



P I N A L • C O U N T Y
wide open opportunity

Pinal County Strategic Planning



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Today's Agenda

Opening – Welcome and Overview of Strategic Plan Key Elements

- Typical Cycle of Plan (3-5 Years)
- Ground Rules for Participants and for Audience

Analysis of SWOT

- Define SWOT and its purpose: *An analysis of internal and external factors that affect the organization.*
- Answer: Where did the SWOT issues come from?
- Citizen wants/ vs. needs info
- Three (3) groups to answer the following questions
 - What are our highest priority strategic issues? (5-6 optimum)
 - Strategic Issues are those concerns of critical importance to Pinal County over the next 3-5 years. The vital few...that will help establish our goals.
 - What gaps do we see between the desired state and our current state?
- Large group report out
- Discussion to achieve consensus

Review of current Mission and Vision

- What has to change given what we just discovered?
 - Large group input (-or- Individual ideas generated if needed)
 - Group agreement on refined mission/vision

Break

Strategic Goals *The desired end result, general after three or more years. They are challenging but achievable. Often called 'stretch goals'. Are outcome oriented.*

- Decision Criteria – Show First Things First example
 - Determine Pinal County decision criteria –Use handout information to assist
 - Develop initial goal statements for each strategic issue as a large group (6-8 max)
 - Break into smaller groups (15-20 min)to refine the goal statements, making sure they fit the following criteria: Check: 1) Feasibility, 2) One issue only, 3) End-result oriented, 4) Critical to success, 5) Long-term oriented, 6) Challenging but achievable
- Review refinements with entire group (15 min.)

Lunch Break

Objectives *Specific and measurable statements leading to action through specific strategies which lead to goal achievement. Include targets as possible, but **must** be time-bound.*

Note: Objectives for **year one** should be followed by objectives for the entire planning cycle (minimum 3 years) until the end result would be achieved.

- Determine who will work which goal statements. Break into pairs/groups. Depending on the number of goals.
- Develop the initial objectives for each goal. Work hard on the objectives that are for year one to meet SMART criteria.

SMART Criteria

- **S**pecific – Specific accomplishments of the object should be clearly stated.
- **M**easurable – Objectives and performance measures go hand In hand.
- **A**ggressive but Attainable – Should be challenging but not demand the impossible.
- **R**esults-Oriented – Results, not just activities, should be apparent.
- **T**ime-bound – Each objective should have an end date for completion.

Break

Review Objectives in large group; achieve consensus

- Review against alignment with strategic issues; achieve consensus and buy-in.
- Ensure the objectives address the longer-term, not just year one. (even though longer-term may not be in final wording yet...The actions to take should be laid out.)
- Identify who would be involved with the actions needing to be taken to achieve the objective

Introduce action plans

- Determine how the action plans will be assigned to those that should be involved.
- Determine who will be the lead on each action plan development effort
- Determine who will visibly and actively sponsor/champion that action plan completion and the goal that it supports.
- Determine timeline for completion.
- Determine date to reconvene (1/2 day) to review and approve.
- Make copies of all with support staff help for documentation to BOS and planning team

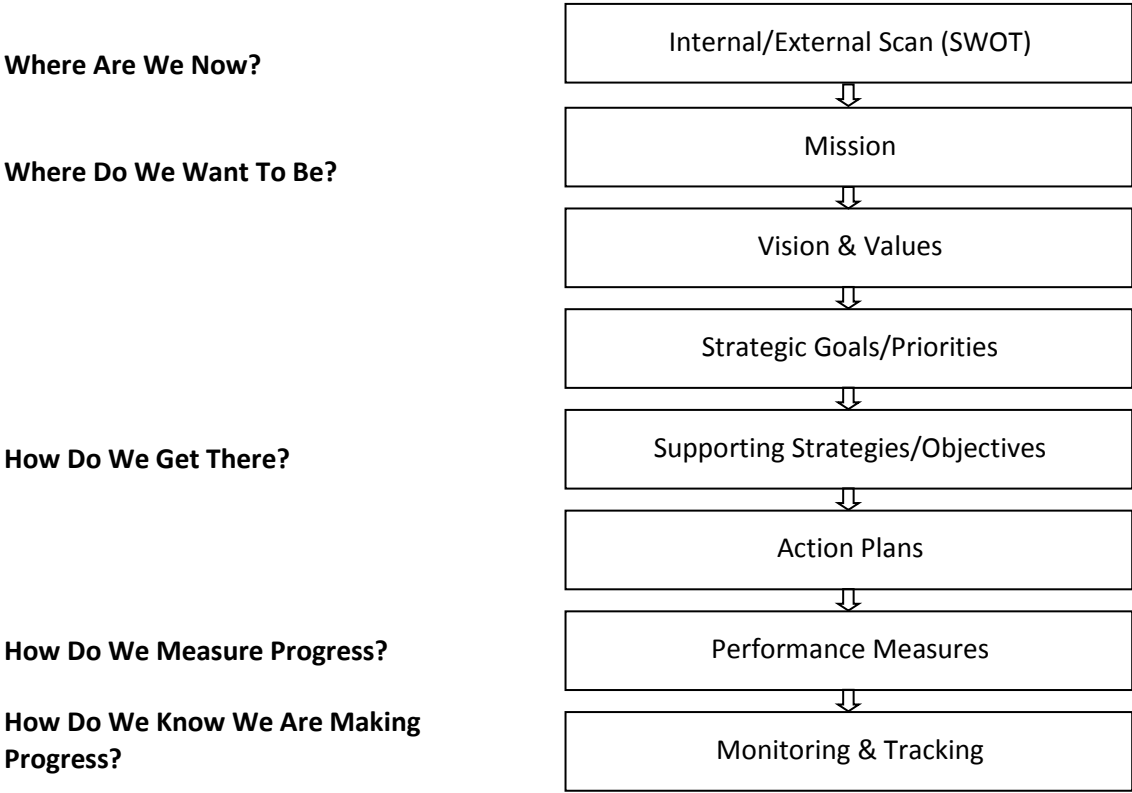
Wrap up/summary of the day

Key Elements of Strategic Planning

Overview

CC & A's strategic planning model is nationally recognized and based on best practices. Our model answers the following five questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?
- How do we know we are making progress?



SWOT Analysis

(Answers by multiple respondents highlighted with asterisks***)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Location in the Sun Corridor between Phoenix and Tucson***** 2. Location with access to rail, interstates** 3. Existing and planned transportation infrastructure and plans, strong national transportation connections**** 4. Quality comprehensive plan 5. Natural resources – sunshine, open spaces, mining, water, state and national parks, etc.***** 6. Local and regional Economic Development groups, development of strategic alliances, etc.**** 7. Affordable, available land - room to grow***** 8. Affordable home prices 9. Vibrant Native American communities 10. Ecological beauty** 11. Pinal County Airpark** 12. Jobs (industrial and commercial) 13. Opportunity to improve 14. Public Health second to none 	<ol style="list-style-type: none"> 1. Competition with Pima and Maricopa Counties (i.e. Union Pacific, jobs in their locales) 2. Lack of skilled labor force; can't attract educated workforce*** 3. Turnover rate 4. Lack of strategic direction, Board needs a shared vision** 5. 5400 square miles 6. Lack of cohesion between Districts - 7. Business vs. residential ratio, not enough industry*** 8. Lowest Income per capita in state 9. Property valuation/tax high***** 10. Roads/infrastructure needs to catch up with population 11. Location – way out here 12. Lack of consensus on how to move forward and capitalize on our strengths 13. Economically depressed area, poorest county***** 14. Perception across state as backward and poor county, Poor perception of county government and services, reputation (S Griffith)*** 	<ol style="list-style-type: none"> 1. Gateway to shipping to other markets – I-10/I-8/Union Pacific-rail line from Long Beach to El Paso to Houston, Union Pacific switchyard, pull 'em in, take advantage of our physical location, Canamex***** 2. Vacant, cheap land, land, large expanse of State Land*** 3. Close to freeways – I-10 corridor, high speed corridor/passenger rail*** 4. Economics of healthcare-bring in people to offer more here 5. Bring in jobs, people need work**** 6. Develop housing 7. Small, young, unpopulated county = open canvas 8. BOS becomes a team for the county and its people 9. Technology infrastructure development 10. Open space – scenic areas draw people to this area**** 11. Use CAC to develop our workforce competency so that we can lure employers here, expanded CAC campuses*** 	<ol style="list-style-type: none"> 1. Making everybody happy won't be economically sustainable, i.e. – we must be clear about the level of service we want to provide and sustain it. 2. Transportation issues...keep development away. Bad development planning 3. Fear of change – get people to buy in to doing job easier. More time for discussion, relationships, understanding other departments better, looking at the number more specifically and deeply 4. Weak or vague policies, i.e. -1) in HR – too many exceptions and 2) travel policy – hard to reconcile, etc. 5. Grants (may shrink) 6. Maricopa and Pima counties 7. East Valley Partnership 8. National and global economic stagnation 9. Lack of skilled workforce/graduation rates/educated workplace, lack of training for 21st century jobs, *** 10. Transportation infrastructure

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> 15. Talented staff who care, resourceful people, good and devoted employees**** 16. Outdoor recreation 17. Cooperation between county and other municipalities 18. Central AZ College 19. Fertile farm land 20. Mexico connector 21. Proactive position 22. Electrical grid 23. Available, large workforce 24. New leadership 25. Diversity within the county – younger in San Tan, older in Saddlebrook/rural, etc. 26. Revenue sources 27. Effective use of technology to enhance communication and improve customer service 	<ul style="list-style-type: none"> 15. Technological infrastructure is non-existent in eastern portion. 16. Job opportunities are limited, jobs- we need jobs*** 17. No performance-based system 18. Five (5) years of no raises 19. Politics gets in way of management, political instability, political environment*** 20. Open end of county – too rural 21. Do we have ample water supply? 22. EPA-PM10 District-Federal gov't 23. Leadership turnover 24. Major issues to attract and retain quality staff 25. Opportunity to improve abounds 26. Not enough shovel ready sites 27. Lack of financial incentive packages 28. State Land Department 29. Not enough industrial property in some areas 30. Too much land is in Federal/State control 31. Citizens in unincorporated areas expect higher level of service than we offer 32. Economic development 	<ul style="list-style-type: none"> 12. Pinal Airpark as economic development driver**** 13. Potential huge projects such as Resolution Copper Mine, mines in Superior – holdings for international, copper*** 14. Millennials – Live, work and play, transit opportunities, attract them 15. Provide land use that Pima and Maricopa will not provide 16. Plan a transit system that can be implemented in phases, minimizing cost and disruption 17. Use a lobbyist/person to fight for Pinal in the legislature 18. Create a marketing program for Pinal County; rebrand who we are** 19. Agriculture, agri-business** 20. Mining 21. Manufacturing/assembly 22. Health services 23. Tourism 24. High tech/BIO2 25. Foreign trade zone with Mexico 26. Make changes now that will allow us to serve better 27. Technology improvements – deployed last year. No one to help with deployment; people are burning out.(CC: Is last 	<ul style="list-style-type: none"> in some areas, Lack of proper infrastructure such as roads and hospitals in poorer areas** 11. No marketing program funds, Image as problem child** 12. Lack of cohesive community county-wide 13. Little feedback from most residents 14. No set plan for large unincorporated areas: SanTan and Arizona City 15. State Land Department – 1) county is 85% public owned 2) selling State Trust Land to Union Pacific 16. No university 17. No incentive package 18. Complacency – by everybody** 19. Citizens who expect city level services but are unwilling to pay county level taxes; increasing demands for infrastructure and services with limited resources and reduction in funding sources** 20. Far flung, low density developments that will be very expensive to service 21. People need schools, technology schools – later to school w/families = more struggle

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<p>partnerships (AccessAZ, GPEC, etc.) not well-defined and lack cohesive strategy, no county economic dev. strategy***</p> <p>33. Fees associated with develop (DIFs) too high</p> <p>34. Staff recruitment and retention (loss of talented staff)**</p> <p>35. Negative press reports</p> <p>36. Need to improve internal coordination, cooperation, communication</p> <p>37. Fragmented CAG, MAG, MPO</p> <p>38. County expenditures not tied into strategic planning process, no method to secure expenditures into performance budgeting system</p> <p>39. Dysfunctional</p>	<p>part a threat?), new financial system finally**</p> <p>28. Partner with SCORE – get retirees to volunteer</p> <p>29. Timing NOW is the time due to new BOS and new MGMT. They can be the champions. New Board, new mgmt. = fresh ideas, pro-growth leadership. Lead by example-surround with good people***8</p> <p>30. Educational outreach: Citizen on patrol, citizen on planning. Bigger visible oppty's to help people understand what county does</p> <p>31. Do more with less smartly – Look at everything we do. People asked to streamline but no guidance, no skilled facilitator to help (CC Last part is threat?)**</p> <p>32. District plans that align with overall comprehensive plan</p> <p>33. Redirect San Tan to be a balanced community with realistic expectations</p> <p>34. Infrastructure need in Courts, facilities of county in general</p> <p>35. Hunt Hwy – more development</p> <p>36. Keep public informed</p> <p>37. Use plan to get elected buy in</p>	<p>22. An economy based mostly on housing**</p> <p>23. A legislature and fed govt who pass laws and res harmful to the financial stability of this county</p> <p>24. Lack of jobs - Outbidding and selling the store to get jobs here***</p> <p>25. EPA-PM10 District,-Federal gov't, Federal and State imposing unfunded mandates (air, water, Sonoran Desert Tortoise, etc.). or State sweeping money, i.e. HURF, funding in general, transportation challenges i.e.- 2nd most highways, fewer dollars, funding*****</p> <p>26. .US Fish and Wildlife – refuge of the river 2 mi. either side</p> <p>27. 4 year college needed</p> <p>28. Electeds not in planning life before</p> <p>29. Unemployment</p> <p>30. Diabetes rates very high</p> <p>31. Business needed beyond retail</p> <p>32. State legislature involvement in county business</p> <p>33. Litigation</p> <p>34. Home developers</p> <p>35. Employee retention, compensation**</p>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> 38. Economic development leading toward quality of life and economic growth** 39. Pool of talent upon which to draw re: explosive growth to come 40. Undeveloped land 41. Branding and image effort, how them we have cleaned up our act** 42. Capitalize on our strengths – i.e. dairy company that Casa Grande just landed 43. Positive change with developers 44. Diverse geography and population 45. Proximity of Williams-Gateway airport 46. Good news stories – get out to public 47. Fairly stable political environment 	<ul style="list-style-type: none"> 36. Internal bickering that goes public, negative publicity in general** 37. High property tax 38. Sheriff 39. Water – unchecked growth 40. Political unrest

Citizen Wants/Needs here

Citizen Wants	Citizen Needs
Safety✓✓✓✓✓✓✓✓	Safety✓✓✓✓✓✓✓✓
Good roads✓✓✓✓✓✓✓✓	Good Roads✓✓✓✓✓✓✓✓
Water✓✓	Water✓✓
More count services in unincorporated suburban areas	Quality health services✓✓
Fiscal responsibility	Good local jobs✓✓✓✓
Good local jobs✓✓✓✓✓✓	Lower property tax✓✓
Healthy environment	Well planned growth
Lower property tax✓✓✓✓✓✓	Infrastructure✓✓
Less government	Economic development
Strong political leadership✓✓✓	A voice at the state
Support and customer service✓✓✓✓	Less government
Clean air✓✓	Clean air✓
Urban infrastructure with rural feel/projects✓✓	Competent politicians
Recreation areas✓✓	Efficient, effective service
More with less✓✓✓	Development services
Sense of direction	Fire management
Low fees	Low fees
Honesty/transparency	Higher education
Development services	
Health care	

Citizen Survey (2010)/Current SWOT comparison

	Strengths	Weaknesses	Opportunities	Threats	2010 Citizen Survey	
Transportation	2, 3, 11	10	1, 3	10	Quality of Street Repair and Maintenance	29% E or G
					Ease of Car Travel	44% E or G
					How important is it to address "improving transportation, reducing traffic congestion"	70% E or VI
					How important is it to address "mass transit"	43% E or VI
					Support or oppose expending resources on "Transportation Planning"	50 % Strongly support 42% Somewhat support
Natural Resources	5, 10		10		Quality of overall natural environment in Pinal County	58% E or G
					How Important is it to address "Environmental Issues i.e. air quality, water conservation"	67% E or VI
					Support or oppose expending resources on "Environmental Concerns"?	43% Strongly support 46% Somewhat support
					Preservation of natural areas such as open space and farmland	43% E or G
Economic Development and Jobs	6	2,7,13, 16,32	5,11,13 ,19,38	9,22,24	Support or oppose expending local resources on "jobs and economic development"	64% Strongly support 30% Somewhat support
					Rate "employment opportunities"	16% E or G

	Strengths	Weaknesses	Opportunities	Threats	2010 Citizen Survey	
					Rate the "speed of job growth"	51% Much too slow 41% somewhat too slow
					Rate the "speed of commercial growth"	21% Much too slow 37% Somewhat too slow
					"Is your place of employment within Pinal County	57% no
Taxes		9		19	When thinking about the County services you receive, do you feel your Pinal County Taxes are:	22% way to much 36% somewhat too much
					Paying lower County taxes and reducing service levels	13% strongly support 30% somewhat support
					Paying higher County taxes and maintaining current service levels or expanding services	8% strongly support 32% somewhat support
					The value of County provided services for the taxes paid to Pinal County	37% E or G
Housing		7		22	Rating of community characteristics-Affordable Housing	48% E or G
					Rating of community characteristics-Variety of housing	51% E or G

	Strengths	Weaknesses	Opportunities	Threats	2010 Citizen Survey	
					options	
					How important is it for Pinal County to address? Increasing the amount of affordable housing	42% E or VI
					Rate the speed of "Residential growth"	14% Much too fast 26% Somewhat too fast 38% Right amount
Branding/Image		14	18, 41	11, 36	Rating of "Overall Image or reputation of Pinal County?"	37% E or G
					Rating of the quality of services- Public Information Services	36% E or G
					Rating of the quality of services- Customer Service from the Citizen Contact Center	46% E or G

Employee Wants/Needs

Employee Wants	Employee Needs
Fairness✓✓✓✓	Competitive pay and benefits✓✓✓✓✓✓✓✓✓✓✓✓
Leadership✓✓✓✓	Stable and consistent leadership✓✓✓✓✓
Competitive, Fair Wages✓✓✓✓✓✓✓✓✓✓	Support and recognition✓✓✓✓✓✓
Departments to collaborate	Vision✓✓✓
Consistency✓✓	Resources✓✓✓
Safety	Respect
Good roads	Safety
Good, affordable healthcare benefits✓✓	Fairness
Healthy, safe work environment✓✓✓✓	Communication/information✓✓✓✓✓
Meaningful work	Opportunity to grow/advance✓✓✓✓✓
Opportunity to grow✓✓✓	Clear expectations
Accountability	Empowerment✓✓✓✓
Clear expectations	Accountability
Communication/information✓✓✓✓✓✓	Safe work environment
Vision/Direction✓✓	Ethical people
Sense of appreciation/being valued✓✓	Updated HR policies
Work stability	Work stability

Current County Mission/Vision

County Mission

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

County Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

Current County Issues

- 1) Public Safety – foster safe neighborhoods and communities
- 2) Healthcare – provide quality, accessible healthcare
- 3) Transportation – expand multi-modal transportation network
- 4) Jobs and Economic Development – promote the creation of jobs that provide a more diversified economy for sustainable communities
- 5) Accountability – provide public information on County website and other media sources so residents will know the services and values they receive in return for the taxes they pay

Definitions for Action

1. SWOT Analysis/Strategic Issues

- Those factors impacting the organization from an internal and external perspective allow for critical high level thinking about the environment in which the organization operates.
- Those strengths, weaknesses, opportunities and threats resulting from the evaluation of internal and external conditions that affect the organization.
- Those issues of critical importance to the organization, plus any gaps/planning assumptions which must drive the organization's direction.

Deliverables: 1) SWOT Analysis (including gaps) identified
2) Strategic Issues and Gaps to be identified

2. Mission/Vision

- A brief, comprehensive statement of purpose.
- A compelling, conceptual image of the desired future state.

Deliverables: 1) Refined Mission if needed
2) Refined Vision, if needed

3. Strategic Goals

- The desired end result, generally after three or more years.

Deliverable: End-result oriented strategic goals

4. Supporting Strategies/Objectives

- Specific and measurable targets for accomplishing goals.

Deliverable: Specific, action-oriented objectives that support the strategic goals

Other core elements to be developed as Pinal County further develops its plan:

5. Supporting and Specific Action Plans

- Determination of courses of action to achieve objectives.
- Specific steps and related timelines necessary to achieve a strategy.
- Identification of responsible parties is included.

Deliverables: Action plans that are linked through objectives to the goals which include key steps to take, who will take them and what they will cost to execute.

6. Performance Measures

- Indicators used to determine results and ensure accountability.

Deliverable: The key result areas are measured with accountability for reporting and tracking established.

7. Formal monitoring and tracking process

- The series of steps put in place to report results and assess progress against plan.

a. Formal linkage to key individuals' performance expectations re: plan execution

Deliverable: A tracking and monitoring process and template for ongoing review of progress.