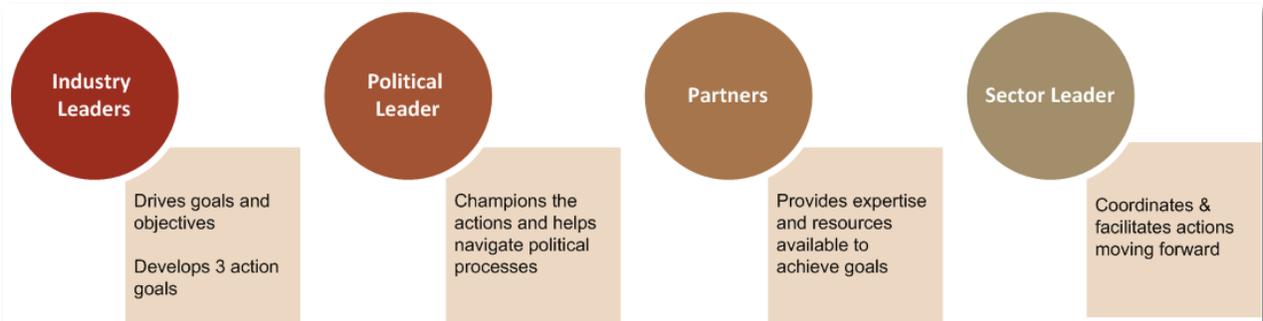
Sector Needs	<ul style="list-style-type: none"> ▪ Business assistance ▪ Mentoring ▪ Financing
Goal	<ul style="list-style-type: none"> ▪ Support small business base with direct hands-on assistance and financing
Team Members	<ul style="list-style-type: none"> ▪ County – HRA Business Services ▪ CSU, Chico CED ▪ Small Business Development Center ▪ SCORE ▪ Lenders ▪ Other Business Provider Organizations (i.e. Chambers) ▪ Industry Representatives
Potential Actions	<ul style="list-style-type: none"> ▪ This sector is already moving forward providing: ▪ Business Outreach ▪ Business Meetings and Screening ▪ Business Mentoring ▪ Micro-Loan Program ▪ Marketing
Team Lead	HRA – Business Services Representative
Metrics	1. Provide micro-business assistance, mentoring and financing, to 22 qualified individuals.



Market: New Investment Opportunities

An Economic Development Initiative
Glenn County, California

Needs	<ul style="list-style-type: none"> ▪ Depends on specific project
Goal	<ul style="list-style-type: none"> ▪ New Investment, Jobs and Revenue
Team Members	<ul style="list-style-type: none"> ▪ CCEDSC Committee Members ▪ City Managers ▪ Development department staff ▪ County - HRA
Potential Actions	<ul style="list-style-type: none"> ▪ Identify near-term development project opportunities ▪ Identify opportunities of existing facilities and existing operations that could be co-located to create a cluster effect in attracting or serving customers¹¹ ▪ Define needs of the project and how to move forward with assistance
Team Lead	TBD
Metrics	<ol style="list-style-type: none"> 1. New capital investment, jobs and revenue.



¹¹ Appendix 6 Sample Development Concept

3.3 Invest in Tools to Enhance Collaboration

Two web tools that will assist the Teams in collaboration, tracking and reporting are:

- ExecutivePulse¹² – a Customer Relations Management database/communications platform that tracks and reports on clients specifically designed for economic and workforce development. Platform can be shared with multiple partners. Set up \$5-\$6,000 / Annual fee \$825-\$875
- Base Camp¹³ - web-based project management and collaboration tool. A great tool for disperse and multiple participants on projects to file data and documents, send messages, schedule calendars and due dates. Subscription \$20-\$150/month depending on number of projects.

Two web tools that will assist in marketing and communications:

- Constant Contact¹⁴ - email marketing tool, easy to use to send newsletters, promotions and announcements. Subscription \$15 - \$150 per month depending on number of email addresses
- MS Publisher¹⁵ (If not currently accessible at the County) – software for designing professional publications. Purchase: \$110-\$139

3.4 Enhance Business Communications

Neither the County nor any of the departments has full time marketing or communications staff but several things can be done to build a brand and communications:

- **Brand** - A logo brand is currently being used by the Resource Conservation District¹⁶ which could be used in the economic development communications. This would broaden the brand's exposure and help build Glenn County's brand and name.
- **Consistency** - For all communications – whether flyer, report, newsletter, announcements, packages – should establish consistent colors and fonts to be used (brand design standards).
- **Website** – The business section of the County website should be updated so a business can easily access key information, such as, directory of service providers, services and programs available, contacts and ensure links are current and connect to all cities and resources. Web is a good place to describe the Committee, Action Teams and action plans. Progress should also be posted. Highlight/promote ag businesses and add traditional economic development information.
- **Guide** – currently there is a packet being used for small and start-up businesses by HRA that Cities/Chamber handout with a guide on developing business plan. Suggest the guide and other



¹² Reference: ExecutivePulse, <http://www.executivepulse.com/>

¹³ Reference: Basecamp, <https://basecamp.com/>

¹⁴ Reference: Constant Contact, <http://www.constantcontact.com>

¹⁵ Reference: MS Publisher, <http://www.microsoftstore.com>

¹⁶ Made in Glenn County, California logo, courtesy of Kandi Manhart, Resource Conservation District

packet information be accessible online for downloading vs. a handout. For the Cities and Department counters, formalize with brand the Business Service Provider Directory (matrix) provided with this report and use as handout. This will provide the businesses with a directory (listing) of all organizations that provide business services. Over time the guide could become more formal and include stories on ag businesses in Glenn County (more of guide/brochure).

- **Action Teams** – one page flyer sheets about each Action Team, goals and objectives, members should be developed and at least posted on the website. Could also be available at counters.
- **Newsletter** – Key to newsletter distribution is a good email database of Glenn County businesses. Using Constant Contact newsletters can be created quickly. Information can be kept short and to the point (no more than a paragraph....if more room needed post to website and insert link in the newsletter). Keep to one page, short blurbs of information of what is happening and progress being made and/or board actions. Share information about one or two businesses in each newsletter. Frequency is important – once every six weeks.
- **Forums** – Take opportunities to attend or create forums, small or larger groups. Lunch with Chamber (or other service provider) members to talk about programs and assistance available. Ask for business input.

If there was staff capacity or possibly a marketing intern to assist, additional communications and marketing could include:

- **Press Releases** – Stories on local companies, actions taken by the Committee, new programs initiated.
- **Blog** – Blogs must be consistent and frequent but can be a method to continually talk about what is happening to grow the economy and build a business/ag-friendly county.

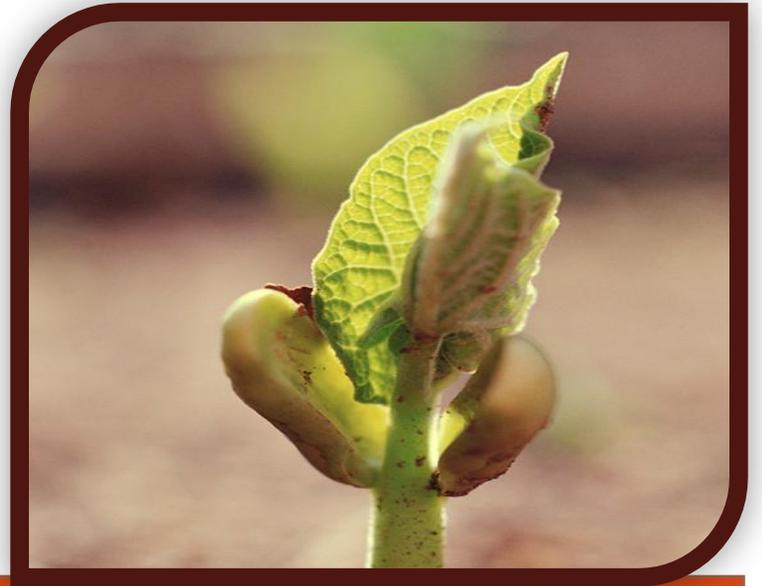
3.5 Measuring Progress

Economic development is typically measured by businesses assisted, jobs and capital investment on an annual basis and over time (3 years) on an economic indicator benchmark basis to gauge overall progress on the economy, such as, unemployment, income, labor force and jobs, crop reports, new business starts/closures, economic sector growth, etc. These should still be components of the County’s measurements but should also include the goals and actions of each Sector Team which will be addressing broader issues than just economic development, such as, regulatory issues.

MARKET OPPORTUNITY	ACTIONS	GOAL
Value-Added Producers	Address Business Climate & Competitiveness <i>Transform from Regulator</i>	Create an Ag-Business Friendly County at all levels of Government that is competitive to surrounding Counties
Small-Medium Growers	Address the Gaps <i>Invest in Best Practices</i>	Develop Emerging Segment and Food Hub
Micro-Small Business	Hands-on Services <i>Create Entrepreneurs</i>	Support Small Business Base growth
New Investment Opportunities	Develop Assets <i>Prepare</i>	New Investment, Jobs and Revenue

Appendix

1. Index of Reports & Research
2. Glenn County Business Data
3. Matrix – Organizations Providing Business Services in Glenn County
4. Market Sector: Large Farms, Ranches & Value-Add Production Meeting & Correspondence
5. Market Opportunity Action Planning Worksheet
6. Sample Development Concept
7. CCEDSC Organizational Structure



Appendix 1

Index of Reports & Research

Glenn County Economic Development Strategy

June 2013

Funded by State of California Community Development Block Grant Program
(CDBG) Planning & Technical Assistance Grant

Index of Reports & Research

Glenn County Background Reports:

Business Services Monthly Activity Report (April 2013), North Central Counties Consortium, <http://northcentralcounties.com/>

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Website review, City of Orland <http://www.cityoforland.com/>, Orland Chamber of Commerce, <http://www.orland-chamber.com/>

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Appendix 2

Glenn County Business Data

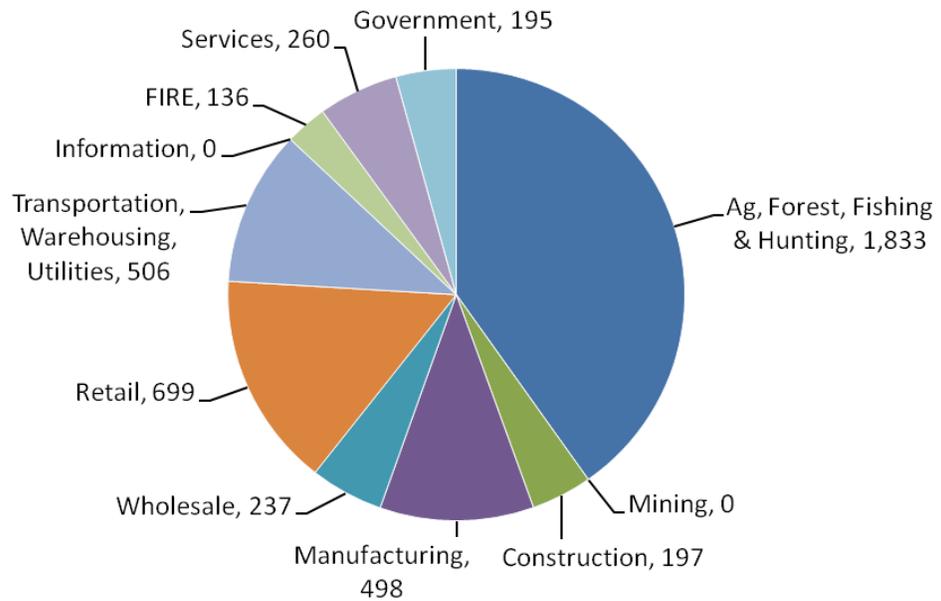
Glenn County Economic Development Strategy

June 2013

Funded by State of California Community Development Block Grant Program
(CDBG) Planning & Technical Assistance Grant

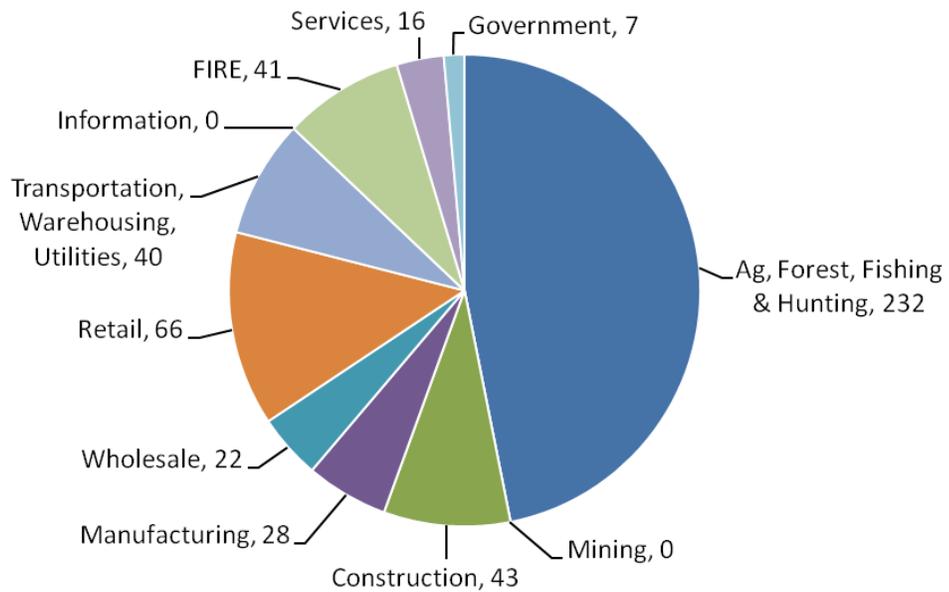
By Actual Number

**Glenn County Employment
by Industry - Q2 2012**



Source: Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2012, California Employment Development Department, LMID as of March 2013

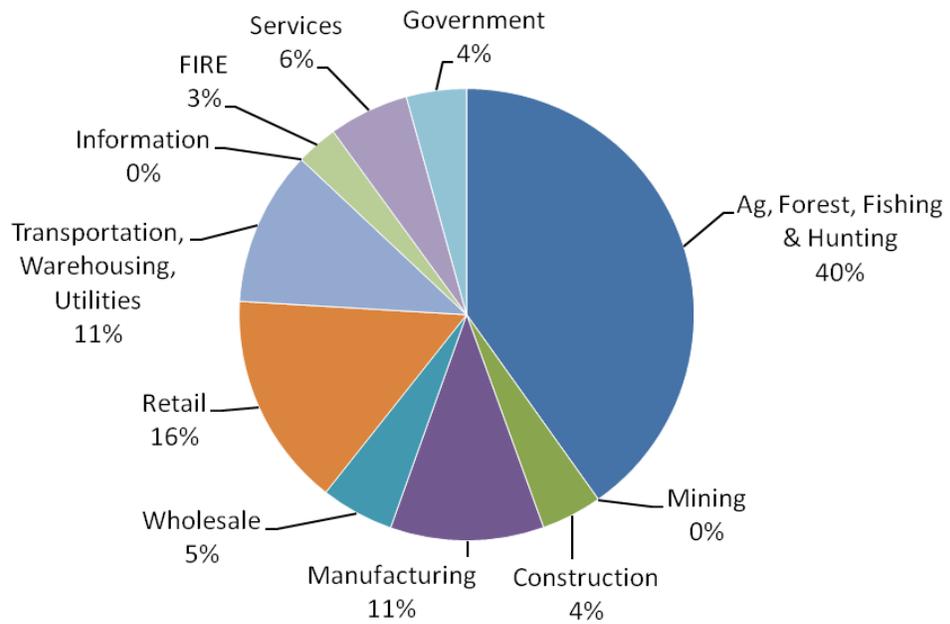
**Glenn County Establishments
by Industry - Q2 2012**



Source: Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2012, California Employment Development Department, LMID as of March 2013

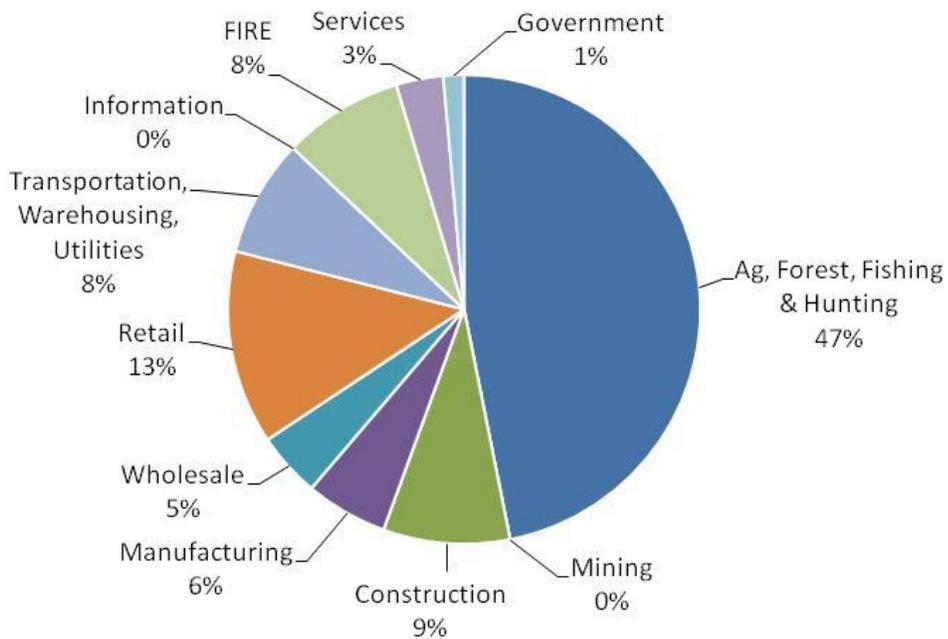
By Percentage

**Glenn County Employment
by Industry - Q2 2012**



Source: Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2012, California Employment Development Department, LMID as of March 2013

**Glenn County Establishments
by Industry - Q2 2012**



Source: Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2012, California Employment Development Department, LMID as of March 2013

Glenn County, CA

Number of Businesses by NAICS 2-digit Code and Employment Size

NAICS Code	NAICS Code Description	Total Establishments	Number of establishments by employment size								
			1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
11----	Agriculture, forestry, fishing and hunting	15	9	3	2	0	1	0	0	0	0
21----	Mining, quarrying, and oil and gas extraction	2	0	1	0	1	0	0	0	0	0
22----	Utilities	6	2	1	1	1	0	0	1	0	0
23----	Construction	47	33	8	4	2	0	0	0	0	0
31----	Manufacturing	29	14	3	2	7	2	1	0	0	0
42----	Wholesale trade	22	8	7	3	4	0	0	0	0	0
44----	Retail trade	68	37	14	13	2	1	1	0	0	0
48----	Transportation and warehousing	28	15	5	5	2	0	1	0	0	0
51----	Information	1	1	0	0	0	0	0	0	0	0
52----	Finance and insurance	28	13	12	3	0	0	0	0	0	0
53----	Real estate and rental and leasing	21	16	3	1	1	0	0	0	0	0
54----	Professional, scientific, and technical services	32	21	6	3	2	0	0	0	0	0
55----	Management of companies and enterprises	1	1	0	0	0	0	0	0	0	0
56----	Administrative and support and waste management	12	10	2	0	0	0	0	0	0	0
61----	Educational services	2	1	0	1	0	0	0	0	0	0
62----	Health care and social assistance	37	18	10	3	3	2	1	0	0	0
71----	Arts, entertainment, and recreation	8	4	1	2	1	0	0	0	0	0
72----	Accommodation and food services	53	24	10	11	6	2	0	0	0	0
81----	Other services (except public administration)	43	35	4	3	1	0	0	0	0	0
99----	Industries not classified	9	9	0	0	0	0	0	0	0	0
	Total All Industries	464	271	90	57	33	8	4	1	0	0
	Distribution		58%	19%	12%	7%	2%	1%	0%	0%	0%

Source: 2010 County Business Patterns (NAICS)



Appendix 3

Organizations Providing Business Services in Glenn County

Glenn County Economic Development Strategy

June 2013

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(CDBG) Planning & Technical Assistance Grant



Organizations Providing Direct Business Services in Glenn County

	Ag Services ▣ Advocacy	Business ▣ Technical Assist.	Coaching ▣ Mentoring	Financing ▣ Assistance	Government Services	HR Services	Networking ▣ Connections	Training ▣ Workshops
3CORE 530.893.8732 ▣ www.3coreedc.org 3120 Cohasset Road, Ste 5, Chico		●	●	●			●	
Butte College Contract Education The Training Place Glenn Center ▣ 530.895.9015 604 E. Walker Street, Orland Chico Center ▣ 530.895.9015 2480 Notre Dame Blvd, Chico 95928 www.butte.edu/thetrainingplace			●					●
Chico State Center for Economic Development 530.898.4598 ▣ www.cedcal.com 35 Main Street, Suite 203, Chico		●	●	●			●	
City of Orland 530.865.1600 ▣ www.cityoforland.com 815 Fourth Street, Orland		●			●		●	
City of Willows 530.934.7041 ▣ www.cityofwillows.org 201 N. Lassen Street Willows		●			●		●	
Community Development Services 707.998.9203 ext 104 Jeff Lucas ▣ jefflucas@mchsi.com P.O. Box 645, Glenhaven, CA 95443		●		●				●
Glenn County 530.934.6400 ▣ www.countyofglenn.net 525 W. Sycamore Street, Ste B1, Willows		●			●		●	
Glenn County Ag Commissioner 530.934.6501 ▣ www.countyofglenn.net 720 N. Colusa Street, Willows	●	●			●			
Glenn County Farm Bureau 530.865.7182 ▣ glenn.cfbf.com 831 5 th Street, Orland	●	●					●	
Glenn County Environmental Health 530.934.6102 ▣ www.countyofglenn.net 257 N. Villa Avenue, Willows		●			●			●
Glenn County Human Resource Agency 530.934.1494 ▣ www.hra.co.glenn.ca.us 420 E. Laurel Street, Willows		●	●	●	●	●	●	●
Glenn County Planning and Public Works 530.934.6530 ▣ publicworks@countyofglenn.net 777 N. Colusa Street, Willows					●			



Organizations Providing Direct Business Services in Glenn County

	Ag Services ▀ Advocacy	Business ▀ Technical Assist.	Coaching ▀ Mentoring	Financing ▀ Assistance	Government Services	HR Services	Networking ▀ Connections	Training ▀ Workshops
Glenn Resource Conservation District 530.934.4601 ▀ www.glenncountyrccd.org 132 N. Enright Avenue, Suite C, Willows	●	●	●				●	●
Glenn County ROP 530.934.6575 ▀ www.glenncoe.org 311 South Villa Avenue, Willows								●
NE California Small Business Dev. Center Glenn Center ▀ 530.865.9728 ▀ www.bcsbdc.org 604 E. Walker Street, Orland Chico Center ▀ 530.895.9017 ▀ www.bcsbdc.org 19 Williamsburg Lane, Chico		●	●	●				●
Northern California Regional Land Trust 530.894.7738 ▀ www.landconservation.org 167 E. 3 rd Avenue, Chico	●	●					●	●
Orland Chamber of Commerce 530.865.2311 ▀ www.orland-chamber.com 401 Walker Street, Orland	●						●	●
SCORE Counselors 530.342.8932 ▀ 1324 Mangrove Avenue Chico		●	●					●
U.C. Cooperative Extension 530.865.1107 ▀ ceglenn.ucdavis.edu 821 E. South Street Orland	●	●					●	●
U.S. Dept. of Agriculture Service Center 530.934.4601 ▀ 132 N. Enright Avenue, Willows	●	●						
Willows Chamber of Commerce 530.934.8150 ▀ www.willowschamber.com 118 W. Sycamore Street, Willows	●						●	●

Ag Services and/or Advocacy — resources for ag industry including: legislation and policy; access to public agencies and current research

Business and/or Technical Assistance — assistance and/or referrals to businesses seeking business planning, site location, expansion opportunities, infrastructure and a myriad of other types of assistance

Coaching / Mentoring — one-on-one assistance for business owners and managers for business planning, marketing, market development, international trade, etc.

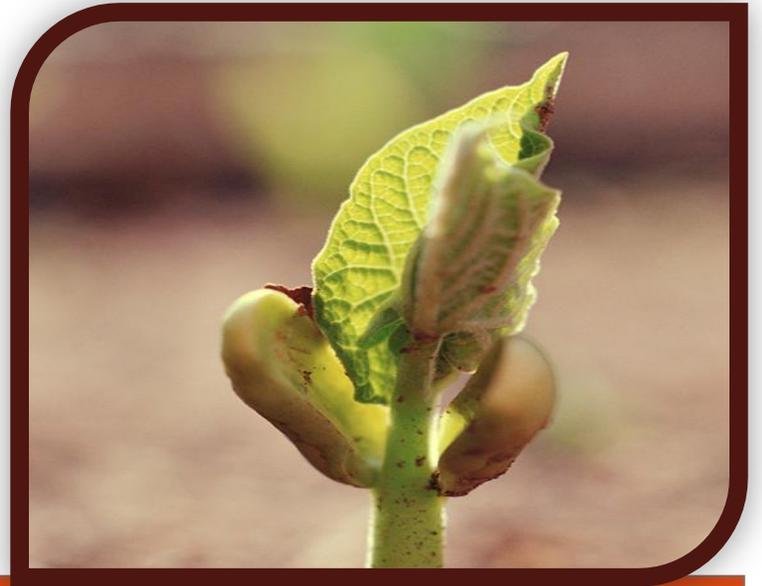
Financing and/or Financial Assistance — loan application preparation, loan packaging, financial planning, and other related counseling

Government Services — permitting requirements and assistance

HR Services — hiring and training workers, navigating HR regulations, labor-related information

Networking / Connections — referrals and introductions to service providers, suppliers, etc.

Training / Workshops — professional development for management and employees on a variety of topic



Appendix 4

Market Sector: Large Farms, Ranches & Value-Add Production Information & Correspondence

Glenn County Economic Development Strategy

June 2013

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(CDBG) Planning & Technical Assistance Grant



Please join Morrison & Company and Chabin Concepts for a hosted lunch and share your perspective on doing business in Glenn County at the

Glenn County Agribusiness Executive Round Table
Friday April 12
11 a.m. to 1 p.m.
Glenn County Farm Bureau Conference Room
831 5th Street, Orland

Morrison & Company and Chabin Concepts are assisting the County of Glenn with an economic development strategy focused on retaining, expanding, and attracting premier agriculture-related businesses to Glenn County. Your input is greatly needed to help identify areas of opportunity as well as potential hurdles to establishing, expanding, and growing agriculture enterprises in Glenn County. Information gathered will help direct Glenn County's actions as they seek to better serve existing farmers, ranchers, agriculture processors, and agriculture-related businesses while attracting future businesses in this sector.

Lunch is graciously provided by:



For more information or to RSVP by April 10 please contact Toni Scott at 530-893-4764 or email at tscott@morrisonco.net.



2515 Ceanothus Ave, Ste 100 . Chico . Ca . 95973
530.345.0364 . www.chabinconcepts.com

Date: Wednesday, May 8, 2013
Project: Glenn County Economic Development Strategy
Task: Ag Industry Tour
Attendees: Chabin Team: Vicki Doll, Toni Scott, Courtney Farrell, Brian Teal

Tour was organized and hosted by Jody Samons, UC Cooperative Extension.

Glenn County ag employers toured: Olson Meats, California Olive Ranch, Sierra Nevada Cheese Company, Sunfield Seeds, and Riverwest Processing (notes below).

Did a “drive by” of Omega Walnuts, Sunsweet, and Land O Lakes.

Notes of visit:

- **Olson Meats** — 200 to 400 hogs per day; major market is Bay Area (Asian restaurants) and Hawaii (luau); 90 employees including two mechanics on site; high turnover and high workers’ comp rates; could expand warehousing space. Have done CARB retro on three trucks so far.
- **California Olive Ranch** — no bees, all wind pollinated; bottle for Whole Foods, Trader Joe’s, Costco, Walmart, etc. From field to bottle in 6 hours. Have a 45 day window to harvest (Oct to mid-Dec). Bottled over one million gallons last year; adding more tanks, will do substantially more this year. 24 hour operation, operations are fully automated (owner wrote the program); can monitor everything from desk. Looking into solar to cut electric costs. Using pits & paste for cattle feed now, mix with nut hulls. Looking for other uses because with increased volume will have more than rancher can take. Co gen could be opportunity. 85 fulltime employees
- **Sierra Nevada Cheese** — wants to expand the retail store, now has a cooler at the front office. Does 50% their brand and 50% licensed packaging. Wants to increase their brand production. Starting to process ricotta cheese as a way of using some of the whey; looking for more ways to use the remaining whey.
- **Sunfield Seeds** — expanding; still working through some of the Syngenta acquisition transition; no problems with acquisition, they are happy. Expanding, have poured for additional warehouse. Had problem with internet speed & connections. Acquired the Louche home adjacent to property, renovating into offices and installed T-1 line. Issues: length of truck allowed on county roads and Waste Management not receptive to doing recycling.
- **Riverwest [almond] Processing** — 90 percent of product is exported; mostly to China, followed by India, Russia; and some to EU. Working with industry on CARB requirements.



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Economic Development Strategy - Draft
Glenn County Farm Bureau - June 12, 2013



RFP Project Objectives

- Develop an Economic Development strategy to improve upon the County's economic development efforts and processes in a coordinated effort...
- while focusing on agriculture as an economic development strategy.

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Approach

Three step process:

1. Discovery
2. Findings
3. Action Planning

- Deliver specific action tasks – *how to better organize Economic Development collaboration to achieve economic results*

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1. Findings

- Large farmers, ranchers and value-add ag producers are Glenn's economic drivers;
- To move the economic needle, this segment needs to produce at capacity and have ability to expand;
- Issues – county's attitude, regulations and fees, lack of county advocating for the ag sector;



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Findings, cont.

- Quality and ability to get workers – farm workers as well as skilled, limits production;
- Niche market – emerging small farmer/producer and elements of a growing food hub
 - Need to address issues of this segment

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Findings, cont.

- Disjointed-Protective service delivery;
- ED is program/funding oriented vs. initiatives or big picture focused;
- No clear pathway to economic growth;
- “Business Services” focused on micro and small businesses.

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Recommendations

- Re-organize and focus efforts around the three market opportunities:

Large Farms,
Ranches & Value-Add
Production

Small –
Medium
Sized Farmer

Micro-
Medium Sized
Businesses

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Why – Economic Return

Large Farms,
Rancher,
Growers, Value-Add
\$\$\$

New
Investment
Opportunities
\$\$\$

Small-
Medium
Sized Farmer
\$\$

Micro-Small
Businesses
\$

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Recommendation

- Organize market segment pathways

- Team Lead
- Link & Leverage
- Pathway
- Support

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Recommendation

- Each market segment is driven by the industry or industry representatives (aka link & leverage network)
- Team Lead is provided to initiate strategic action for the segment
 - Coordinate with all agencies, Core Team and the ED Coordinating Council

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Recommendation

ED Core Team

**Strategic Market 1:
Large Farms, Ranches & Value-add Production**

Team Lead (Farmbudsmen)	Link & Leverage	Outcomes
Develop and Implement Pathway	UC Coop	Expansions
Facilitate	Ag Commissioner	New Locations
Advocate for Change	Farm Bureau	Economic Growth
Culture Agent	Businesses	Business Friendly AG Climate
	RCDC	
	USDA	
	Legislative	

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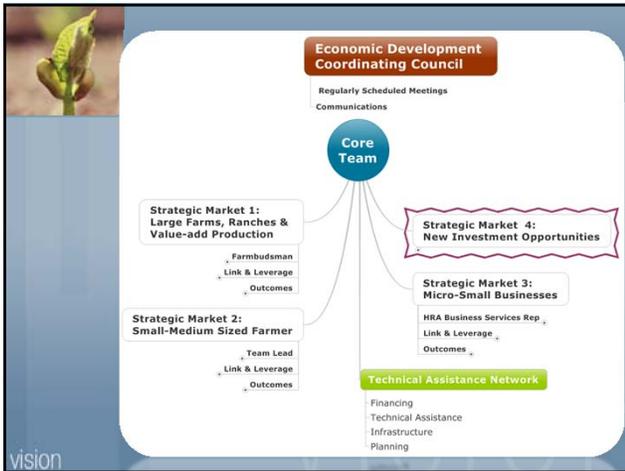
Recommendation

ED Core Team

**Strategic Market 2:
Small-Medium Sized Farmer**

Team Lead	Link & Leverage	Outcomes
Pathway	NC Land Trust	Assist Small Farmers/Growers
Coordinate	Food Policy Committee	Help Drive Market Opportunity through Online Broker (LT)
Facilitate	RCDC	Grow Local Food System
Link to Resources	UC Coop	Healthy Food Hub
	Ag Commissioner	Healthy Living - Let's Move
	Farm Bureau	

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Our Goal

- For #1 Market Segment,
- Address what we heard – attitude, regulations, fees
- With a mechanism that can be driven by **Economic Development**
- Create culture change from within with priority setting for economic growth

Strategic Link & Leverage Focus Areas

MARKET OPPORTUNITY	ACTIONS	GOAL
Value-Add Producers	Farmbudsman <i>Transform from Regulator</i>	Promote & Expand Our Strength →
Small-Med Growers	Address the Gaps <i>Invest in Best Practices</i>	Develop Our Emerging Segment →
Micro-Small Business	Hands-on Services <i>Create Entrepreneurs</i>	Support Our Small Business Base →
Opportunistic	Develop Assets <i>Prepare</i>	New Investment & Jobs →

Audrey Taylor

From: Glenn County Farm Bureau <glenncfb@att.net>
Sent: Tuesday, July 09, 2013 8:49 AM
To: Audrey Taylor
Cc: 'David Toney'
Subject: ED Response to questions

Follow Up Flag: Follow up
Flag Status: Flagged

Audrey,
The following email is a response from the GCFB Executive Board.

At our last Executive Board Meeting, we reviewed your request to answer the following three questions.

1. Is there existing staff at the county or closely related organization, or a specific person that would be good in this position?
 - a. We believe that the assumption a “farmbudsman” or position of the like is not appropriately vetted and researched. While there could be examples where a position like this improved communication within the county between employees of the county and business operators, it is not proven that this role would improve communication within our county. It is important to do primary research with county employees to determine if this position will improve their willingness to make it easier to do business within the county.
 - i. This primary research would also identify alternatives to a dedicated position within the county.
 - b. It is possible that this position would be beneficial to the overall perception of the county, but within the recommendation, there should be measurable guidelines that can be tested to demonstrate the position’s effectiveness. We feel that without a performance matrix in place, there is very little need for performance or responsibility for the position.
 - ii. The performance matrix should concentrate on the customer survey’s (i.e. ease of use, perception of how willing the county employees are, etc.), not outreach measurements (contacts and events, etc.)
 - c. There is a fundamental flaw in assuming that one person can improve business processes and the perception of how easy the county is to work with.
 - iii. Companies are successful because they have a common goal and shared responsibility for success. By singling out one person or department within the county government, the recommendation essentially diverts responsibility to that

person and relieves the customer service personnel from making sure that the customer is taken care of.

- iv. It should be noted that Glenn County Farm Bureau believes that every county employee and elected official is responsible for improving the business environment, not one staff member, related organization, or specific person. This can be accomplished by first identifying a common goal, achieving employee buy-in and instituting structural change.
 1. The economic development plan should include primary research on what the county employees currently believe their common goal is, how they will achieve improved business activity and how they would improve their decision making ability.
 2. We feel that the research done within the county was useful in determining issues, there was little or no discussion with the county employees on how to improve these processes. As employees of the county, they know better than private businessmen how to make little changes to make business easier within their system.
 - d. There are several business related organizations that act as advocates within the county already. We discussed alternatives to improve communication within the county and believe that if the county supervisors were willing to identify organizations like Farm Bureau, Rotary, the Chamber of Commerce, etc. to collect comments and issues within the county, we could establish a chain of responsibility from these organizations through the BOS and then to the department heads. It would improve communication between the business community and the Board of Supervisors and second, it will hold our elected officials directly accountable for change within the county. The board of supervisors will benefit because they could receive direct communication from business related organizations and our organizations will benefit from accountability on the board. It is our belief that change only happens from the top down and with buy in from everyone.
2. What would you see as 1-3 goals – specific that you would want to see accomplished in the first year?
- e. Economic development strategies, in some cases, include a scorecard developed by the firm hired to do the research. There were several issues identified within the roundtable discussions, these issues of consistency and transparency should have been identified clearly. We believe that the economic development strategy should develop benchmarks for county processes that can be easily measured and reported.
 - v. The development plan should identify 10-20 typical requests from businesses within the county (permits, inspections, etc.)
 - vi. The development plan should identify typical response time for these processes.
 - vii. The development plan should identify how these response times will be achieved, who is responsible and what happens if these response times are not met.
 - f. We feel that measurable goals for county employees should be identified; this will improve the perception of businesses within the county, etc.

3. What people need to be involved with moving this forward?

- g. Everyone from the Board of Supervisors to the newly hired employee within the county. Diverting responsibility to one person or department will diminish the effectiveness of an economic plan.

In conclusion, the Executive Board discussed our desire to see the completion of this project and the continued improvements that could be made to our county. Concerns continue to be expressed about past, similar studies that have had little to no follow-through.

We thank you for reaching out to Farm Bureau, as this study is complete.

Glenn County Farm Bureau Executive Board

Lisa Humphreys
Glenn County Farm Bureau
831 5th Street
Orland CA 95963
(530) 865-9636
fax (530) 865-7182



Appendix 5

Market Opportunity Action Planning Worksheet

Glenn County Economic Development Strategy

June 2013

Funded by State of California Community Development Block Grant Program
(CDBG) Planning & Technical Assistance Grant

Action Planning Worksheet

Market Sector:					
Date:					
Team Lead:					
Goal: What does success look like?	Outcomes: Define 3 characteristics of your Outcome. What does industry desire as an Outcome?	Metrics: Define a way to measure this characteristic.	Who will take action?	Resources Needed (people, financial, outside services)	Timeline
	Characteristic 1:	Metric 1:			
	Characteristic 2:	Metric 2:			
	Characteristic 3:	Metric 3:			

Questions:

Do we have capacity/resources to achieve the outcomes and goals?

Is a specific outcome necessary to achieve goal?

If not, how do we get them?



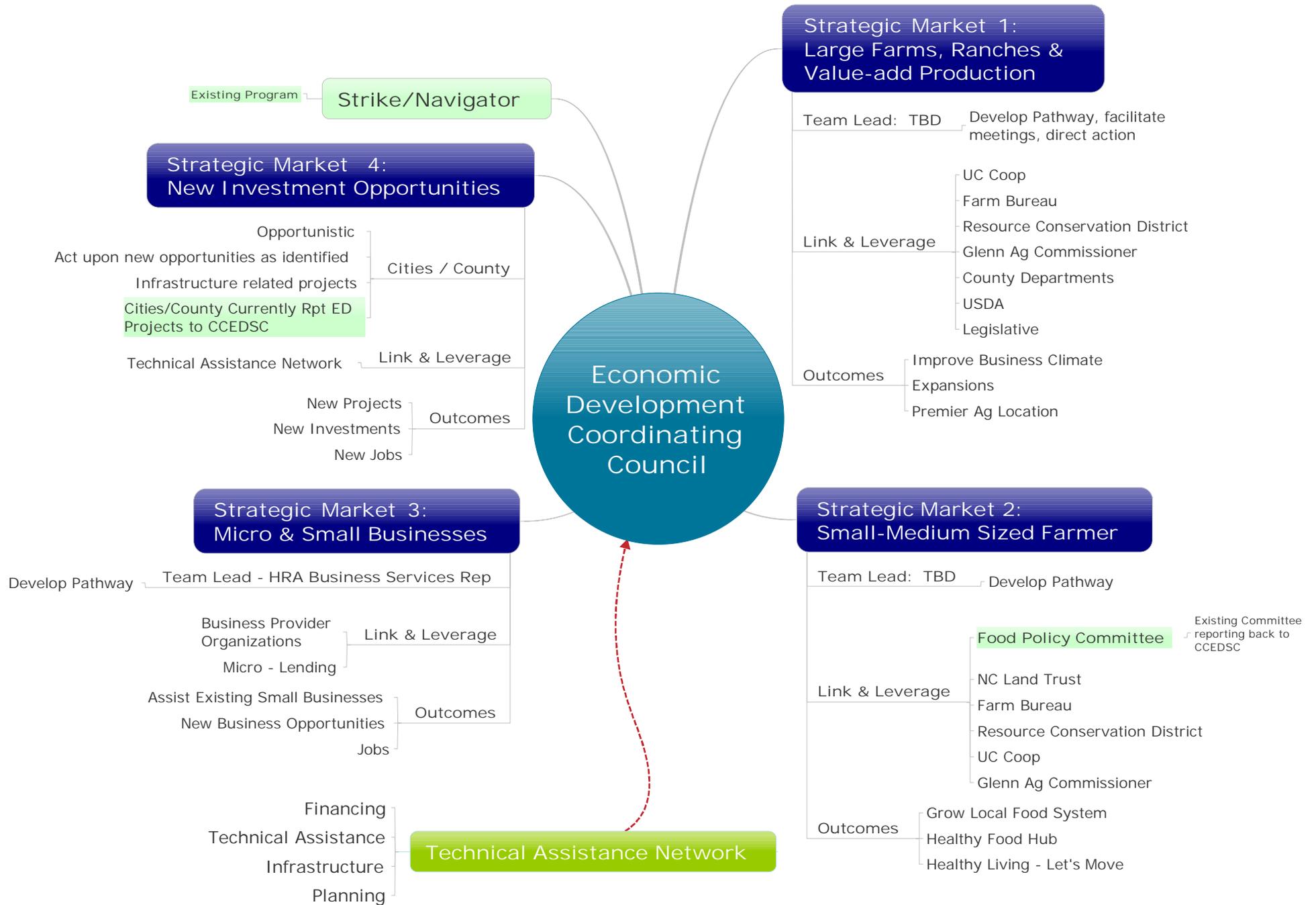
Appendix 7

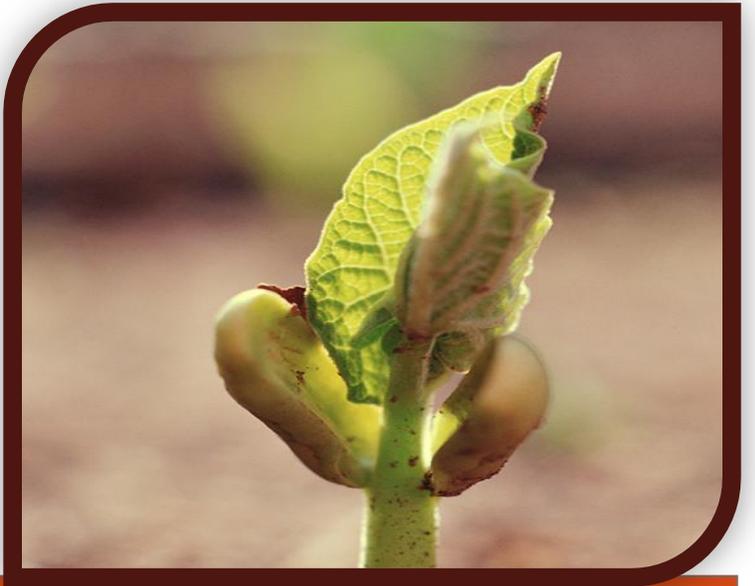
CCEDSC Organizational Structure

Glenn County Economic Development Strategy

June 2013

Funded by State of California Community Development Block Grant Program
(CDBG) Planning & Technical Assistance Grant





Appendix 6

Sample Development Concept

Glenn County Economic Development Strategy

June 2013

Funded by State of California Community Development Block Grant Program
(CDBG) Planning & Technical Assistance Grant

Sample Development Concept

This sample development concept demonstrates the opportunity for a clustering effect of services and opportunity to better serve the public.

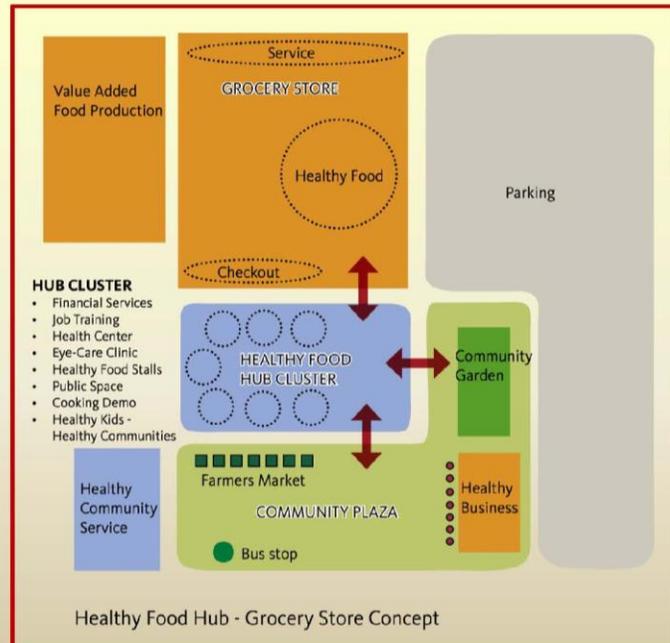
This type of concept aligns with the Food Policy Committee conversations and the Small-Medium Farm/Grower Sector.



Alternative Perspectives “Healthy” Food Hubs

Food Hub services may include:

- Community Gathering Place
- Accessible Health Care Services
- SNAP and WIC Benefit Sign-up
- Business Incubators
- Community Healthy Playgrounds to Encourage Physical Activity For At-risk Children
- Fitness Centers
- Healthy Cooking and Eating Classes and Demonstrations
- Community Garden and Agricultural Micro-enterprise Project Planning
- Education and Incentive Programs in Elementary and Middle Schools



About the Consulting Team

Audrey Taylor, President & CEO, Chabin Concepts



Audrey founded Chabin after 10 years in the Economic Development field. Chabin Concepts has been advising local communities, counties, regional economic development organizations, and even states on their economic development programs and policies since 1988.

Chabin uses a team approach to research a community's competitiveness (strength, weaknesses and opportunities), and then focusing on assets identifies "best fit targets" and delivers a customized go-to-market strategy for the community.

Victoria Doll, Principal, Chabin Concepts



Vicki specializes in research, surveys and interviews, assessments, CEDS, Enterprise Zones and economic development strategies. Vicki leads Chabin's community and industry research, project management and coordination as well as technology tools for the economic development office. She is also the lead on applications for "zone" designations, such as, Enterprise Zones, RMDZ, and Incentive Areas.

She has written and implemented business retention programs, market feasibility studies, conducted community assessments, industry research and cluster analysis, and implements Chabin's partner tool EDsuite web.

Geoff Chinook, Morrison & Company



Principal Geoffrey R. Chinnock, CPA, joined Morrison & Company after three years with the finance and accounting department of Feather River Hospital in Paradise, California, where he played an integral part in the hospital's financial management.

Geoff works with Morrison & Company clients in industries including manufacturing/processing, distribution, and marketing, with a focus on cost controls, systems improvement, finance/accounting efficiency, and short- and long-range planning. Additionally, he has served several clients as an interim CFO or controller.

Toni Scott, Consultant, Morrison & Company



Toni Scott assists with research, project management, and grant proposals. She also coordinates Morrison & Company's external communications and industry outreach.

Toni is chair of the Butte County Young Farmers and Ranchers and President of the Chico Chamber of Commerce Young Professionals Organization. She is an appointed member of the City of Chico Sustainability Task Force, a founding director of the Butte Agriculture Foundation, and is active in California Women for Agriculture. She was a 2012 participant in the California Farm Bureau Federation Leadership Farm Bureau program and she received the 2009 Butte County Farm Bureau Media Partner of the Year award in recognition of her work covering agricultural issues.

