



COUNTY OF GLENN

MARKETING PLAN

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I. Introduction

This document sets forth the municipal marketing plan for the County of Glenn, California ("County"). The purpose of this document is to provide the basis for the County to implement a corporate Sponsorship and Marketing Plan ("Program"). The objective of this Program will be to generate recurring, long-term incremental revenues as well as savings on the purchases of goods and services by means of County partnerships with private enterprises. The Marketing Plan will supplement County services and resources to the public. Corporations, businesses, other governmental agencies, groups, and individuals who want to form a relationship with the County will be afforded the means and opportunity to do so with this plan. The purpose of this proposed policy statement is to provide guidelines for the development, implementation, and management in order to ensure that all resultant partnership agreements support the County's goals, while remaining responsive to the public's needs and values. All individual contracts entered into under this marketing plan requires approval from the Board of Supervisors. This Plan will be implemented in a two-phase approach. Phase One will allow the County to capitalize on opportunities that are presented to the County, which are currently missed opportunities to enhance County services and revenue. Phase Two will involve actively pursuing marketing and sponsorship opportunities.

II. Authority

Approval of this Marketing Plan, pursuant to Government Code Section 26110 authorizes the acknowledgement of donated money, goods, or services, and the licensing of certain County intellectual property, in the manner and under terms and conditions approved by the Board of Supervisors. This Marketing Plan will also provide a framework and procedure for the sale of advertising space on County real or personal property in accordance with Government Code Section 26109 and the granting of vending concessions on County property in accordance with Government Code section 25536 and other applicable authority. These code sections require the marketing plans be certified by a qualified marketing firm.

Approval of the Board of Supervisors is required for all contracts/agreements entered into under this Marketing Plan. The Board will provide separate direction to staff regarding individual Request for Proposals (RFPs), which will guide specific policy and specifications on proposals, directing what is and is not permitted for each project.

Sponsorships and other fundraising endeavors contemplated under this Marketing Plan are intended to provide financial support and promote the mission and message of Glenn County. The County Budget and Finance Committee, or the County Administrative Officer, will review all proposals and submit a written evaluation to the Board of Supervisors prior to final approval by the Board. Glenn County reserves the right to refuse to enter into sponsorships or other relationships with any entity whose mission, business purpose, community image, or message, in the opinion of Glenn County, is not consistent with the mission and message of Glenn County.

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III. Project Background

Glenn County 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.”

The purpose of this program is to identify and pursue opportunities and strategies that will generate additional revenue, goods and services for the County over a specified period of time. The Program may include corporate sponsorships, branding efforts, exclusivity rights, naming rights, and advertising in selected categories.

Any sponsorship or marketing contracts under this Plan will be subject to review by County staff and approval by the Board of Supervisors. Ultimately, this Plan is designed to result in a series of approvals of a sequence of RFP(s) which will be issued in order to confer defined benefits to prospective partner corporations for each category of interest to be marketed.

This program will allow recognition for one-time and on-going donations. Donations may not be subject to the RFP process and may include multiple smaller units to be given out over a period of time.

1. **Marketing Objective and Strategies**

Marketing Objective – The objective of the Program is to generate incremental revenue through partnerships that are consistent with and appropriate for the County’s mission and acceptable to the community. The Program will generate revenues by negotiating contracts that generate fees to the County in exchange for access to County assets that can be used for mutually beneficial marketing purposes by selected private enterprises. The program may also result in contracts for goods or services provided at a significant discount in lieu of program fees.

Additional streams of revenue to increase services and amenities are always beneficial to residents, and people living in Glenn County are no exception. Creative and imaginative approaches for the using County assets can generate such revenue. Ideally, this revenue will be generated by discovering new ways of utilizing these existing assets, without incurring additional expenses or investments, and without requiring traditional forms of government revenue derived from taxes, fees, bond issues, or the like. The ideal sources of new revenue would have the following characteristics:

- The revenues generated will ideally be recurring sources of revenue, rather than one-time payments with little or no growth potential.
- The sources for these revenues will ideally be long established and stable corporations with a record of accomplishment for fair dealings and consistent, timely payment of financial obligations.
- The revenues will be guaranteed to the greatest extent possible.
- Since cost savings or avoidance, such as free or significantly discounted goods or services can also be seen as added revenue, the County may issue RFPs for services or purchases beneficial to the public through the program. The revenue levels will be substantial enough to have positive public relations value.

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Marketing Strategy / Targeting Marketing – The County should establish contractual relationships with selected companies in a series of product and service categories that will generate revenue in exchange for the use or access to the County’s assets for a specified period of time in order to market their goods and services to their target customers. Once a sequence of categories is approved, the County will issue RFPs in the selected categories or for the specified components of these categories in a deliberately calculated sequence.

Policies for the sequence of categories to be followed will be discussed in Section IV of this report dealing with the marketing plan priority areas. The plan also provides background considerations necessary for review regarding each category under immediate consideration. It should be noted that all sections discuss the policy implications of each category under consideration.

Once the program is implemented, the County may become aware of additional areas of opportunities. New categories may be added throughout the life of the program.

Short-term and Long-term Revenue Goals – The short term revenue goals under this plan focus on sponsored in-kind donations, including items already pledged contingent on this plan (software for use by businesses in the incubator, speaker and workshop sponsorships). The precise nature and number of these donations will vary from year-to-year, but it is the purpose of this plan to enable the County to pursue and increase such opportunities. The long-term revenue goals include maximizing such in-kind sponsorship opportunities and modest monetary revenue (such as cost of incubator internet access).

The revenue goals of this plan will be impacted by its two-phase approach. Phase One of the Glenn County Marketing Plan will capture opportunities that come to the County (Solidworks® software, internet accessibility), enabling Glenn County to accept opportunities that benefit the residents of Glenn County and County operations that are currently not captured due to the lack of a marketing plan. Phase One is not anticipated to require a significant amount of staff time. Phase Two will involve actively pursuing sponsorship and marketing opportunities. Additional analysis is needed to develop these plans in detail, and this phase will take more staff time, but will also generate more money, if successful.

The phased implementation is discussed in detail in Section VI Implementation of Work Plan.

2. County Demographics

Glenn County, California is a rural county in California’s northern Sacramento Valley, about halfway between Sacramento and Redding. The County incorporated on March 5, 1891 and Willows, the County seat, incorporated on March 11, 1891. The County was developed out of the northern portion of Colusa County and was named for Dr. Hugh J. Glenn, who was the largest wheat farmer in the state during his lifetime and a man of great prominence in political and commercial life in California.

As of 2018, the County has an approximate population of 28,796 residents including two incorporated cities (Willows – 6,064 and Orland – 7,932) and smaller or remote rural communities, according to *California Department of Finance, 2018*.

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Glenn County is primarily an agricultural community with mountains on the west, located on the Interstate 5 corridor and State Highways 32, 45 and 162 connecting the rich farm land, and the Sacramento River on the east side of the County. With over 1,188 farms, agriculture remains the primary source of Glenn County's economy. Major commodities include rice, almonds, milk products, prunes and livestock.

Glenn County has a wide variety of industries, some of which include the fiberglass plant Johns Manville that serves the building industry throughout California, Rumiano Cheese Company, Sierra Nevada Cheese, and Kraemer & Co. Manufacturing, Inc. There are also many historic attractions such as the Bayliss Library and the Willows Museum and other recreational opportunities such as Thunderhill Raceway Park, and year-round family recreation, such as, boating and fishing on the Sacramento River, hunting, and camping throughout the County.

IV. Priority Areas

The following are those County assets that are currently the prime areas available for marketing purposes. While these areas are highlighted in this plan, it is not done so at the exclusion of other assets that may be available for marketing now or at a later date.

Areas identified include:

- **Parks and Recreation**
- **Fleet Services – Vehicle Advertising**
- **County-Owned Facilities and Structures**
- **Community and Corporate Outreach**
- **Public Services**
- **Vending**

1. **Parks and Recreation**

Glenn County's diverse recreational facilities (see Table 1) provide a valuable opportunity for companies or individuals to invest in their community. Trash receptacles, BBQ areas, drinking fountains, picnic facilities and restrooms all have partnership potential, providing necessary equipment for public access and reducing maintenance costs to the County. Advertising or sponsorship should be recognizable, but not obtrusive.

Table 1. EXISTING GLENN COUNTY PARKS

PARK TYPE	PARK NAME	TOTAL PARK	DEVELOPED ACRES
Regional	Ord Bend Park & Boat Ramp	12	12
Regional	Butte City Boat Ramp	1.2	1.2
Regional	Walker Creek Park	40	0
Regional	Site 48	28	0
Regional	Site 21 - Princeton Unit of the Sacramento River		
Regional	Wildlife Area	200	2

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Subtotal Regional Parks		281.2	15.2
Community Subtotal Community Parks	Hamilton City Park	3.4	3.4
Neighborhood Subtotal Neighborhood parks		3.4	3.4
Specialty	Monroeville Cemetery	>1.0	>1.0
Specialty	Orland Memorial Park	2	2
Specialty	Willows Memorial Hall	1.44	1.44
Specialty	Willows Memorial Park	0.75	0.75
Subtotal Specialty Parks		5.19	5.19
Grand Total		289.79	23.79

Source: Glenn County

2. Fleet Services – Vehicle Advertising

There are a number of opportunities to allow advertising on county-owned vehicles. County vehicles travel the county extensively, giving an advertiser exposure to potential customers. Donation of a vehicle with specific functions or characteristics (i.e., electric vehicle for the air pollution control department) would be appropriately acknowledged by putting the donating company's logo on the vehicle. This would both show appreciation for the donation and help foster future vehicle donations. This program could be expanded to allow companies to purchase advertising space on county-owned vehicles including the public transportation bus system. Approval for these agreements would be required from the oversight committee or commission and funds generated would remain with that department.

3. County-Owned Facilities and Structures

Opportunities may exist on furnishings and structures such as bus stops, benches, public restrooms, etc. It is common for sponsoring companies to be responsible for the upkeep of such facilities, generating revenue and/or reducing maintenance expenses. Form and content of such advertising would be controlled by the County.

4. Community and Corporate Outreach

Community needs often cannot be met without partnership from local organizations, corporate and small business. This plan will allow innovative partnerships to bring events, educational workshops, services and perhaps even infrastructure that would not be otherwise funded. Benefit to the community will always be the priority in forming these relationships.

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5. Public Services

There is potential to recognize a corporate supplier of goods or funding for supplies to be distributed in the course of our normal public service activities. These might include encouragement of recycling or safe disposal of hazardous materials, clothing and/or supplies for at-risk youth, etc.

6. Vendors and Vending Opportunities

Providing vending machines in County offices, facilities, park and libraries would benefit employees and patrons. The benefit may include additional revenue to provide services without increase taxes or fees, convenient access to refreshments, neutral to positive environmental impact and support for publicly-sanctioned programs and events.

A thorough assessment of value would include rate of sales and profitability dependent on pedestrian traffic, demography and income levels, seasonal accessibility, security and other factors.

Vendors will typically bid on a package with multiple locations, be expected to maintain fresh stock or appropriate and requested items in the vending machines, reimburse the County for any refunds the County may need to issue to users not receiving the merchandise they chose. Vendors will also be asked to provide the County with audited records of all transactions and absorb liability losses due to vandalism perpetrated on unsupervised machines. Vendors will be asked to install upgraded equipment where recurring vandalism problems occur to provide higher levels of security.

Requests for Proposals packets outlining guidelines, payment structures, contract considerations and analysis will be legally noticed and provided to all vendors upon request.

V. Other Areas for Consideration

While only six areas are highlighted above in this Plan, there are many opportunities for Glenn County to focus on for marketing potentials. The six areas discussed in this plan serve as examples of the marketing potential for the County and are not intended to disqualify any other opportunities that present themselves in the future for consideration. Nor does it bind the County to pursue the opportunities discussed herein.

As marketing or sponsorship opportunities arise, the County will issue an RFP looking for interested companies to allow all parties an opportunity to compete. In the event that multiple proposals are received, the Board will select the one that meets their needs to the greatest extent. Selection will be made based on criteria in Section III.1. Marketing Objectives and Strategies.

1. Existing Sponsorship Relationships

The County may have a small number of existing relationships for use of County intellectual property and other matters covered by this plan, which do not presently

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provide revenue to the County, but could be monetized as provided herein.

The Board may consider grandfathering existing, permissible "marketing" relationships entered into under other legal authority, and converting these relationships into revenue generating contracts under this plan. Under this approach, the Board may enter into new revenue-generating contracts with such grandfathered entities without conducting an RFP process, in recognition of the existing beneficial relationship (and those non-monetary public benefits that formed the original basis for that existing relationship).

2. Website Presence

Ideally, an area of the County's website may be created for this Marketing Plan, outlining opportunities for companies and individuals to advertise with the County and recognizing those companies that have. This could include using the company's name or logo in this area of the website. The County Administrative staff will develop, implement, and maintain the specific webpages for this Marketing Plan and other economic development programs and opportunities. Other opportunities could include links for local services and community programs, such as:

- Local realtors
- Branding efforts
- Agricultural Tourism
- Local Businesses throughout the County
- Business Incubator and Job Development

VI. Governing Policies

The following shall be the governing policies for developing, implementing and administering the Marketing Plan Agreements:

- Identify potential partnership opportunities through internal review of County assets or from third party interest and assess whether to proceed under the Program.
- Define the scope of marketing partnership, including a description of the community need, financial goals and general marketing strategy, and specification of assets to be included.
- Refer and adhere to the County's contracting policies, guidelines and procedures regarding the preparation, advertisement, and issuance of the solicitation document, review and evaluation of bids, proposals, and contract award.
- Manage the implementation of the Marketing Agreement ("Agreement"). Conduct ongoing administration of the Agreement, and annual review, to ensure both parties adhere to the requirements of the contract.
- The County will evaluate the revenue potential of contracts proposed under this Marketing Plan by assessing all financial impact of the proposed contracts including, but not limited to, the likely short- and long-term net revenue based on proffered

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financial or in-kind benefit, less any financial outlay or staff time required to participate in the proposed sponsorship event or relationship, and with respect to exclusive sponsorships, any lost opportunity costs from other potential relationships. The County will compare the revenue potential of alternative contracts, by determining which contracts provide the greatest net revenue based on the factors described in the previous sentence. Consideration will also be given to sponsors who best promote the message and mission of the County and the affected County department(s). Additionally, contracts will be evaluated by comparing the revenue with the projected cost of goods or services to be acquired. For example, revenue from a local bank will be evaluated by comparing the revenue with the projected costs for providing a service such as internet access for a specified time period. Contracts will also be evaluated by examining any and all ancillary restrictions, including restrictions that may impact the County's ability to purchase goods or services from other vendors. In the event the revenue from a proposed sponsorship contract cannot fully meet the County's needs, other vendors may have to be used for the donation or purchase of goods or services. The proposed sponsorship contract cannot be so restrictive that it prevents the County from obtaining needed goods and services.

- The County will consult with the corporate sponsors on an on-going basis to assess the program, determining what worked best, what may be improved upon and what might be added.
- The County Budget and Finance Committee, or the County Administrative Officer, will review all proposals and submit a written evaluation to the Board of Supervisors prior to final approval by the Board.
- The County will annually review each agreement entered into under this Marketing Plan to evaluate the sponsor's performance, both with respect to the financial benefit provided to the County and with respect to the impact of the relationship on the message and mission of the County.

VII. Implementation of Work Plan

The Glenn County Marketing Plan will be implemented in two phases. Phase I will capture opportunities that came to the County (such as: providing software in exchange for inclusion of logo on marketing materials for the incubator). Phase II will actively pursue sponsorship and marketing opportunities.

1. Phase I

Phase One of the Glenn County Marketing Plan will capitalize on existing opportunities that are to the County.

Staffing and Budget – Existing County Administrative staff will fulfill Phase One, with assistance from staff in the department(s) impacted by the marketing opportunity. It is not anticipated that Phase One will take a significant amount of staff time to administer. No additional budget or personnel will be needed for Phase One.

Timeframe – Implementation of Phase One will begin immediately upon the approval of this plan.

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2. Phase Two

Phase Two will involve actively pursuing sponsorships and marketing opportunities, differentiating it from Phase One where only opportunities that are brought to the County will be considered. Phase Two will identify opportunities based on priorities set by the Board and a cost benefit analysis of the potential income revenue for the County and time it would take to find and implement these opportunities.

Staffing and Budget – Initial project scoping will be coordinated by the County's Community Development Director or other assigned staff and is anticipated at the 5-10% FTE level, and one support staff member at 10-15% of yearly time. A working group of department and administrative staff will be consulted to identify opportunities to pursue. No additional staff will be required to scope potential opportunities.

The development of RFPs will require additional support staff. Part-time and/or consultant agreements are anticipated for this on-going effort. Time allotted to get new sponsorships and marketing opportunities off the ground will not be evenly distributed throughout the year for County staff, consultants and/or contactors. It will take considerable time to research opportunities and create individual RFPs, but once they are launched, it should provide a revenue stream or savings to the County with little subsequent staff time.

Timeframe – Project scoping for Phase Two would begin approximately six months after Phase One is initiated. The development of the first RFP will be approximately one year after Phase One is initiated.