



# MEMORANDUM

Date: August 22, 2025

To: Members, Pima County Board of Supervisors

From: Rex Scott, Chair, Pima County Board of Supervisors *Rex Scott*  
Jan Leshner, County Administrator *Jan Leshner*

Re: **Board Retreat Preparation**

These questions are intended to stimulate thought and discussion during the Board retreat. A critical aspect of the process is the development of open and respectful dialog between the Board members in creating the path forward for Pima County. These questions were developed by county staff who have background and experience in strategic planning. This strategic plan process was started to assist the County with prioritizing efforts, more effectively allocating resources, aligning leadership and employees on the organization's goals, and providing metrics to track progress towards those goals.

## Foundation & Context

1. What external forces—economic shifts, regulatory changes, demographic trends—shape and will reshape our current operating and future environment, and how might they impact our mandate over the next 3-5 years?
2. Are we crystal clear on our core purpose and the specific outcomes our community expects us to deliver?
3. What is the public perception of our service-delivery level, excellent, world class, high performing or adequate?
4. Where might there be gaps between intention and impact?

## Performance & Resources

1. What does our data tell us about our current effectiveness, and which programs or initiatives are genuinely moving the needle versus those that simply feel familiar?
2. Do we have the financial runway, human capital, and technological infrastructure necessary to execute on ambitious strategic goals, or are we setting ourselves up for noble failure?

## Stakeholder Alignment

1. Who are our most critical stakeholders—citizens, other government entities, community organizations, business community or visitors—and how well do we truly understand their evolving needs and expectations?
2. Where do we see potential friction or collaboration opportunities with other agencies or levels of government that could significantly amplify or constrain our efforts?

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### **Governance & Capacity**

1. Are our current governance structures, decision-making processes, and board composition structured for the best vetting and purpose, or do they inadvertently slow progress or create blind spots?
2. What institutional knowledge, relationships, or capabilities might we be at risk of losing, and how do we ensure continuity while embracing necessary change?

### **Strategic Focus**

1. If we could only accomplish three transformational initiatives over the next strategic period, what would create the most meaningful, measurable impact for those we serve?
2. How are we defining success and what are the appropriate measurements
3. How will we honestly assess whether we're making progress, and what mechanisms will ensure we course-correct or pivot quickly when strategies aren't delivering promised results?